



REWARD SYSTEMS AND STAFF PERFORMANCE IN NATIONAL  
AUTHORITIES IN UGANDA: A CASE OF UGANDA NATIONAL  
METEOROLOGICAL AUTHORITY (UNMA)

BY

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## **DECLARATION**

I, Nuludiin Tebusweke, hereby declare that this is my original work, except where expressed acknowledgement is made and that that it has never been presented to any higher learning institution for an academic award.

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**APPROVAL**

We certify that Nuludiin Tebusweke carried out research and wrote this dissertation under our supervision.

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## **DEDICATION**

I dedicate this dissertation to my wife Nakambe Cissy Shadiyah, my biological children; Namakula Sydrah, Kaaya Aydean Noordiin, Katende Hashim Juma and my friends that missed precious time with me while I was concentrating to produce this work.

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Finally, I take responsibility of the final outcome of this study. Above all, my indebtedness goes to the Almighty God who has made it possible for me to go through this course.

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## **LIST OF ABBREVIATIONS**

1. DADCS: Directorate of Data and Climate Change Services
2. DFA: Directorate of Finance and Administration
3. DFS: Directorate of Forecasting services
4. DTR: Directorate of Research and Training
5. DV: Dependent Variable
6. HR: Human Resources
7. IV: Independent variable
8. NDP: National Development Plan
9. NNO: Directorate of Networks and Observations
10. PFP: Performance for Pay
11.  $R^2$  : Coefficient of Determination
12.  $r^2$  : Correlation
13. UNMA Act: Uganda National Meteorological Authority 2012
14. UNMA: Uganda National Meteorological Authority

## **ABSTRACT**

This study aimed at investigating the relationship between reward systems and staff performance at The Uganda National Meteorological Authority (UNMA). This theme was considered by the study because of the reward systems in National Authorities which are not effective to facilitate staff performance as observed by Therkildsen & Tidemand (2007). The study was anchored on Financial and nonfinancial Reward Systems Model and had two specific objectives which it sought to address. The two objectives were; 1. To examine the relationship between financial reward systems and staff performance at Uganda National Meteorological Authority 2. To assess the relationship between non-financial reward systems and staff performance at Uganda National Meteorological Authority. To deliver answers to the above objectives, the study adopted a correlation design to guide the whole study process. The questionnaires and the interview guides were used as methods of data collection. Seventy eight (78) questionnaires were administered with a response rate of 74%, and 8 Interview guides were administered to the sampled respondents with a response rate of 100%. The findings of the study revealed that, Financial Reward Systems had a very strong positive relationship at 88.4% ( $r=0.884$ ,  $P<0.05$ ) with staff performance and Non-Financial Reward Systems had a significantly strong positive relationship at 73.8 % ( $r=0.738$ ,  $P<0.05$ ) with staff performance. The implication of the study findings is that once both financial and nonfinancial reward systems are implemented systematically with much emphasis on financial reward systems, UNMA will highly likely to achieve desired Staff Performance. Based on these findings therefore; the key recommendations of the study are; UNMA should adopt and strengthen financial reward system in order to improve staff performance. It is also recommended that Incentive System of Non-financial reward system be adopted and given priority to help rally the staff towards higher performance levels.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This study investigated the relationship between reward systems and staff performance at The Uganda National Meteorological Authority (UNMA). Reward system in this study was conceived as the independent variable while performance of staff was the dependent variable. Reward systems have wider ranging impacts on organizations and their impact is greatly affected by their design and by organisational context in which they operate (Johns, 2006). Agarwal (1998) noted Key considerations that must be kept in mind in developing organizational reward systems. He highlighted four alternative approaches to rewards including skill-based pay, broad banding, variable pay, and team rewards. These alternatives in effect provide basis for evaluation of the organisation's reward systems.

In this study, Reward systems was measured in form of Financial Reward Systems like; base salary system and pay incentive system and Nonfinancial Reward Systems like incentive system and recognition system while staff performance was measured in form of quality and quantity of work as well as staff attendance as explained in the conceptual framework (figure 1). This chapter discussed the Background to the study, Statement of the problem, Purpose of the study, objectives of the study, Hypotheses, Research questions, Significance, Justification, Scope of the of the study, conceptual frameworks and operational definition of key terms

#### **1.2 Background to the study**

This section looked at historical background, theoretical background, conceptual perspective and contextual perspective of the study.

### **1.2.1 Historical background**

Traditionally, performance of staff performance at work centered on the evaluation of their performance and the allocation of benefits. During 18<sup>th</sup> century, business owners used to know their staff, their performance and their financial needs as a basis for rewarding staff. Staff performance is influenced by a number of factors including reward systems, job satisfaction and organizational commitment (Tella et al 2007). Staff performance has become one of the significant indicators in determining organizational performance (Cadsby and Tapon (2007)). Now days, all firms or business entities are facing so many issues related to staff's job performance and staff's job satisfaction therefore, Most of the organizations are implementing rewards system to increase the job performance and job satisfaction Edwards and Rees (2008). Mottaz, (2011) observed that as business grew, bureaucracies were created to provide structure, organisation and direction where professional managers replaced business owners leading to a new reward system.

Reward systems dated back to the 18th Century when Taylor observed and developed theories and concepts of economic man. During this period, staff benefits were confined to pay and for many years, staff rewards systems were viewed primarily as a necessary evil to attract and retain competent staff. MacLean (1990) noted that, organisations were losing money with the traditional merit programs when staff received a permanent pay increase that affected basic salary. As both public and private employers began to lose faith in the traditional merit programs, institutions realized that they needed to develop new systems for assessing how well services were being delivered to citizens", Brosz & Morgan (1977) and this explains the emergence of performance-based reward systems. According to Mouday et al (2013), Contemporary organisations have learned to establish an equitable balance between the staff's contribution to the organization and the organization's contribution to the staff. Establishing this balance is one of the main reasons for reward strategies Mouday et al (2013). On this basis, Samuel & Ingraham (1993) established a significant relationship between the reward strategies and staff work

performance. They highlighted promotion, better remuneration, cash gifts and training opportunities as preferred reward strategies but did not go far to group these rewards into a system that can enhance sustainable staff performance. The reward system of an organisation consists of its integrated policies, processes, and practices for rewarding its staff in reference with their contribution, skills, competences and market worth, according to Haenisch (2012). This implies that reward system corresponds closely with staff performance in an organisation.

World over, the traditional portrait of many governments that are characterized by massive bureaucratic machinery operating inefficiently, unresponsively and at high cost is phasing out gradually Rummeler & Brache (2012). The public-sector employee performance culture in Africa is premised upon the traditional model of public administration which has its roots in the colonial era that began effectively in 1900. Inyang (2008). Over the past two or so decades, the Sub-Saharan African countries have witnessed wide-ranging public-sector reforms often in search of effective and efficient systems that enhance employee performance Vyas (2011). After decolonization, Uganda just like any post-colonial society, simply inherited the derived 'Westminster Whitehall' model of government just because it was hard if not impossible, for Africa to draw from her own philosophical routes in order to re-establish indigenous thinking of public administration. Guma, (2012). To improve on governance and employee performance Uganda had to reform its public sector in search for excellence. The issue of employee performance reforms is relevant for Uganda, where public administration is characterized by inefficiency, limited capacity, and poorly-trained personnel (Schuppan, 2009). Since the early 1990s, many countries in sub-Saharan Africa have established semi-autonomous authorities organisationally distinct from their mother ministries, with some real operational autonomy, and with staff paid at rates substantially higher than those in comparable public sector jobs. Fjeldstad & Moore (2009). The implementation of governance reforms in Uganda in the 1990s, highlighting three cases of governance reform including civil service reform, the semi-autonomous authorities and agencies that share a

number of common features. Robinson (2007). This arrangement was perceived to mean increasing efficiency in performance of government employees and it is under the same arrangement that saw Uganda National Meteorological Authority becoming an Authority under UNMA Act 2012.

### **1.2.2 Theoretical background**

The study was grounded on John Stacey Adams “Equity Theory” of motivation. Equity theory was first developed in 1969 by J. Stacey Adams, who asserted that staff pursue an equity between the inputs that they bring to a job and the outputs that they gain from the organisation against the perceived inputs and outputs of the counterparts. This theory focuses on determining whether the distribution of resources is fair to both relational partners. It proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship. The theory was advanced from the Herzberg’s job satisfaction theory and connected to the reward system by Adam Stacy. An important aspect in employer’s motivation is whether staff perceive the reward structure as being fair. The Equity Theory of motivation concerns on the people’s discernment and emotional state on how they are treated as compared with others Armstrong (2012). Relating equity theory to The Uganda National Meteorology Authority (UNMA), the institution seems to have in place what can be regarded as outputs in form of salary increments, gratuity payments, insurance cover and job security so as to achieve what is regarded as inputs like staff time, effort, commitment and loyalty among others as per equity theory with hope to improve performance (UNM HR Manual). Also, a substantial shifts in policy like Human Resources manual and UNMA regulations, and attitude change programs like workshops and retreats have been implemented with the view of improving performance (Top Management Meeting, July 2016). Could such effort be perceived by staff to be fairly measured against comparable references in the market? This study helped the researcher to obtain empirical evidence based on equity theory so as to provide ground that could help in policy formulation on reward systems and staff performance in UNMA.



### **1.2.3 Conceptual perspective**

Rummler & Brache (2012) define “Staff performance” as the job related activities expected of a staff and how well such activities were executed. Robbins and Stylianou (2003) conform to this definition when they asserted that many business owners assess the staff performance on an annual or quarterly basis in order to help them identify areas for improvement. The concept of “staff performance” began around 60 years ago in the United Kingdom and the United States as a source of income justification and was used to determine staff wages based on performance according to Haenisch (2012). However, where staff were driven by learning and development of their skills, the gap between justification of pay and the development of skills and knowledge became a huge problem in the use of Performance Management. This led to a more comprehensive approach to manage and reward performance in the late 1980s. State government workers appreciate having freedom and autonomy, like their jobs and the sense of achievement, and welcome teamwork, but feel limited by poor supervision and management, poor communications, and insufficient budgets and staffing, Johns (2006). This suggests that reward system in government institutions are not effective to facilitate staff performance as observed by Traven (2007) that the main obstacle to increased organizational performance is simply lack of funds for pay, improved working conditions, adequate recurrent financing and so on. Reward systems are made up of compensation, incentives and benefits provided to the staff as a reward for their contribution to the organisation Tella et al (2007). The use of financial and objective measures are the main concern in designing the reward systems of the organization, companies are gradually incorporating non-financial measures in their reward systems, Shamoo and Resnik (2009). In this study, reward system referred to financial reward systems like base salary system and pay incentive system as well as nonfinancial reward systems like incentive system and recognition system while performance referred to quality and quantity of work as well as staff attendance.

#### **1.2.4 Contextual perspective**

This study was carried out at Uganda National Meteorological Authority (UNMA) that was formerly a Department of Meteorology under the Ministry of Water and Environment. UNMA became a semi-autonomous government institution for weather and climate services by an Act of Parliament, (The Uganda National Meteorological Authority, Act, 2012) that went into effect from 24 January, 2014 (UNMA Act S. 3). One of the motives of the transformation was to improve the reward systems for better staff performance as stated in UNMA Act that all staff of the former DoM were to continue to be employed in office on terms including salary that are more favorable than those applied before the commencement of the Act (UNMA Act S. 43). Following the establishment of UNMA, a Human Resources Operations Manual was established detailing the terms and conditions of service for UNMA staff members. UNMA was to create a robust and efficient Human Resource Management Information System that supports the attainment of the Authority's strategic objectives according to the Human Resources Operations Manual 2017. Reward systems and staff performance in national authorities are inseparable. Carmona and Sieh (2005). This means that UNMA exist because of good staff performance and staffs stay in service because of reward benefits they receive from an organisation as observed by Traven (2001).

Effective July 2015, UNMA improved staff reward systems by increasing basic salary (UNMA structure), paying gratuity of 30% on gross salary (gratuity payment schedule FY 2015/16 and 2016/17), medical insurance cover (Medical insurance Contract 2017) and training technical staff (Fees payment schedule academic year 2015, 2016 and 2017) among others. However, staff performance review by supervisors and human resources department have not revealed substantial improvement in quality and quantity of work as well as job attendance by the staff at UNMA work stations. During the period of two years of UNMA existence, some staff have opted to go back to the mainstream public service while others have left the Authority for "greener pasture" (UNMA Staff structure, September

2017). All allowances including but not limited to accommodation, transport and lunch are consolidated in the salary gross pay which is heavily taxed leading to take home not being enough for staff to cover their expenditure. This situation appears to be bringing about staff dissatisfaction with financial and non-financial reward system of UNMA which may be a key factor undermining staff performance. This research therefore was interested in obtaining more facts about this situation.

### **1.3 Statement of the problem**

World over, staff reward systems have been around for decades with a motive of increasing staff performance in hopes of being rewarded. When staff reward programs are planned intelligently and implemented with care, they are proven method of enhancing performance, increasing morale and building staff loyalty Charan & Noel (2010). The more staff know that their efforts are appreciated by management and the company as a whole, the more they will strive to do great work Kotler & Lee (2008). UNMA has put in place reward system including salary increment (UNMA structure, September 2017), gratuity payment of 30% on gross salary (gratuity payment schedule FY 2015/16 and 2016/17), medical insurance cover (Medical insurance Contract 2017), staff training (UNMA staff Fees payment schedule academic year 2015, 2016 and 2017) among others. However, despite the seemingly good reward system for UNMA, staff performance is not the best since made-up data weather that affect the quality of work, neglect of duty that affect the quantity of work and late coming, absenteeism & unauthorized absence from work that affect job attendance were found to be predominant (Staff files, UNMA Registry FY 2016/17). More so, in the period of two years of UNMA existence, two out of the five members of Top Management left the Authority for “greener pasture” (UNMA Staff structure, September 2017). If the situation is not reversed, performance of staff at UNMA will remain a nightmare at detriment of national aviation efficiency, agricultural performance and security. The study was therefore intended to establish the relationship between reward systems and staff performance at UNMA since the staff performance appeared not to have improved as a result of the seemingly

improved reward system. Undertaking this research would assist the Board and management of UNMA to better understand and address this problem and hence achieving organizational strategic objectives and contributing to overall national development and security.

#### **1.4 Purpose of the study**

The aim of this study was to establish the association between reward systems and staff performance at Uganda National Meteorological Authority

#### **1.5 Objectives of the study**

1. To examine the relationship between financial reward systems and staff performance at Uganda National Meteorological Authority
2. To assess the relationship between non-financial reward systems and staff performance at Uganda National Meteorological Authority

#### **1.6 Research questions**

The researcher utilized questions here below;

1. What is the relationship between reward systems and staff performance at Uganda National Meteorological Authority?
2. What is the relationship between non-financial reward systems and staff performance at Uganda National Meteorological Authority?

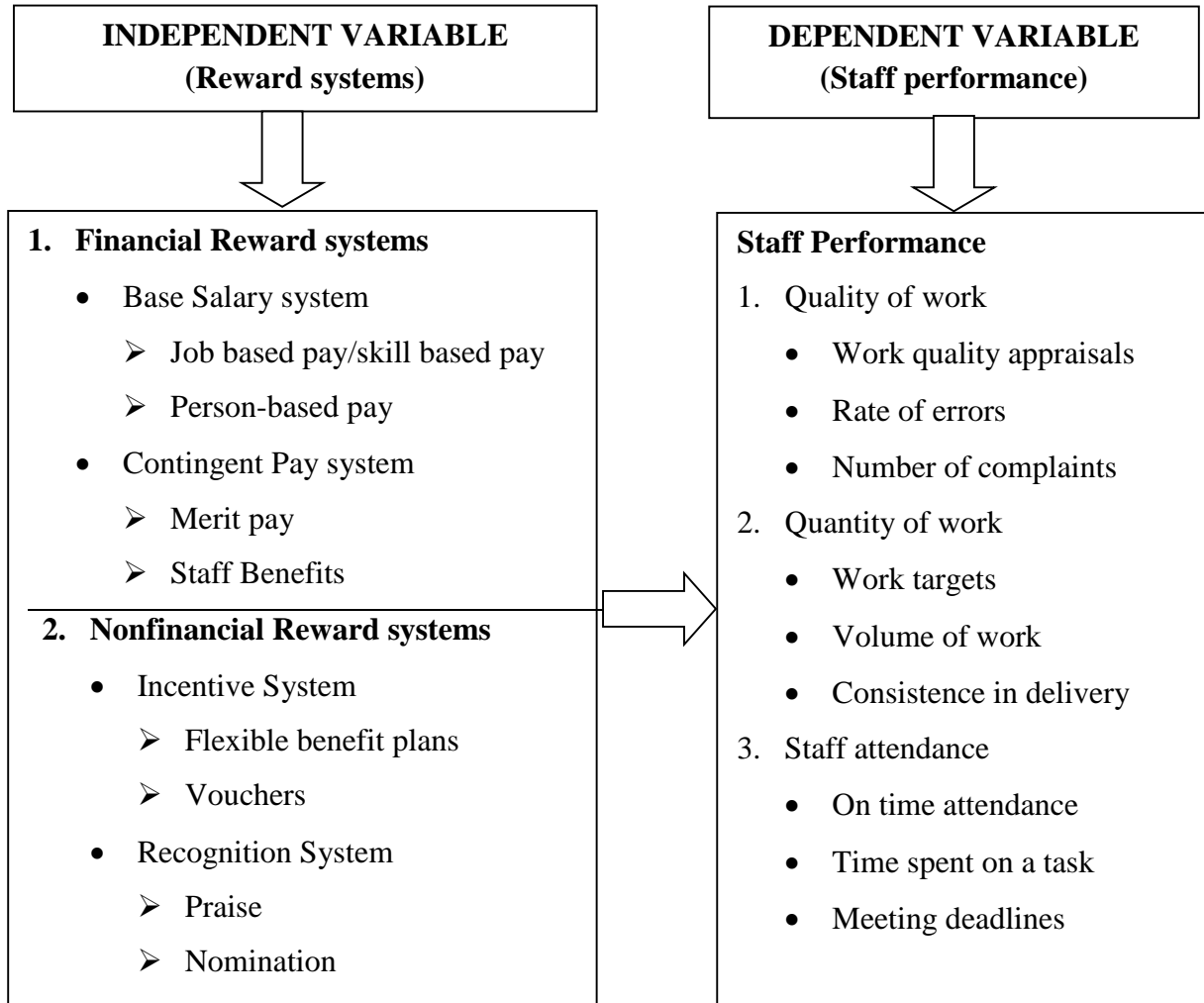
#### **1.7 Hypotheses of the study**

H1: Financial reward systems highly positively relate with staff performance

H2: Non-financial reward systems significantly positively correlate with staff performance

## 1.8 Conceptual framework

The conceptual framework for the study is presented in form of causal diagram which clearly depicts relations between parameters in the dependent variables and independent variables.



**Figure 1: The Conceptual Framework above illustrates how rewards systems influence staff performance.**

**Source:** John Wiley & sons (2004), modified by the researcher.

The conceptual framework indicates that the Independent Variable (reward systems) influences the Dependent Variable (staff performance). It indicates that each of the variables of financial and nonfinancial reward systems influences the work quality, quantity and staff attendance.

As reflected in the framework, financial reward systems are reflected in base salary which is job based or personal based pay and contingent system which is merit or staff benefit. Non-financial reward systems are manifested in incentive system that include flexible pay plan and voucher or recognition like praise and nomination. Staff performance is measured by quality and quantity of work as well as staff attendance.

### **1.9 Significance of the study**

A studious examination of the reward systems in relation to staff performance would help the Board and management of UNMA to relate situations and incorporate them in their decision making process. Also, Government and other policy makers would find the research work relevant in designing policies. More so, the study created up-to-date literature on reward systems and staff performance for academicians with interest in the subject matter. To strategic managers, the study would benefit them by implementing research outcomes to improve their rewards systems for better performance of their staff. Carrying out this study therefore enabled the researcher to make an addition to the existing literature for future scholars and researchers and providing insightful lessons on the reward systems and staff performance.

### **1.10 Justification of the study**

The rationale of this study was to generate both academic and intellectual issues in areas of reward systems and staff performance so as to stimulate further research on the subject matter. The researcher termed the subject of study as reward systems administered at Uganda National Meteorological Authority that seemed not to be adequate to staff. This could undermine the Authority's mandate to discharge its functions. This study should only be delayed at a substantial risk not only to national development but to the detriment of national security. UNMA is the sole institution with mandate to maintain climate database and provide regular advisories on the state of weather and climate whereby

if the staff performance is poor, the quality of climate and weather information to various stakeholders will be defective hence jeopardizing national development and security.

## **1.11 Scope of the study**

### **1.11.1 Contextual scope**

This study focused on the rewards systems used at UNMA and how such reward systems are related with performance of staff at UNMA. In terms of reward systems, the study examined financial and nonfinancial variables while for performance, quality of work, quantity of work as well as staff attendance were examined as identified in the conceptual framework. Analysis of the components of reward systems and their relationship with the elements of performance helped the researcher to draw valid conclusions.

### **1.11.2 Geographical study**

This study was carried out in Uganda at Uganda National Meteorological Authority Kampala Plot 67-75 Clement Hill Road. The study covered staff of UNMA, mainly at Head Office, Entebbe Meteorological Center (NMC), Entebbe Briefing Office and the National Meteorological Training School – Entebbe (NMTS). This coverage was based on the organizational structure and operations of UMA that places staff of different levels at Head Office, NMC, Briefing and NMTS in which case, representation of each staff category and nature of operations is perceived by the researcher to be paramount.

### **1.11.3 Time Scope**

The study covered two years ranging from July 2015 to June 2017. This was the period of expected staff performance improvement as a result of the transformation implementation from DOM to UNMA effective July 1, 2015 according to Human Resources Operations Manual 2017.

### **1.11.4 Operational definitions of terms**

Mugenda and Mugenda (1999:217) suggest that it is advisable that dependent and independent variables in the study are defined operationally. Amin (2005:56-57) also suggest that operationalization is an important and indispensable stage. In this study therefore, the key terms that were used are hereunder operationally discussed;

**Reward Systems:** Cambridge Business English dictionary defines reward system as a system used by companies where staff who achieve particular results are paid more or get other advantages. The law of contingent reinforcement states that, any reward to have a maximum reinforcing value, it must be delivered only if the desired behavior is exhibited (John Wiley & sons 2004). The study used the Reward System to include financial and nonfinancial policies, procedures and practices of rewarding staff within UNMA.

**Financial Reward Systems:** Financial payment in recognition of results. These are mostly mandatory in nature and have been converted into cash payments. They include basic pay and other monetized benefits at UNMA

**Non-financial rewards:** Are given or received in kind. They may act as incentives or recognition and may be given to group or individuals in recognition of good work done. They can be tangible or implicit like inflexible benefit plans, vouchers, praise or nomination for UNMA staff.

**Staff Performance:** It is how well or badly one carries out an activity in an effort to realize specific objectives maximum work standards that are determined by the quality of manpower and equipment



available. The study looked at staff outputs that focus on quality and quantity of work and staff attendance at UNMA.

**Quality of work:** Presentation of error-free work, efficiently executed and delivered timely for the right end user. This was measured by the work appraisals, rate of errors and number of complaints by the customers and stakeholders of UNMA.

**Quantity of work:** Presentation of the right amount of work in a given time period using optimal resources by staff of UNMA. This was measured by the work targets, volume of work and the consistence in delivery of work by the UNMA staff.

**Attendance.** The extent of staff presence in a work or workplace in terms of time spent at a task and extent of meeting deadlines by staff at UNMA.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

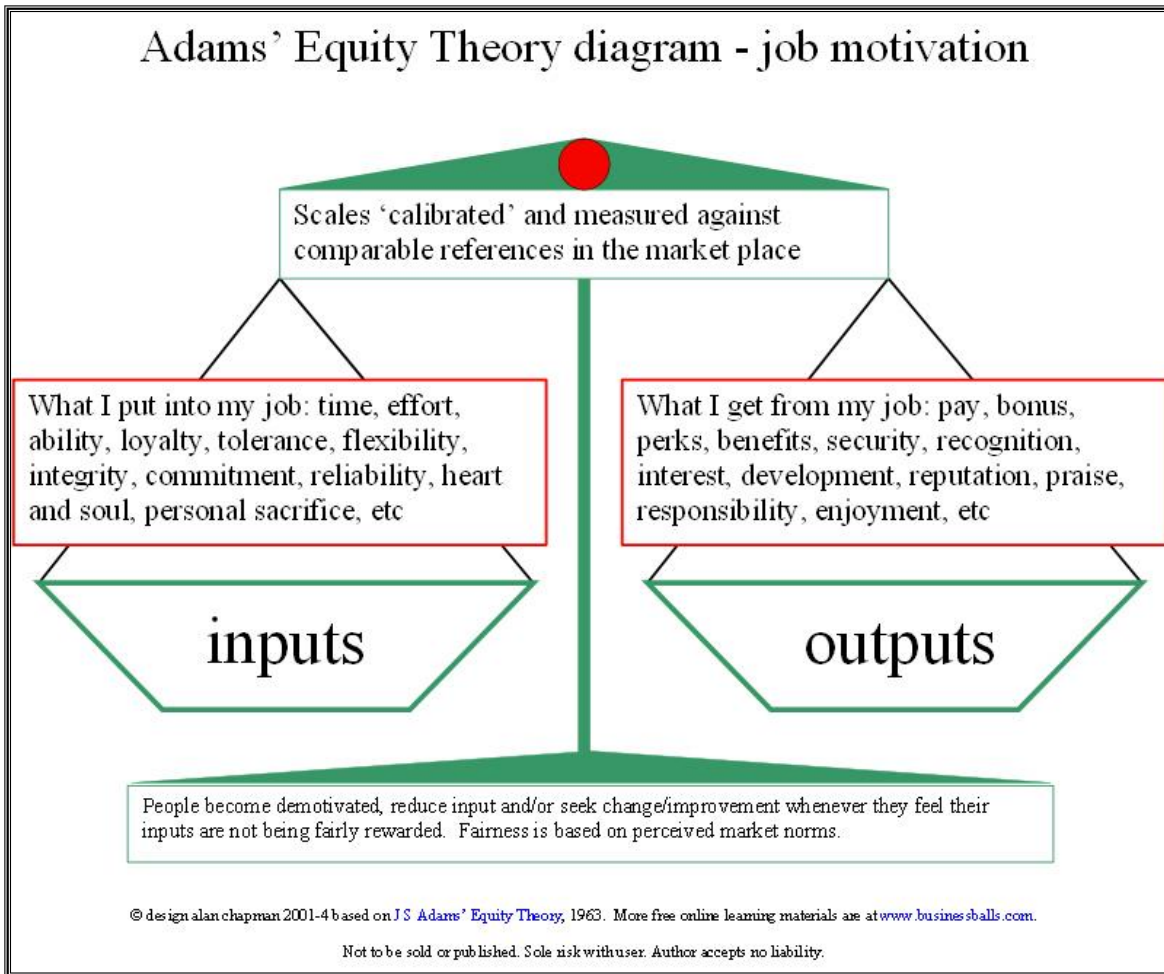
This chapter evaluates related arguments or studies put forward by accredited scholars and researchers related to the area of study. The chapter presents the theoretical review and actual review of literature related to reward systems and staff performance in National Authorities. Its main focus is on how staff performance in National Authorities is related with financial and non-financial reward systems. Existing literature on financial and non-financial reward systems and their correlation with staff performance are reviewed. The chapter is organized under sub-sections of theoretical review, financial rewards and performance non-financial rewards systems and performance as well as quantity of work, quality of work and staff attendance as per the conceptual framework then summary of literature review.

#### **2.2 Theoretical Review**

In this study of the relationship between reward systems and staff performance, the author viewed J. Stacy Adam's Equity theory as very applicable due to its focus on determining whether the distribution of resources is fair to both relational partners. According to Adams and Freeman (2015), the nature and rationale of equity theory are expanded in a series of four prepositions namely; Individual seek to maximize their outcomes ( $\text{Reward} = \text{positive outcome} - \text{cost} = \text{negative outcomes}$ ), Groups can maximize collective rewards by evolving acceptable systems for "equitably" apportioning rewards and costs among members, When members find themselves participating in inequitable relationships, they become dissatisfied and Individuals who discover that they are in an inequitable relationship attempt to eliminate distress by restoring equity (by altering their own outcome or output or outcome or output of others OR by distorting the perceptions of their own or others outcomes or inputs).

The four propositions seem to suggest that reward systems are important for reinforcement of individual and group effort for desired performance. John (2005) observed that equity theory appeared to be not only the most relevant for understanding of staff motivation but also fully articulated. If people do not see a connection between their performance level and a possible outcome, they are less likely to be motivated" (Redmond, 2010). In this case, organisation need to have reward systems that strike a balance between staff input and their expected output. In a study of the relationship between reward management system and staff performance, Güngör (2011) proved that organizations use reward systems and strategies to motivate their staff and to increase their performance. it is therefore important that, the relationship between reward systems and staff performance is establishes so as to direct appropriate action by management.

The theory on reward systems and their effects on performance cannot be evaluated without looking at how work motivation is also affected by these rewards and how that motivation is directly linked to performance. Kooij and Kanfer (2014). Like previous studies, the author in this study perceives J. Stacy Adam's Equity theory to appropriately relate the independent variable of reward systems to the dependent variable of staff performance and in this study, reward systems includes financial and non-financial reward system while staff performance referred to quality and quantity of work as well as staff attendance.



**Figure 2: The Equity Theory**

*Source: [www.businessballs.com](http://www.businessballs.com) © JS Adams original Equity Theory concept; Alan Chapman review, code, design 1995-2014*

The interpretation of Adams' Equity Theory refers to dealing with individuals being motivated when they perceive their efforts will lead to the reward they expect. In this case, we look at the emotions effect of rewards- if staff do not perceive their efforts will pay off (effort –reward relationship), they will be less inclined to alter their behavior. Basically, there is evidence that supports the theory's prediction that people respond to inequity by reducing work effort or increase.

### **2.3 Reward systems and staff performance**

This sub-section presents literature related to the two study objectives; the relationship between financial and nonfinancial reward systems on staff performance. Staff reward systems refer to the programs setup by the company to reward performance and motivate staff on individual / or group levels. Most of the available literature relates either rewards or reward systems in general to performance of the organizations or individuals. Erbas & Arat (2012) observed a significant relation between the financial and non-financial incentives and the job satisfaction of staff. In this study, the author categorized reward systems into financial and non-financial reward systems and their effect of staff performance in terms of quality and quantity of work as well as staff attendance at UNMA.

#### **2.3.1 Financial reward systems and staff performance**

Financial reward system is where a monetary incentive is a money-based reward given when a staff meets or exceeds expectations. Reward systems according to Armstrong (2014), is the process of developing and implementing strategies, policies, and processes which help the organisation to achieve its objectives by keeping appropriate people and by increasing the motivation and commitment. It is important therefore for an organisation to have an effective financial reward system where money-based reward or incentive are given to staff when they meet or exceed the company expectations or targets.

Financial rewards are financial incentives which a staff earns as a result of good performance Long & Shields (2010). The system of rewarding staff should not ignore the strength of financial rewards since staff attach much value to money. Johns (2006), asserts that money is important to staff, it's a medium of exchange. Long & Shields (2010) in their study of the relationship between non-cash and cash-based

reward practices, they noted that non-cash plans do not substitute cash-based performance plans. This could have been the reason why UNMA increased staff salaries though the increment could have not been sufficiently comparable with other authorities. Ong Tze San et al (2012) found out that the use of financial and objective measures are the main concern in designing the reward systems of the organization, companies are gradually incorporating. Elliott (2003), in their study of Financial reward in humans, they discovered a linear increase in response with increasing reward value. Weisberg et al. (2005) stated that the organization's reward system should be perceived by staff as strengthening the notion that most staff are good performers and there should be a connection between reward system and staff performance. This means that when appropriate reward systems are well implemented, the organisation can easily achieve high level of staff performance and UNMA in particular has to observe this assertion.

Hasnain & Henryk (2012), observed an overall positive effect of performance-related pay. They noted that explicit performance standards linked to some form of bonus pay can improve, at times dramatically, desired service outcomes. Financial reward systems therefore consist of job-based pay (Base Pay), which provides pay related to the value of the job, and personal- based pay (contingent pay), which provides rewards that recognize the individuals contribution, competence or skill.

### **2.3.1.1 Base pay and staff performance**

Base pay is the sum of money or hourly rate paid to a staff of a business in compensation for their work efforts or time spent on the job, Armstrong and Taylor (2014). Base pay is mostly influenced by internal and external factors, internal factors may be in terms of a job evaluation or collective bargaining; external factors may be market rates Armstrong. (2012). Staff's base pay is generally strictly financial in nature and does not take into account any other payments, benefits or expense allowances. This means that increasing staff salaries by consolidating all the allowance could have been inappropriate

financial reward system for UNMA. Staff whether in government or private sector, need substantial salary payment in order to get the best out of them. In their study of multiple effects of performance-contingent pay, Johnson et al (2008) observed an increased productivity and increased earnings per hour of work for all of the waitpersons followed the beginning of the performance-contingent pay. The implication is that, in order to achieve and sustain performance of staff, UNMA need to have an incremental staff salary reward system to enhance staff performance.

### **2.3.1.2 Contingent pay and staff performance**

Contingent pay is a form of financial reward that is related to performance, competence contribution, skill or experience which may be consolidated into a pay progression system or paid as an unconsolidated “lump sum” in the form of a cash bonus or shares Armstrong (2012). When given in the form of cash lump-sum bonuses, it is referred to as ‘variable pay’ or ‘pay at risk’ and it has to be re-earned, as distinct from base pay, which is regarded as continuing as long as someone remains on the job and performs satisfactorily. Armstrong (2014). Contingent pay schemes are a result of assessment of performance, competence, contribution or skill which may be based on ratings or broad assessment rather than a formula. It has been perceived as the best way of motivating people, but only to be proved simplistic that it is the only extrinsic motivator in the form of pay that create long term motivation Armstrong (2012). In this case, a reward system of any organisation should be clear of what rewards attributed to a particular level or rate of performance in order achieve high level of staff performance.

### **2.3.2 Non-financial reward systems and staff performance**

In his definition of non-financial rewards Maicibi (2003) includes indirect financial rewards arising from work its self, such as; achievement and autonomy. Such rewards are believed in one way or the

other to affect staff performance either negatively or positively. There are generally two types of non-financial reward used to motivate staff; incentives and recognition.

### **2.3.2.1 Incentive reward system and staff performance.**

Incentives are future performance targets that, when met, allow staff to receive rewards. They include compensation given in a transaction which does not involve cash. In their statistical tests Fullerton et al (2002) provided empirical evidence that the use of non-traditional performance measures such as bottom-up measures, product quality, and vendor quality, as well as incentive systems of staff empowerment and compensation rewards for quality production are related to the degree of JIT practices implemented. Mottaz (2011), in their study of effect of compensation on performance noted that the increased financial incentives increase the quantity, but not the quality, of work. They perceived the difference to be due to an "anchoring" effect where workers who were paid more also perceived the value of their work to be greater, and thus were no more motivated than workers paid less. This implies that in order for a reward system to improve staff performance it should be tagged to a verifiable quality system, quantity or amount of work produced personally or from a group or team on assignments. According to Armstrong and Taylor(2014) work output is dependent on staff willingness to expend consistent effort in presenting quantifiable work. Staff' willingness to work can better be achieved by offering some incentives to work.

### **2.3.2.2 Recognition system and staff performance**

Recognition according to Adams (2015) is one of the most powerful satisfiers people need to know, not only how well they have achieved their objectives or done their work but also that their achievements are appreciated. Robbins and Stylianou (2003) maintains that recognition and acknowledgement from supervisors is consistently found to be among the most important satisfiers to staff. Once staff are satisfied with their work, they can perform better. Knowles et al (2014) asserts



that human resource management activities that support staff development, promotion from within or career advancement should be devised. He contends that social rewards like attention and praise must be contingently administered if they are to work. In their analyses of cross-organizational and cross-level data Han & Kim (2015) reveal that organizations' individual Performance for pay (PFP) was positively related to staff' performance-reward expectancy, which was strengthened when it was accompanied by higher levels of contingent reward leadership and profit-sharing. Also, performance-reward expectancy significantly transmitted the effects of individual PFP onto job performance under higher levels of contingent reward leadership and profit-sharing. This study will establish whether such observations are corresponding with the situation in a newly established authority for the purposes of achieving staff performance.

#### **2.4 Quality of work, Quantity of work and staff**

The global perspective according to Robinson (2007), people guide key aspects of performance of an organisation in various ways. He asserted that people conceive and implement the organisational strategy, while the combination of people and systems generally determine an organisation's capacities. The African continent is facing a number of administrative crises that are responsible for the recent decline of public sector administrative structures, systems and operations Vyas (2011). Such crisis may lead to industrial actions as manifestation of the climax of unresolved conflicts between employers and employees, and may have devastating implications on quality and quantity of work from employees according to Waswa, and Katana (2008). In his test, Hackman (1971) observed that When jobs are high on the 4 core dimensions (variety, autonomy, task identity, feedback), employees who are desirous of higher order need satisfaction tend to have high motivation, have high job satisfaction, be absent from work infrequently, and be rated by supervisors as doing high quality work. His observation reveals that employees perceive a positive relationship between reward systems and staff performance and once the organisation had good reward systems, its staff will be motivated to improve on their quality of work,

quantity of work and job attendance. It falls therefore that when managing the organisational performance, staff teams and individuals, both behaviors and results need to be considered because staff performance is determined by a number of factors, standards of which are determined by the Human resource management and development department as observed by Robbins and Stylianou (2003). The research on staff performance and measurement is still rare among local planning authorities as observed by Carmona and Sieh (2005). Rummler & Brache (2012) found out that reward systems and staff performance in national authorities are inseparable aspects. In this case therefore if an organisation is to treat its staff as the most important asset, it has to be well-informed about what it is that stimulates people to reach their full potential. This means therefore that UNMA will remain a going concern because of good staff performance and staffs will keep working for UNMA because of reward benefits they receive from their employer.

## **2.5 Summary of literature review- gaps in literature**

The theoretical review focused on the on J. Stacy Adam's Equity theory which the author presumed to appropriately relate the independent variable of reward systems to the dependent variable of staff performance. The literature reviewed shows that most of the available studies relate either rewards or reward systems in general to performance of the organizations or individuals. The literature is unspecific when it comes of the relationship between financial and non-financial reward systems and staff performance, a concern that this study intends to fill this gap by providing new empirical results of the relationship between reward systems and staff performance at UNMA. There was also time and geographical gap whereby this study concentrated at Uganda National Meteorological Authority for the period from July 2015 to July 2017 where no research of the kind had been done to reflect prevailing trends.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter describes the context within which the research was conducted. The objective of this chapter is to show how the research went about collecting, analyzing and interpreting the data to solve the stated problem. The chapter details the research design, study population, sample size, sampling techniques and procedure, data collection methods, data collection instruments, validity and reliability of research instruments, procedure of data collection, data analysis and measurement of variables.

#### **3.1 Research Design**

The study followed a correlation design because it enabled him to establish and assess the relationship between reward systems and staff performance at UNMA. Correlation design is an appropriate design in understanding the relationship of the interplay of two variables, Babbie (2007). The study applied correlation statistics, backed by qualitative and quantitative approach. According to Herr and Anderson (2014), qualitative research is used in order to describe existing conditions or to investigate relationships including effects of relationships. Also, Amin (2005) argued that qualitative designs help in giving detailed information, while quantitative design involves in the collection of numerical data, which gives facts on a given phenomenon. Generally, it helps in answering hypothesis or answer questions concerning the current state of the theme under study. Selective interview was administered mainly for directors by the virtue of their positions that may not allow them time for other methodologies and for group employees that could not be comfortable with reading and writing.

#### **3.2 Study population**

Mugenda and Mugenda (2003) defines population as a complete set of individuals, cases or objects with some common observable characteristics. The study population included the staff in the five

directorates of Forecasting, Networks & Observations, Training & Research, Finance & Administration, Data & Applied Meteorology and three units of Audit, Procurement and Legal. The target population was 190 UNMA staff but the accessible population was about 110 staff at Head office, Entebbe National Meteorological Center and National Training School Entebbe from which the sample was selected. The accessible population provided good representation of directors, managers, principals, seniors, officers and Group employees under the five directorates and three units of UNMA. The study involved top management in scale A1-A2, Senior Staff in scale A3-A5, and officers in scale A6A-A9C. This population was expected to have satisfactory and appropriate knowledge of the subject and the research variables under investigation.

### 3.3 Sample Size and Sample Selection

Amin (2005) defines a sample as a collection of some (a sub set) elements of a population. A sample is therefore a smaller group obtained from the accessible population. According to Sekaran (2003), a sample size of 30 and less than 500 is appropriate for research. A representative sample size included 86 respondents selected from the accessible population of 110 UNMA staff which was determined using the following formula;

$$Sample\ size = \frac{N}{1 + Ne^2}, \quad \text{Where:} \quad N = \text{Total Population} = 110 \text{ (Accessible population)}$$

$$e = \text{Level of significance/ Margin of error} = 0.05$$

$$Sample\ size = \frac{110}{1 + 109(0.05)^2} = \underline{86}$$

*Source: Mugenda & Mugenda (2003) page 44*

Selection considered staff category where, purposive sampling was used to select directors, managers and principals while simple random sampling technique was used to select senior staff, officers and Group employees.

**Table 1: Sample of respondents**

No	Category	Accessible Population	Sample	Technique
1	Directors	3	3	Purposive sampling
2	Managers	4	4	Purposive sampling
3	Principals	4	4	Purposive sampling
4	Seniors	27	20	Simple random sampling
5	Officers	60	50	Simple random sampling
6	Group employees	12	5	Simple random sampling
<b>Total Sample</b>		<b>110</b>	<b>86</b>	

*Source: Adopted from the organisational structure and pay roll for UNMA FY 2016/17*

### 3.4 Sampling techniques and procedures

A sampling technique is a plan for obtaining a sample from a given population Kothari and Rouse (2007). The researcher used mixed method approach where both, probability and non-probability based sampling techniques were used. The researcher used simple random sampling for probability based sampling and purposive sampling for non-probability based sampling. Simple random sampling was used to choose respondents from senior staff, officers and Group employees while Purposive sampling was used for directors, managers and principal staff.

#### 3.4.1 Simple random sampling.

Simple random sampling is a technique where every element in the population has a known and equal chance of being selected as a subject. Kothari and Rouse (2007). It was preferred by the research because it eliminates bias and was time saving. Kothari and Rouse (2007). Respondents from categories of senior staff, officers and group employees were selected randomly. The researcher opted for this sampling method to avoid bias and give all potential respondents an opportunity of being selected.

#### 3.4.2 Purposive sampling.

Purposive sampling is a technique where required information is gathered on special or specific targets or group of people on same rational basis. Sekaran (2003). According to Amin (2005), purposive sampling is preferred when the target population is knowledgeable in the research area. The researcher used this technique for selection of respondents under category of directors, managers and principal

staff focusing on those with knowledge of the organisation, staff work habits and the problem under study. This was aimed at obtaining strata/representation of staff.

### **3.5 Data collection methods**

Data collection is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes Babbie (2007). In this research, both Quantitative and Qualitative Data were collected. Quantitative data was collected using questionnaire while Qualitative data was collected using interview data collection method.

#### **3.5.1 Questionnaire Survey:**

This is a data collection method in which respondents are asked questions using a questionnaire. This method was considered by the research because, Questionnaires can be used to obtain sensitive information, respondents have time to think about their answers and the collected information is standardized for easy analysis. Questionnaires were used to present 5 response ratings using the Likert Scale to ease respondent's effort in filling the questionnaire and help to minimize subjectivity. This was used for obtaining responses from managers, principal staff, senior staff and officers because the samples are big, staff in this category can read and have time to provide responses.

#### **3.5.2 Interviews**

Interview is the verbal conversation between two people with the objective of collecting relevant information for the purpose of research. According to Herr and Anderson (2014), Interviews are particularly useful for getting the story behind a participant's experiences. Interview may be Face-to-face interview where the interviewer directly communicates with the respondent in accordance with the prepared questionnaire. This method enables the researcher to acquire factual information, respondents' attitudes and other information that may come out during the conversation with the

respondents. The research selected this method for the purposes of ensuring the quality of the obtained data and increases the response rate. Interview were conducted with respondents in the category of senior management because such staff category did not have time for questionnaire and group employees who could not be comfortable with reading and writing.

### **3.6 Data collection instruments**

Data was collected from both primary and secondary sources. Primary data involved extraction of information from the respondents and this was by use of self-administered questionnaire and interview guide, Sekaran (2003). The researcher used questionnaire to collect quantitative data and interview guide to collect qualitative data.

#### **3.6.1 Questionnaire**

A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Sekaran (2003) defines a questionnaire as a pre-formulated written set of questions to which respondents record their answer usually with in rather closely defined alternatives. A questionnaire is a set of questions which aim at finding out certain aspects of the research, Babbie (2007). A self-administered questionnaire comprising both structured and unstructured questions were administered for respondents in the category of middle management, operational and support staff. The self-administered questionnaire enabled the researcher to obtain data more efficiently in terms of researcher time, energy, and cost. Sekaran (2003). Closed and open ended questions were used because open ended questions enabled respondents to give detailed view about the study while close ended questions helped in eliciting specific responses for easy analysis and is economical in terms of time. Closed-ended questions are those which can be answered by a simple "yes" or "no," while open-ended questions are those which require more thought and more than a simple one-word answer, Amin. (2005). Questionnaires were designed and sectioned according to the themes of the study. **See Appendix 1.**

### **3.6.2 Interview guide**

Interview is an oral questionnaire where the researcher gathers data through direct verbal interaction with the respondents, Amin. (2005). According to Babbie (2007) interviews are alternative methods of collecting survey data rather than asking respondents to read and write questionnaires. Structured interviews were administered where the same questions were asked for all respondents and semi-structured interviews were used for qualitative analysis, David and Sutton (2004). The researcher with the help of research assistant asked questions orally and recorded respondents' answers using interview guide. **See Appendix 2**

### **3.7 Data Quality Control.**

The researcher performed and pre-tested the data collection instruments to ensure validity and reliability. Data collection instruments according to Amin (2005) are linked to the research objectives to enable a free flow of the research topic and to measure their validity and reliability;

#### **3.7.1 Validity**

According to Leary (2004), Validity is the extent to which a measurement procedure measures what is intended to measure rather than measuring something else or nothing at all. Content validity was used to find out whether the questionnaire was able to measure what it is ought to measure. The content validity index (C.V.I) was formulated by considering the number of items declared relevant divided by total number of items presented.

$CVI = n/N$ , Where;  $n$ = items rated relevant and  $N$ = Total number of items

Copies of the questionnaire were reviewed by research supervisors to establish whether the instruments are capable of measuring what they are meant to measure and check on the phrasing, understandability



and wording of the statements. Both, the questionnaires and interview guide data collection instruments were assessed and only the relevant items at 100% [Questionnaire (44/44\*100=100%) and Interview guide (30/30\*100= 100%)] ability to measure the intended aspects were maintained. According to Amin (2005), an instrument which has an average index of 0.7 or above is valid.

### 3.7.2 Reliability

The Dependability of the research tools was put into concern using consistency scrutiny of questionnaires. Reliability investigation was done on all questions under the ten variables as illustrated in the table 2, using Cronbach Alpha Coefficient.

**Table 2: Reliability**

<b>Variable</b>	<b>Cronbach's Alpha</b>
Financial Reward Systems	.930
Non-financial reward systems	.820
Quality of work	.830
Quantity of work	.875
Staff attendance	.812

*Source:* Primary data

The results revealed that, all the reliability statistics measured above 80% which is appropriate according to Pallant (2016). Following the objectives of the research study, the researcher built a draft copy of the questionnaire which was agreed upon by the research supervisor for advice; after which necessary corrections and modifications were made. The questionnaires were printed in the English Language for user understandability. The researcher distributed and administered the questionnaires to the respondents to ensure that information was obtained from the right foundation.

### **3.8 Procedure of data collection**

After defending the research proposal, the researcher obtained and delivered a UMI introduction letter to the Executive Director (ED) UNMA regarding the research to be conducted. **See Appendix 3.**

With the ED's acceptance, the researcher shared his research plan with the key respondents and agreed on appropriate program and timing to minimize inconvenience. With the help of the research assistants, the researcher administered interviews and questionnaires as per the agreed upon program with the key respondents. Secondary data was obtained from relevant accredited publications, office documents and internet at UMI National Documentation Center and other reliable sources using documentary review checklist.

### **3.9 Data management and data analysis**

Both qualitative and quantitative data generated using questionnaires was summarized, edited, coded, entered in the computer and analyzed so as to give meaningful patterns. Analysis was done in line with the objectives of the study.

#### **3.9.1 Quantitative data analysis**

According to Leary (2004) statistical analysis is used to describe an account for observed validity in the behavior data. Quantitative data was analyzed using descriptive statistics of frequencies and percentages to show the distribution of respondents on independent and dependent variables. Correlation coefficient was used to determine a degree at which reward systems are related with staff performance. Pearson's Correlational coefficient was used to analyze and determine the strength and direction of the levels of significance of study variables.

#### **3.9.2 Qualitative data analysis**

Qualitative data was grouped for easy coding and computation. Content analysis method was used to analyze data and the gathered data was categorized according to emerging variables from each question

in the interview guide. A test of significance correlation coefficient and regression analysis were used to establish significance and causal effect relationship respectively of variable under study.

### **3.10 Measurements of variables**

For both dependent (performance) and independent (reward systems) variables, the researcher used a five Likert Scale (strongly agree-SA, Agree-A, natural-N, disagree-D and strongly disagree- SD) to measure independent and dependent variables. The Likert scale was flexible, easy to construct and simplifies comparisons between expected and actual responses.

### **3.11 Ethical considerations**

According to Shamoo and Resnik (2009), it is important to understand the ethical requirements in order to write the Research Ethics section of your Research as well as ensure that issues of research ethics are properly taken into account. The researcher integrated consideration of relevant ethical issues throughout the research process – Planning, collecting data, analyzing results, dissemination and publication. Basic rules of good practice including respect, honesty, openness, confidentiality and objectivity among others were followed and appropriate controls were enforced by the research to ensure ethical conduct during the research process as observed by Shamoo and Resnik (2009).

During data collection, the researcher ensured voluntary participation and informed consent of respondents. Responses were treated with maximum respect, confidentiality and anonymity as reflected in the questionnaire. During data analysis and interpretation, the researcher acknowledged ownership and authorship of research material sourced.

## CHAPTER 4

### PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

#### 4.1 Introduction

This Chapter presents the results of data analysis. The results are presented as per the literature review and hypotheses statements. The vocabularies are guided by the specified objectives of the research study.

#### 4.2 Response Rate

Seventy eight (78) questionnaires were distributed to the targeted sample and eight (8) interviews were administered with the target respondents. Out of the 78 questionnaires administered, 58 responses were received in addition to 8 interview guides administered, and these constituted the realized sample. The total response rate was 77%, which is reasonable enough to provide adequate information for research conclusions

**Table 3: Response rate.**

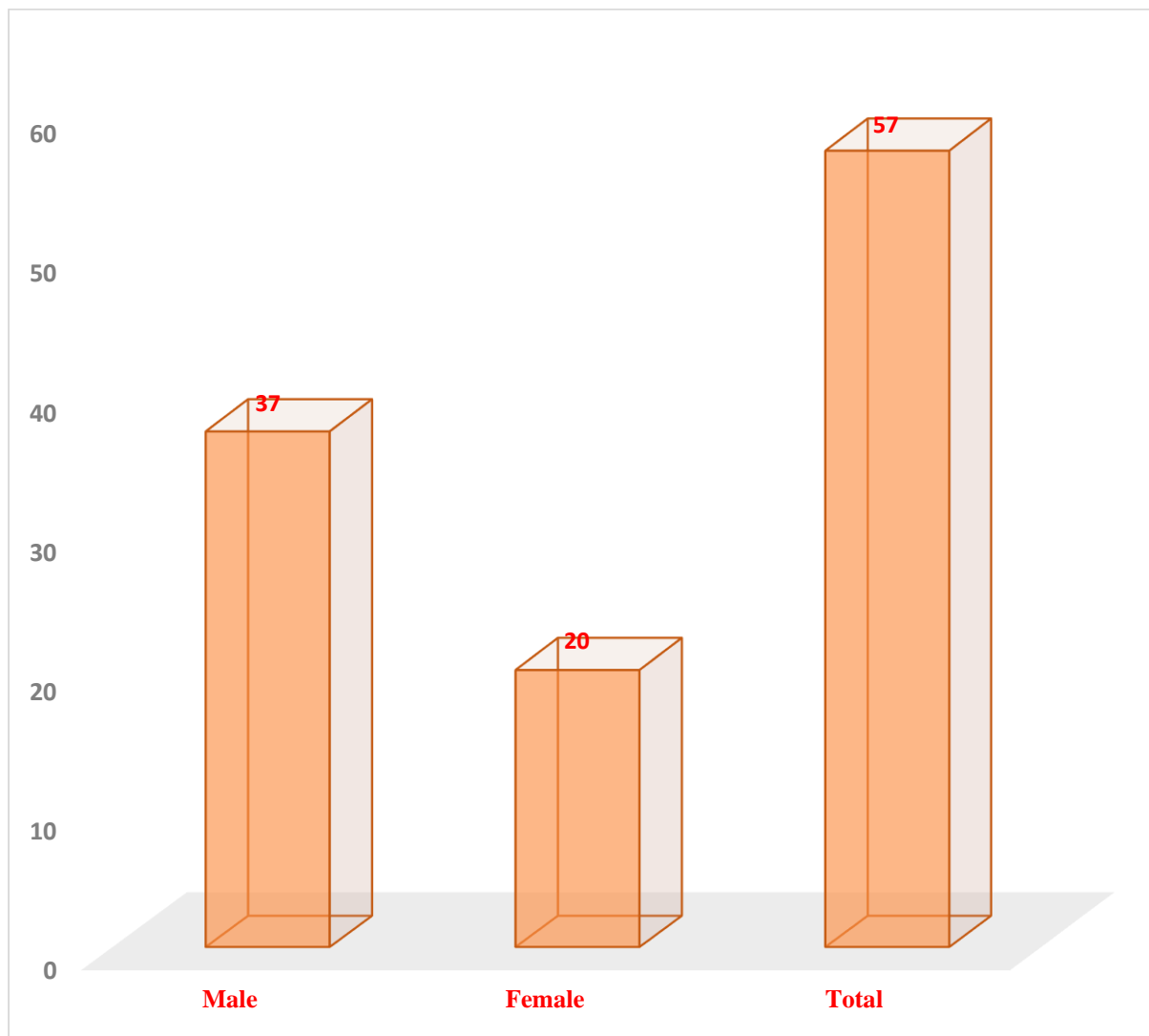
No	DESCRIPTION	NUMBER	PERCENTAGE
1.	Questionnaires Sent	78	100%
2.	Questionnaires returned	58	74%
3.	Questionnaires not returned	20	26%
4.	Interview guides	8	100%
5.	Totality sample realized	86	100%
6.	Answer Rate	66	77%

*Source:* Field research 2017

#### 4.3 Demographic outline

This section presents the sampled descriptions of the respondents such as Gender, Age group, Education Levels, Staff Category, Directorate etc. Statistical gears such as percentages and frequencies are presented in the figures as hereunder:-

### 4.3.1 Gender of the Sampled Population

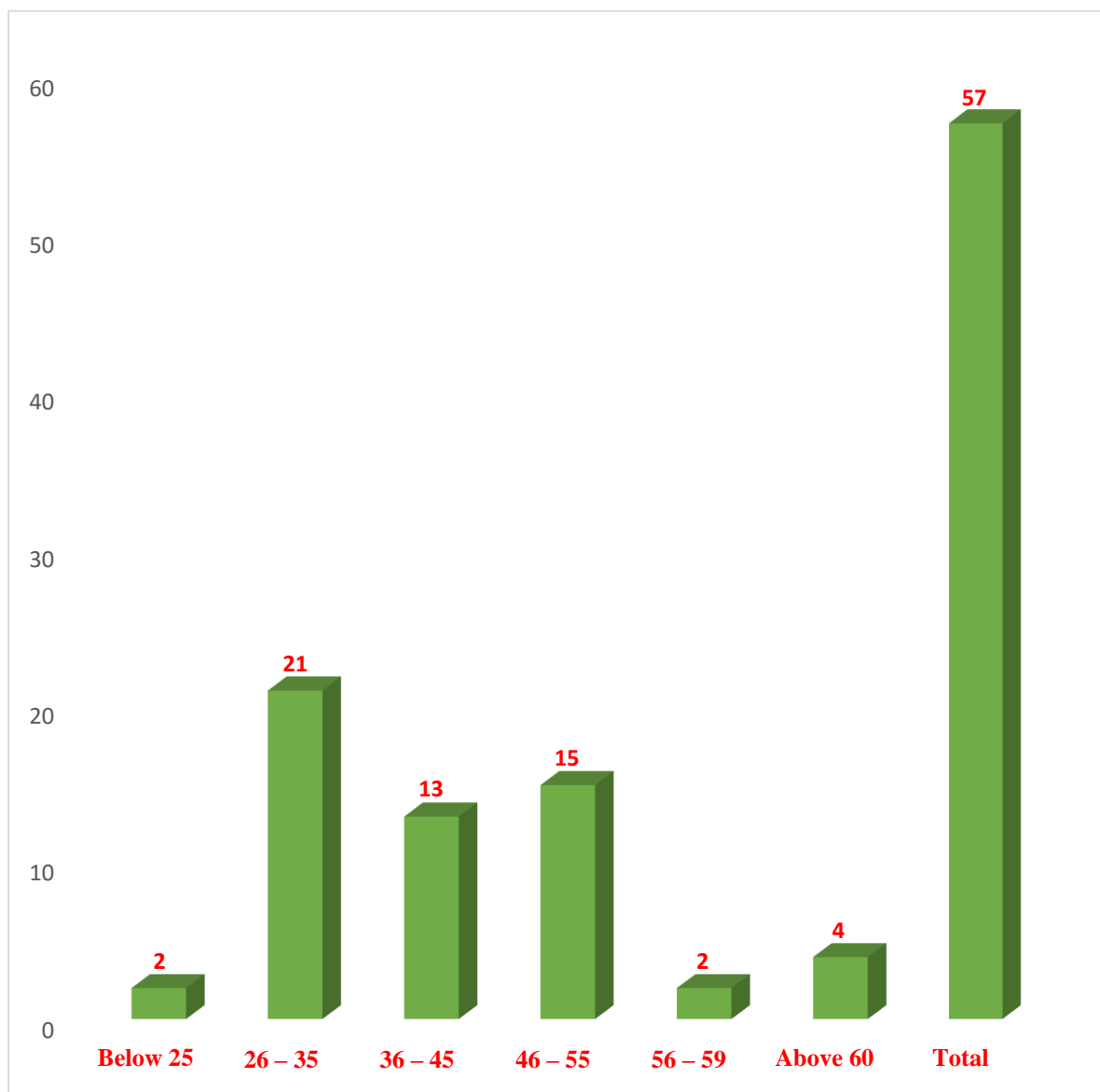


*Figure 3: Gender of the Sampled Population*

*Source: Primary Data*

The production from the Figure 3 revealed that the respondents were both Males 37, and Females 20. This suggests that the thoughts of the sampled population were from both gender of the population under study.

### 4.3.2 Age group of the Sampled Population

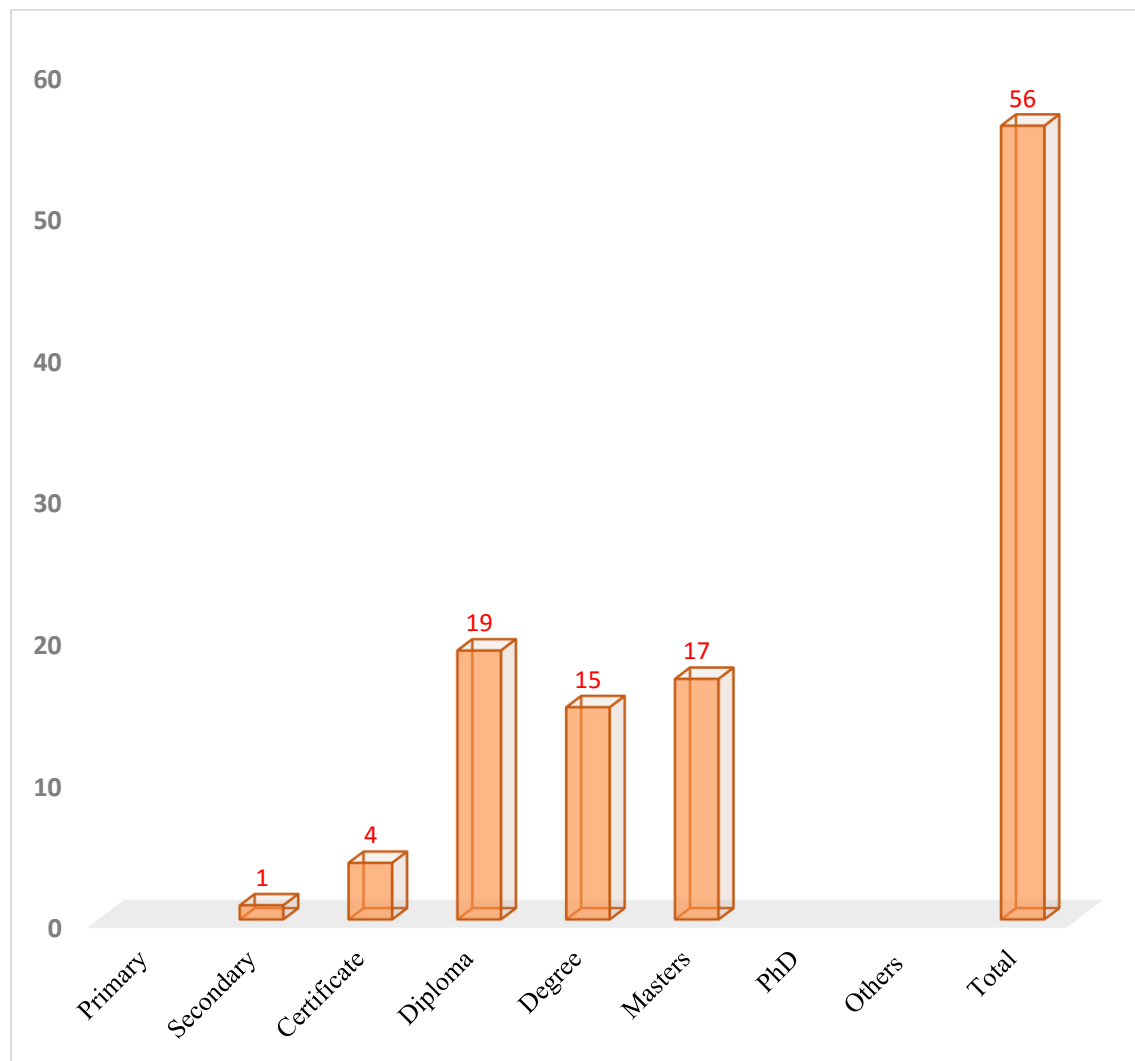


**Figure 4: Age group of the sampled population**

*Source: Primary Data*

Results from the Figure 4 above revealed that the majority of respondents are between 26-35 years (36.8%), those between 46-55 years (26.3%), with those between 36-45 (22.8%), above 60 (7.02%), Below 25 and 56-59 years each constituting (3.5%). This indicated that all categories of age groups were represented in this study.

### 4.3.3 Education Level of the sample population

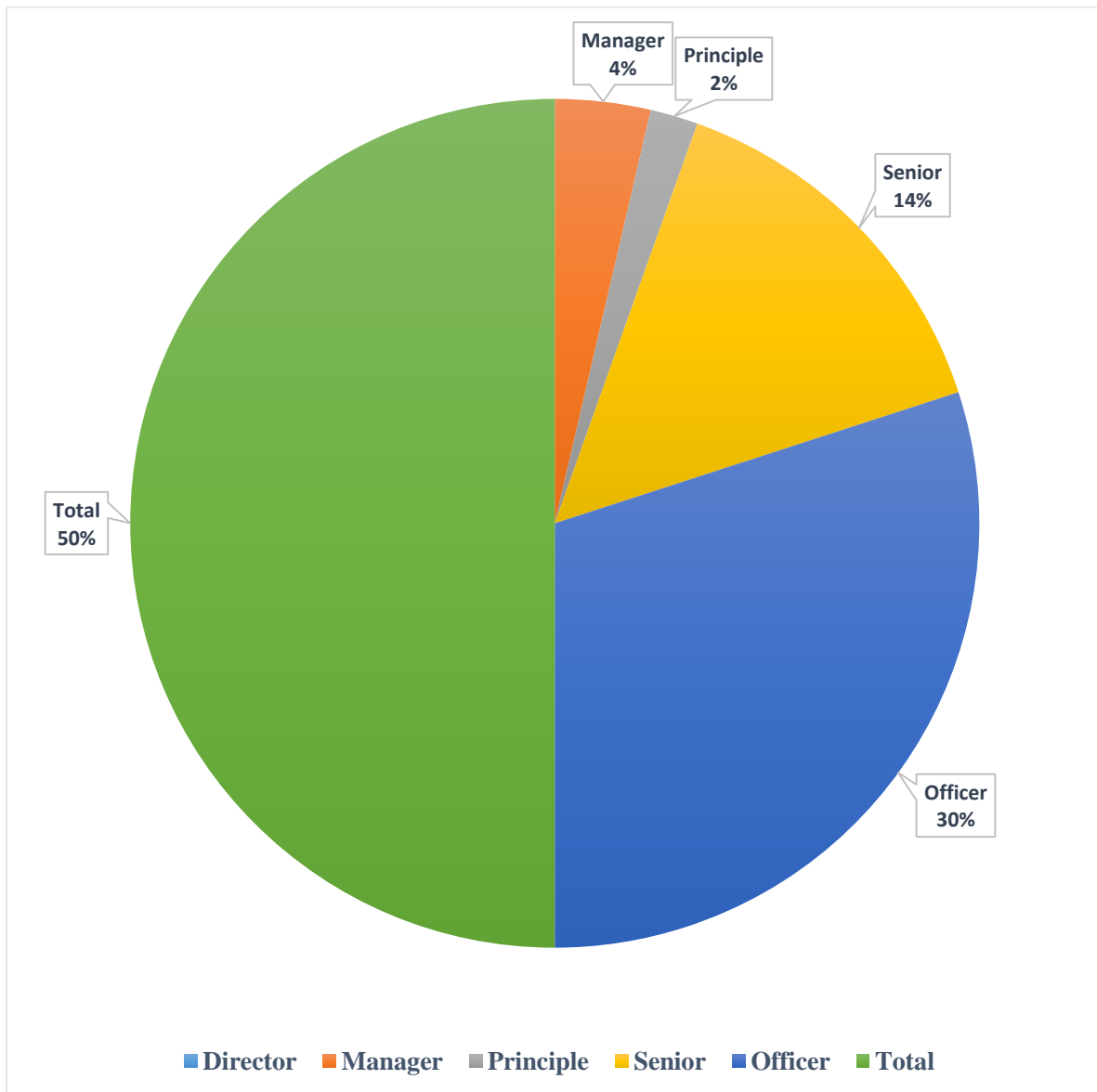


**Figure 5: Education Level of the sample population**

*Source: Primary Data*

Figure 5 revealed that the broadly said of respondents are Diploma (19), followed by Masters (17), Degree (15), Certificate (4), Secondary (1). No response was captured for Primary, PhD and others. The results revealed that the sampled population were educated enough to make good and informed decisions in relation to the research study. Meaning that the responses were credible and their views were worth relying on to make research recommendations

#### 4.3.4 Employment Rank/Level



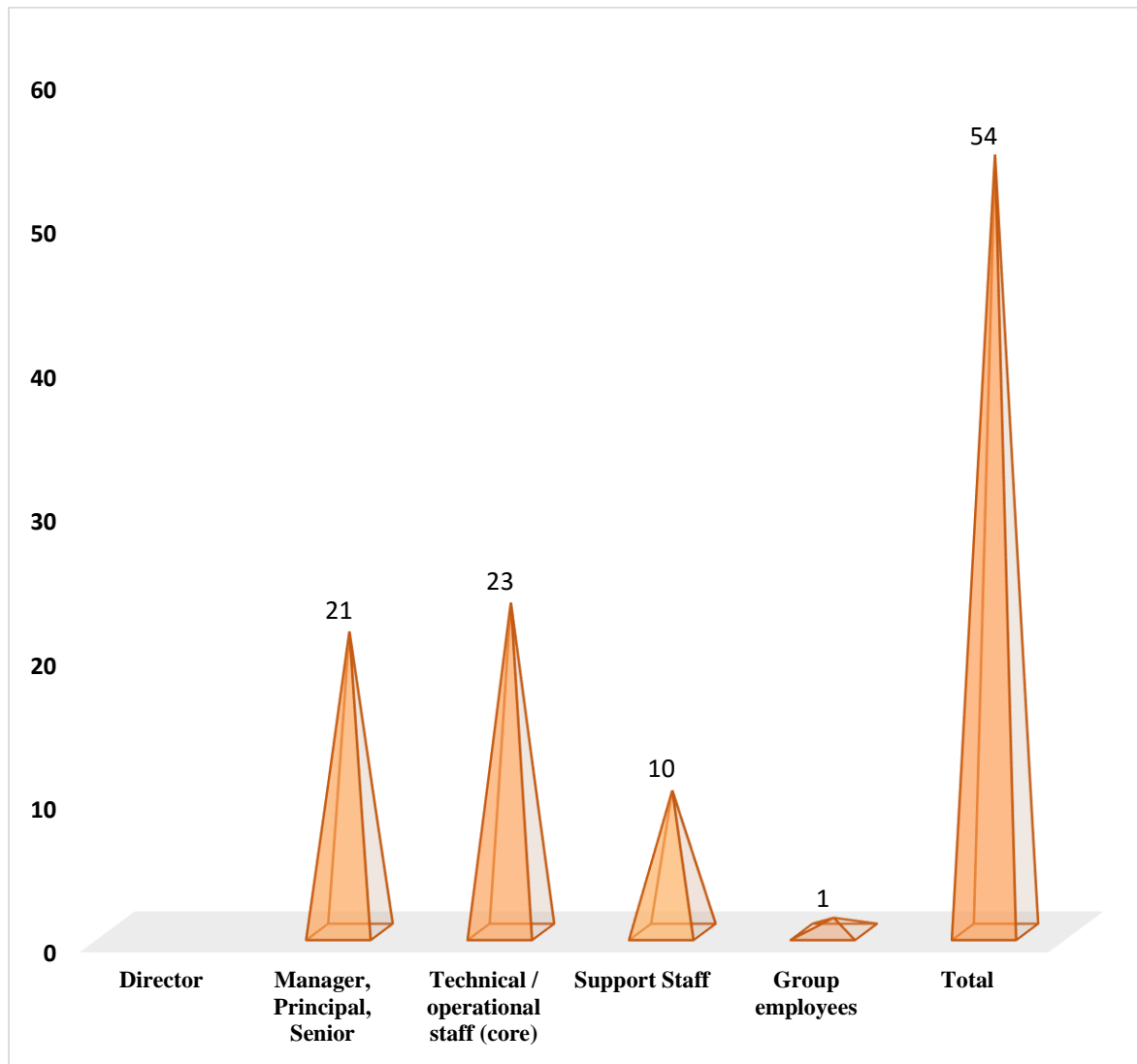
**Figure 6: Staff Status**

*Source: Primary Data*

Figure 6 above, revealed that the majority of respondents are Officers (30%), Senior (14%), Manager (4%) and Principle (2%) of the sampled population. The results attained expressed that the respondents were all workers and could take thoughtful decisions on the research subject under investigation. Meaning that all categories of ranks were represented in this study.



### 4.3.5 Staff category

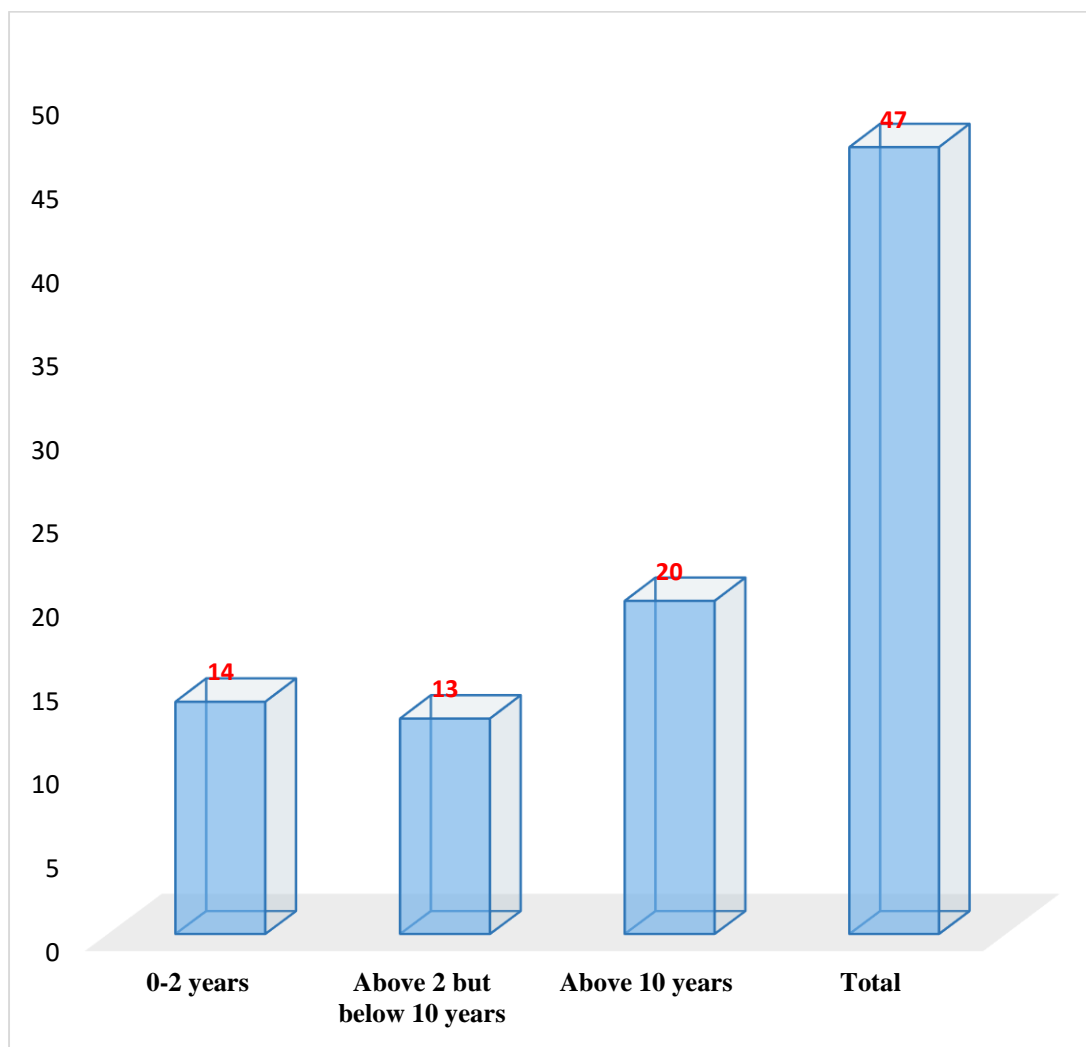


**Figure 7: Staff Category**

*Source: Primary Data*

Figure 7 above, revealed that the majority of respondents are Technical/Operational staff (23), Senior/Manager/Principal (21), Support Staff (10), Group employees (1) and Director Level was not captured in the sampled population since this category of staff was considered under interview method of data collection. The results attained expressed that all staff categories of UNMA were represented in this study.

#### 4.3.6 Duration of working with UNMA/DOM as at 30th September 2017

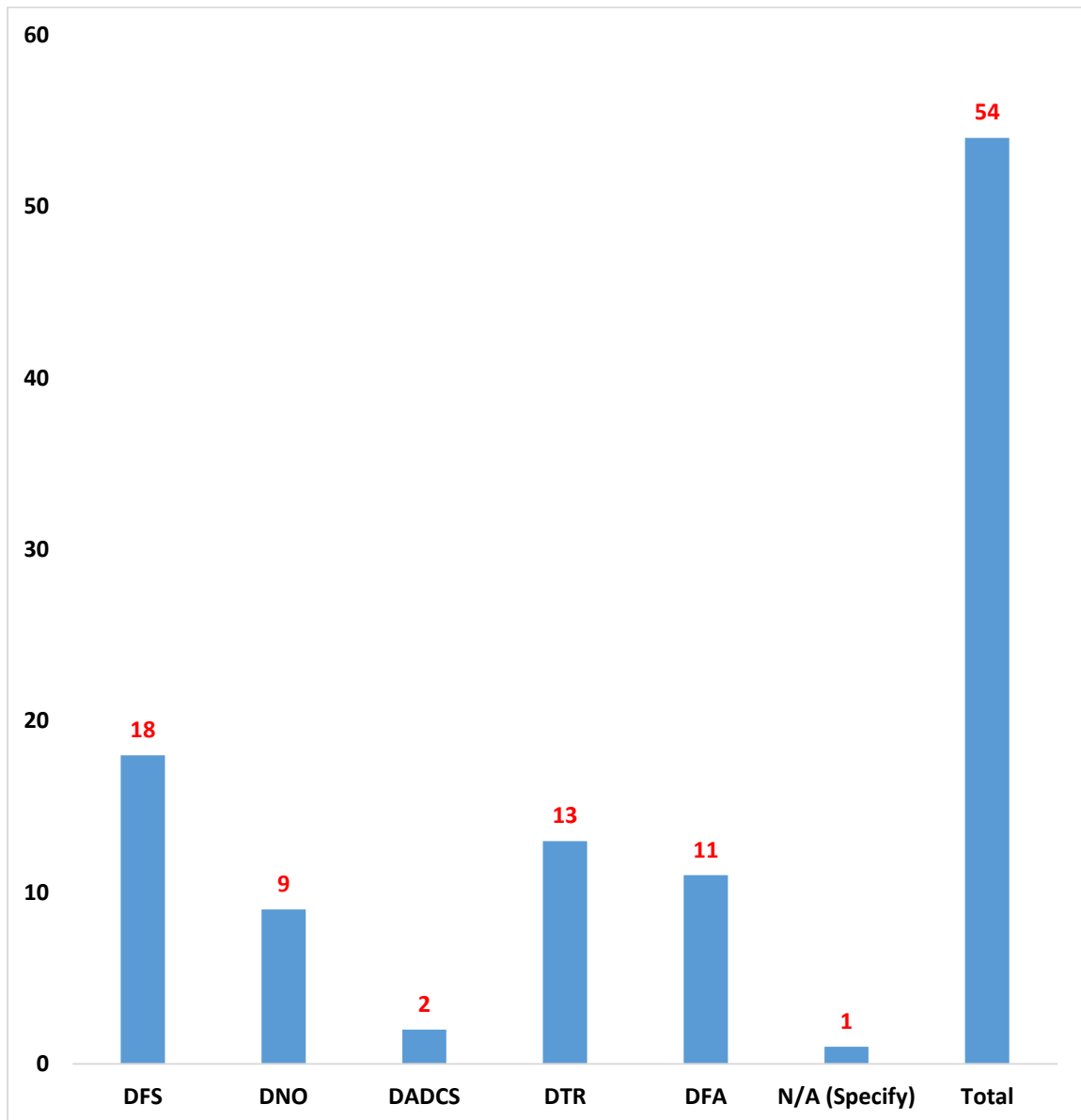


**Figure 8: Staff Duration**

*Source: Primary Data*

Figure 8 above, revealed that the majority of respondents are above 10 years Duration of working with UNMA/DOM as at 30th September 2017 (20), followed by those of 0-2 years' experience (14), and then above 2 but below 10 years (13). The results achieved expressed that all staff duration period were fully represented in this study and all were presently working with UNMA during the time scope of the study.

### 4.3.7 Directorates



**Figure 9: Directorates**

*Source: Primary Data*

Figure 9 above, revealed that the majority of respondents are from DFS (18), DTR (13), DFA (11), DNO (9), DADCS (2) and N/A (1). The results achieved expressed that the respondents were homogenous and from the same organisation. This specified that all directorates in this research study were duly represented.

#### 4.4 Assessment of Reward systems (IV) Using Descriptive Statistics

##### 4.4.1 Descriptive Statistics Assessing Research Objectives

Research objective one Intended to examine the relationship between financial reward systems and staff performance at Uganda National Meteorological Authority. In order to assess reward systems, descriptive statistics were applied and the results regarding the relationship between financial reward systems and staff performance are portrayed in the table 4. The outputs are ordered to present percentages for easy understandability of the contribution of each of the variables (questions) under the research study.

ITEMS ON REWARD SYSTEMS (N=56)	LIKERT SCALE				Mean	SD
	SA	A	N	D		
<b>Financial Reward systems</b>						
UNMA has clear and functional policy guiding payment of staff salaries.	26 45%	24 42%	3 6%	5 8%	3.2	-
UNMA has clear and functional policy guiding contingent payments to staff	5 9%	24 42%	17 30%	11 19%	3.2	-
UNMA's basic pay system is based on the nature of the job and/or staff skills	14 25%	18 32%	13 23%	10 18%	3.6	1 2%
The staff personal competence and experience are considered while determining basic pay of	6 11%	15 27%	16 29%	14 25%	3.6	5 9%
Staff salary is appropriate and based on the nature and requirements of the job.	10 18%	20 35%	9 16%	13 22%	3.5	5 9%
Staff salary at UNMA is appropriate and based on the qualifications and skills.	8 14%	17 30%	15 26%	13 22%	2.9	5 8%
UNMA's basic pay system is appropriate to foster staff performance	8 14%	20 35%	14 25%	10 18%	3.0	5 8%
UNMA always pays my salary on time.	9 16%	19 33%	18 31%	9 16%	2.4	2 4%
Staff financial reward system involves merit pay contingent to performance.	2 4%	13 22%	16 28%	15 26%	2.9	11 20%
Staff performance at UNMA is recognized by merit pay to exceptional staff	4 7%	14 24%	13 22%	18 31%	2.4	9 16%
UNMA recognizes staff individual performance by paying staff benefits	5 8%	14 24%	11 20%	21 35%	2.8	7 12%
Contingent pay system for UNMA is sufficient to enhance staff performance	5 9%	16 28%	13 22%	14 24%	2.6	10 17%
UNMA always pays my incentives and benefits on time.	5 9%	17 30%	13 23%	14 25%	3.2	7 13%
<b>Non-Financial Reward system</b>						

UNMA has clear and functional policy to guide rewarding of staff in form of noncash incentives like flexible benefit plans and vouchers.	1 2%	10 17%	19 33%	17 30%	3.2	11 19%
UNMA has clear and functional policy to recognize staff performance by praising or/and nominating exceptional performers.	2 4%	8 14%	15 27%	25 45%	3.5	6 11%
My performance is always recognized with noncash benefits or vouchers.	-	4 8%	13 23%	21 37%	3.0	19 33%
I always receive satisfactory praise from my supervisor or management for the work well-	3 6%	15 26%	20 35%	11 19%	3.4	8 15%
UNMA's incentive reward system is adequate to improve staff performance	1 2%	10 17%	20 36%	16 28%	3.2	10 17%
UNMA's recognition system satisfactorily boost staff performance.	-	10 17%	22 39%	15 27%	3.0	10 17%
Nonfinancial reward system for UNMA is fair and just for all UNMA staff.	-	4 8%	25 43%	13 24%	3.1	15 26%

**Table 4: Reward Systems**

**Note: SA=Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD= Strongly Disagree**

**Source: Primary data**

#### **4.4.2 Assessing Financial Reward systems on Reward Systems**

In order to evaluate Financial Reward systems, respondents were asked whether UNMA has clear and functional policy guiding payment of staff salaries. Results from the table 4.2 revealed that, 45% strongly agreed, 42% Agreed, 6% Neutral and 8% Disagreed. Overall, majority of the respondents strongly agreed on this statement. The good rating is confirmed by a good mean value = 3.2, thus corresponding to the fact that UNMA has clear and functional policy guiding payment of staff salaries. When asked whether UNMA has clear and functional policy guiding contingent payments to staff. Results revealed that, 9% strongly agreed, 42% agreed, 30% Neutral, and 19% Disagreed. Overall, majority of the respondents agreed on this statement. The good rating is confirmed by a good mean value = 3.2, thus revealing that UNMA has clear and functional policy guiding contingent payments to staff. When asked whether UNMA's basic pay system is based on

the nature of the job and/or skills of the staff. Statistics revealed that, 25% strongly agreed, 32% agreed, 23%, 18% disagreed and 2% strongly disagreed. Analysis revealed that majority of the respondents agreed with the statement. The good rating is confirmed by a good mean value = 3.6, thus revealing that UNMA's basic pay system is based on the nature of the job and/or skills of the staff.

Respondents were also asked the staff personal competence and experience are considered while determining basic pay of the staff at UNMA. Results revealed that, 11% strongly agreed, 27% agreed, 29% Neutral, 25% Disagreed and 9% strongly disagreed. Generally, Analysis revealed that majority of the respondents agreed with this statement. The good rating is confirmed by a good mean value = 3.6, thus revealing that the staff personal competence and experience are considered while determining basic pay of the staff at UNMA. Respondents were further asked whether Staff salary at UNMA is appropriate and based on the nature and requirements of the job. Statistics revealed that, 18% strongly agreed, 35% agreed, 16% Neutral, 22% Disagreed, and 9% strongly disagreed. It's observed that majority of the respondents agreed with this statement. The good rating is confirmed by a good mean value = 3.5, revealing that Staff salary at UNMA is appropriate and based on the nature and requirements of the job.

Respondents were further probed whether, Staff salary at UNMA is appropriate and based on the staff qualifications and skills. Descriptive statistics revealed that, 14% strongly agreed, 30% Agreed, 26% Neutral, 22% Disagreed and 8% strongly disagreed. Overall, majority of the respondents agreed on this statement. The fair rating is confirmed by a mean value = 2.9, revealing that Staff salary at UNMA is generally fair and appropriate, based on the staff qualifications and skills. This was confirmed by the statement of one of the staff "*if government can slightly improve on our welfare, work would be appealing for me*". A statement of this kind reveals that, there is

some dissatisfaction among some staff in terms of what UNMA is giving the staff as salary. UNMA top management is therefore strongly encouraged to take this statement seriously.

Furthermore, respondents were asked whether UNMA's basic pay system is appropriate to foster staff performance. Results revealed that, 14% strongly agreed, 35% Agreed, 25% Neutral, 18% Disagreed and 8% strongly disagreed. Majority of the respondents agreed on this statement. The good rating is confirmed by a fairly good mean value = 3.0, revealing that UNMA's basic pay system is generally appropriate to foster staff performance. Respondents were further probed whether, UNMA always pays their salaries on time. Results revealed that, 16% strongly agreed, 33% Agreed, 31% Neutral, 16% Disagreed and 4% strongly disagreed on this statement. Generally, Majority of the respondents agreed on this statement. The fair rating is confirmed by a mean value = 2.4, revealing that staff doughtily agreed that UNMA always pays their salaries on time. This was in line with the statement of one of the staff that; *"Sometimes government delays to clear our remunerations and this affects personal planning and budgets"*. A statement of this kind reveals that, delays in staff salary payments may hamper maximum performance from staff. UNMA top management is therefore strongly encouraged to take this statement seriously.

Furthermore, respondents were probed whether, the financial reward system at UNMA involves merit pay contingent to staff performance. Results revealed that, 4% strongly agreed, 22% agreed, 28% Neutral, 26% Disagreed and 20% strongly disagreed. The rating is confirmed by a fair mean value = 2.9, revealing that staff generally doughtily agreed that the financial reward system at UNMA involves merit pay contingent to staff performance. This was in line with the qualitative statistics in which one of the staff revealed that; *"The ground is not leveled. There is need for transparence"*. This is a strong voice from the respondents about the financial reward system at UNMA, the top UNMA administration should take care about this voice. When queried whether,

Staff performance at UNMA is recognized by merit pay to exceptional staff. Results revealed that, 7% strongly agreed, 24% Agreed, 22% Neutral, 31% disagreed and 16% strongly disagreed. Overall, Majority disagreed with this statement. The fair rating is confirmed by a mean value = 2.4, revealing that staff generally doughtily agreed that staff performance at UNMA is recognized by merit pay to exceptional staff. The weak mean value is taken as a strong voice from the respondents, the Human resource department should take care of this voice. Following this matter, respondents were further probed whether, Contingent pay system for UNMA is sufficient to enhance staff performance. Results revealed that 9% strongly agreed, 28% agreed, 22% Neutral, 24% disagreed and 17% strongly disagreed. Overall, majority disagreed with the statement. The fair rating is confirmed by a mean value = 2.8, revealing that Contingent pay system for UNMA is insufficient to enhance staff performance.

Furthermore, respondents were probed whether, UNMA always pays their incentives and benefits on time. Results revealed that, 9% strongly agreed, 30% agreed, 23% Neutral, 25% Disagreed and 13% strongly disagreed. Overall, Majority agreed with this statement. The good rating is confirmed by a good mean value = 3.1, thus revealing that majority of staff agree that UNMA always pays their incentives and benefits on time. In order to have general over view of how the respondents rated themselves on the financial reward systems, an average index was computed from the thirteen questions in Table 4. 2 giving relevant descriptive statistics.

**Table 5: Summary descriptive statistics on respondents' Self rating on financial reward system**

Mean		<b>3.21</b>
95% Confidence	Lower Bound	<b>2.97</b>
	Upper Bound	<b>3.44</b>
Median		<b>3.17</b>
Standard Deviation		<b>.856</b>
Minimum		<b>2</b>
Maximum		<b>5</b>
Range		<b>3</b>
Skewness		<b>0.201</b>



**Source:** *Primary data* (2017)

Results from Table 4.3, revealed that respondents’ ratings on the financial reward systems was average with (Mean = 3.21 and Median =3.17). The opinions were ranging from 2.97 to 3.44 at the 95% Confidence Interval for Mean. Despite the average rating, results from the above table reflected that some respondents scored very poor at a Minimum 2.00 while others scored best at a Maximum of 5. This gave a wide difference as reflected by a high range of 3.00. Results also revealed that, there was similarity in respondents’ opinions regarding the financial reward systems (relatively small deviation value =0.856) suggesting that respondents views concerning the financial reward systems do not differ so much from one respondent to another. The difference in opinions as regards low and high levels of the financial reward systems was at 3.00 and is supported by the aforementioned standard deviation (0.856). Results from the table further revealed that there was some degree of Skewness, suggesting that the respondents’ opinions were normally distributed (Skewness = -0.201).

#### 4.4.3 Tests for Normality of financial reward systems

The researcher decided to check whether the index implementation of financial reward systems was normally distributed, a test for Normality using Kolmogorov-Smirnov<sup>a</sup> was generated as shown in the Table 6

**Table 6: Tests for Normality**

Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Financial reward systems	.178	52	.074	.935	52	.075

**Source:** *Primary data* (2017)

The above table 6 presents the results from two well-known tests of normality, namely the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. Shapiro-Wilk Test is more appropriate for small sample sizes < 50 samples Pallant (2016). For this reason, the researcher used the Kolmogorov-Smirnov test as the numerical means of assessing normality. Results revealed that there was No violation of the assumptions of normality (Sig. value>0.05)

#### **4.4.4 Assessing Research Objectives, Hypotheses by Correlation Analysis & Coefficient of Determination.**

Correlation Analysis was employed to define the level of association of the independent variable; Reward system and the dependent variable Staff Performance. Furthermore, the researcher used the degree of coefficient of determination ( $r^2$ ) to determine the variability between the two variables under study.

#### **4.4.5 Research Objective 1: To examine the relationship between financial reward systems and staff performance at Uganda National Meteorological Authority**

Correlations analysis were deployed to find out the associations between financial reward systems and staff performance

**Table 7: Association between financial reward systems and staff performance**

Financial Reward System	Pearson Correlation	1	<b>.884**</b>
Staff Performance	Pearson Correlation	<b>.884**</b>	1

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

**Source:** *Primary data*

There was a statistically significant positive strong relationship between Financial Reward Systems and Staff performance ( $r=0.884$ ,  $P<0.05$ ) revealed. This implies that if

financial reward systems are implemented systematically by the concerned officials in UNMA, the company will realize high Staff Performance.

The analysis further reveals that Financial Reward Systems contributes 88.4% to Staff Performance, 11.6% to other exogenous factors not included in this study and need extra study to expose them and their contributions.

#### **4.4.6 Coefficient of Determination ( $R^2$ ) between financial reward systems and staff performance**

In order to cement objective 1 of the research study, Coefficient of Determination ( $R^2$ ) was computed. Based on the results from the Zero Order Correlation Analysis,  $r = 0.884$  of which if squared indicates 78.2% shared variance. This implies that financial reward systems helps to explain 78.2% of the variance in respondents' scores on Staff Performance. This is quite a respectable amount of variance explained.

#### **4.4.7 Assessing Non-Financial Reward system**

To assess Non-Financial Reward system respondents were asked whether UNMA has clear and functional policy to guide rewarding of staff in form of noncash incentives like flexible benefit plans and vouchers. Results revealed that; 1.9% strongly agreed, 16.7% agreed, 33.3% Neutral, 29.6% disagreed and 18.5% strongly disagreed. Overall, majority were Neutral with the statement. The rating is confirmed by a fair mean value = 3.2, thus revealing that UNMA has clear and functional policy to guide rewarding of staff in form of noncash incentives like flexible benefit plans and vouchers.

Respondents were asked whether UNMA has clear and functional policy to recognize staff performance by praising or/and nominating exceptional performers. Results revealed that, 3.6%

strongly agreed, 14.3% agreed, 26.8% Neutral, 44.6% disagreed and 10.7% strongly disagreed. Generally, majority disagreed with this statement. The good rating is confirmed by a mean value = 3.5, revealing that Management at UNMA does not have clear and functional policy to recognize staff performance by praising or/and nominating exceptional performers.

They were asked whether their performance is always recognized with noncash benefits or vouchers. Results revealed that, 7.7% agreed, 23.1% Neutral, 36.5% disagreed and 32.7% strongly disagreed. Majority disagreed with this statement. The good rating is confirmed by a mean value = 3.0, revealing that staff performance at UNMA is not always recognized with noncash benefits or vouchers. Respondents were asked whether they always receive satisfactory praise from their supervisor or management for the work well-done. Results revealed that, 5.6% strongly agreed, 25.9% agreed, 35.2% Neutral, 18.5% disagreed and 14.8% Disagreed. Majority were neutral with this statement. However, the good rating is confirmed by a mean value = 3.4, revealing that staff always receive satisfactory praise from their supervisor or management for the work well-done. The respondents were further probed whether, UNMA's incentive reward system is adequate to improve staff performance. Results revealed that, 1.9% strongly agreed, 17.0% agreed, 35.8% Neutral, 28.3% disagreed and 17.0% strongly disagreed. Majority were neutral with this statement. However, the good rating is confirmed by a mean value = 3.2, revealing that UNMA's incentive reward system is adequate to improve staff performance. The respondents were further probed whether UNMA's recognition system satisfactorily boost staff performance. Results revealed that, 17.3% agreed, 38.5% Neutral, 26.9% disagreed and 17.3% strongly disagreed. Majority of the respondents were neutral with this statement. The good rating is confirmed by a mean value = 3.0, revealing that UNMA's recognition system satisfactorily boost staff performance. They were also probed whether nonfinancial reward system for UNMA is fair and just for all UNMA staff. The results revealed that 7.8% agreed, 43.1% Neutral, 23.5% disagreed and 25.5% strongly disagreed.

Majority of the respondents preferred being neutral with this statement. The good rating is confirmed by a mean value = 3.1, revealing that nonfinancial reward system for UNMA is fair and just for all UNMA staff.

In order to have general over view of how the respondents rated themselves on the Non-financial reward systems, an average index was computed from the seven questions in Table 4. 2 giving relevant descriptive statistics.

**Table 8: Summary descriptive statistics on respondents’ Self rating on Non-financial reward system**

Mean		<b>3.1</b>
95% Confidence	Lower Bound	<b>2.89</b>
	Upper Bound	<b>3.34</b>
Median		<b>3.10</b>
Std. Deviation		<b>.845</b>
Minimum		<b>2</b>
Maximum		<b>5</b>
Range		<b>3</b>
Skewness		<b>-0.21</b>

**Source:** *Primary data (2017)*

Results from Table 4.6, revealed that respondents’ ratings on the Non-financial reward systems was average with (Mean = 3.10 and Median =3.10). The opinions were ranging from 2.89 to 3.34 at the 95% Confidence Interval for Mean. Results from the above table reflected that some respondents scored very poor at a Minimum 2.00 while others scored best at a Maximum of 5. This gave a wide difference as reflected by a high range of 3.00. Results also revealed that, there was similarity in respondents’ opinions regarding the financial reward systems (relatively small deviation value =0.845) suggesting that respondents views concerning the financial reward systems do not differ so much from one respondent to another. The difference in opinions as regards low and high levels of the financial reward systems was at 3.00 and is supported by the aforementioned standard deviation (0.845). Results from the table further revealed that there was some degree of Skewness, suggesting that the respondents’ opinions were normally distributed (Skewness = -0.21).

#### 4.4.8 Tests for Normality

The researcher decided to check whether the index implementation of Non-financial reward systems was normally distributed, a test for Normality using Kolmogorov-Smirnov<sup>a</sup> was generated as shown in the Table 4.7

**Table 9: Tests for Normality**

Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Non-financial reward	.188	52	.080	.835	52	.085

**Source:** *Primary data* (2017)

The above table 4.7 presents the results from two well-known tests of normality, namely the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. Shapiro-Wilk Test is more appropriate for small sample sizes < 50 samples (Pallant, 2016). For this reason, the researcher used the Kolmogorov-Smirnov test as the numerical means of assessing normality. Results revealed that there was No violation of the assumptions of normality (Sig. value>0.05)

#### 4.4.9 Research Objective 2: Assess the relationship between non-financial reward systems and staff performance at Uganda National Meteorological Authority

Correlations analysis were deployed to find out the associations between non-financial reward systems and staff performance.

**Table 10: Association between financial reward systems and staff performance**

Non-Financial Reward System	Pearson Correlation	1	.738**
Staff Performance	Pearson Correlation	.738**	1

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

**Source:** *Primary data*

There was a statistically significant positive relationship between Non-financial Reward Systems and Staff performance ( $r=0.738$ ,  $P<0.05$ ) revealed. This implies that if Non-financial

reward systems are effected systematically by the concerned officials in UNMA, the company will realize high Staff Performance. The study further reveals that Non-Financial Reward Systems contributes 73.8% on Staff Performance, 26.2% to other exogenous factors not included in this study and need extra studies to expose them and their contributions.

#### 4.4.10 Coefficient of Determination ( $R^2$ ) between Non-financial reward systems and staff performance

In order to cement objective two of the research study, Coefficient of Determination ( $R^2$ ) was computed. Based on the results from the Zero Order Correlation Analysis,  $r = 0.738$  of which if squared indicates 54.5% shared variance. This implies that Non-financial reward systems helps to explain 54.5% of the variance in respondents' scores on Staff Performance. This is quite a respectable amount of variance explained.

#### 4.4.11 Descriptive Statistics of Staff Performance (DV)

The outputs display the Percentages for understandability of the various contributions of each of the variables (questions) under the research study.

**Table 4.9**

**Table 11: Staff performance**

ITEMS ON Staff Performance (N=56)	LIKERT SCALE					Mean
Quality of work	SA	A	N	D	SD	
UNMA has a policy requiring my	15	23	13	2	4	3.3
UNMA's staff performance appraisals	16	22	14	3	1	3.2
incorporate the quality work done by staff	29%	39%	25%	6%	2%	
UNMA supervisors always monitor the	13	24	12	8	1	3.8
quality of work done by the staff, check for	22%	41%	21%	14%	2%	

Final work produced by UNMA staff is	8	14	19	14	3	3.0
Customer's comments in form of complements or complaints are considered	5 9%	17 29%	15 26%	17 29%	4 7%	3.4
<b>Quantity of work</b>						
UNMA's work to be done by staff is	11	26	16	4	-	3.4
The volume of work performed by staff is appropriate for UNMA to achieve its	8 15%	22 38%	13 24%	10 18%	3 6%	3.4
UNMA staff always deliver adequate amount of work as per the set targets.	15 26%	18 32%	10 17%	13 23%	1 2%	3.1
<b>Staff attendance.</b>						
UNMA staff are always at work in a timely	12	18	17	8	1	3.1
I am satisfied that all UNMA staff perform adequate quantity and quality of work in a	5 9%	24 42%	17 30%	9 16%	2 4%	3.7
UNMA staff always accomplish their tasks as per set deadlines.	8 14%	22 39%	15 27%	10 18%	1 2%	3.5

**Note: SA=Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD= Strongly Disagree**

**Source: Primary data**

#### **4.4.12 Assessing Quality of work on Staff Performance**

In order to evaluate Quality of work, respondents were asked whether UNMA has a policy requiring their supervisor to always perform quality checks on their work. Results revealed that 26.4% strongly agreed, 39.6% Agreed, 22.6% Neutral, 3.8% disagreed and 7.5% strongly disagreed. Descriptive statistics revealed that majority of the respondents agreed on this statement. The good rating is confirmed by a mean value = 3.3, revealing that UNMA has a policy requiring their supervisor to always perform quality checks on their work. Respondents were asked whether UNMA's staff performance appraisals incorporate the quality work done by staff s. Results revealed that, 28.8% strongly agreed, 38.5% Agreed, 25.0% Neutral, 5.8% disagreed and 1.9% strongly



disagreed. Descriptives revealed that majority of the respondents agreed on this statement. The good rating is confirmed by a mean value = 3.2 revealing that UNMA's staff performance appraisals incorporate the quality work done by staff s. Respondents were asked whether Final work produced by UNMA staff is always error free. Results revealed that, 13.3% strongly agreed, 24.4% Agreed, 33.3% Neutral, 24.4% Disagreed and 4.4% strongly disagreed. Descriptive statistics revealed that majority of the respondents preferred being neutral on this statement. The rating is confirmed by a very good mean value = 3.8 revealing that final work produced by UNMA staff is always error free. Respondents were further queried whether Customer's comments in form of complements or complaints are considered while evaluating the quality of staff performance. Results revealed that 9.1% strongly agreed, 29.1% agreed, 25.5% Neutral, 29% disagreed and 7.3% strongly disagreed. Descriptive statistics revealed that majority of the respondents agreed on this statement. The rating is confirmed by a mean value = 3.4 revealing that customer's comments in form of complements or complaints are considered while evaluating the quality of staff performance. Furthermore, respondents were queried whether UNMA staff always deliver adequate amount of work as per the set targets. Statistics revealed that 26% strongly agreed, 32% agreed, 17% Neutral, 23% disagreed and 2% strongly disagreed. Descriptive statistics revealed that majority of the respondents agreed on this statement. The rating is confirmed by a mean value = 3.1 revealing that UNMA staff always deliver adequate amount of work as per the set targets.

#### **4.4.13 Assessing Quantity of work on Staff Performance**

In order to evaluate Quantity of work on Staff Performance, respondents were queried whether UNMA's work to be done by staff is always quantified as periodical performance targets. Results revealed that, 18.5% strongly agreed, 46.3% agreed, 27.8% Neutral and 7.4 disagreed. Descriptive statistics revealed that majority of the respondents agreed on this statement. However, the rating is confirmed by a mean value = 3.4 revealing that UNMA's work to be done by staff is always

quantified as periodical performance targets. Respondents were asked whether the volume of work performed by staff is appropriate for UNMA to achieve its objectives. Statistics revealed that, 14.5% strongly agreed, 38.2% agreed, 23.6% Neutral, 18.2% disagreed and 5.5% strongly disagreed. Descriptive statistics revealed that majority of the respondents agreed on this statement. The rating is confirmed by a mean value = 3.1, revealing that the volume of work performed by staff is appropriate for UNMA to achieve its objectives.

#### **4.4.14 Assessing Staff attendance on Staff Performance**

To evaluate Staff attendance on Staff Performance, respondents were queried whether UNMA staff are always at work in a timely manner. Results revealed that, 21.3% strongly agreed, 31.9% agreed, 29.8% Neutral, 14.9% Disagreed and 2.1% strongly disagreed. Descriptive statistics revealed that majority of the respondents agreed on this statement. The good rating is confirmed by a mean value = 3.1, revealing that UNMA staff are always at work in a timely manner. Respondents were further probed whether, they are satisfied that all UNMA staff perform adequate quantity and quality of work in a timely manner. Results revealed that, 8.8% strongly agreed, 42.1% Agreed, 29.8% Neutral, 15.8% disagreed and 3.5% strongly disagreed. Statistics revealed that majority of the respondents agreed on this statement. The rating was confirmed by a very good mean value = 3.7 enlightening that staff are satisfied that all UNMA staff perform adequate quantity and quality of work in a timely manner. Finally, respondents were further probed whether, UNMA staff always accomplish their tasks as per set deadlines. Results revealed that, 14.3% strongly agreed, 39.3% agreed, 26.8% Neutral, 17.9% disagreed and 1.7% strongly disagreed. Statistics revealed that majority of the respondents agreed on this statement. The rating was confirmed by a good mean value = 3.7 enlightening that UNMA staff always accomplish their tasks as per set deadlines.

#### **4.5 Conclusion**

In this research study, both Descriptive and inferential statistical results obtained revealed that, Reward systems have a significant effect on Staff Performance of UNMA. The research outcomes revealed that each variable under consideration in the Reward systems (Financial Reward systems and Non- Financial Reward systems) has its contribution in terms of influence on Staff performance.

The Degrees of Coefficient of Determination ( $R^2$ ) and Correlation Analyses all revealed that; Financial Reward systems had the greatest influence on Staff performance at UNMA. Hypotheses testing have also strongly and positively predicted well of Financial reward Systems. The research study results confirm the relevancy of the Reward Systems and the implication this has for all the players in the field of Staff Performance at UNMA; they should endeavor to work with Financial Reward systems model and strengthen it further in order to address the Staff performance gaps and concerns in UNMA.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides the summary of results, discussion, conclusion and recommendations of the study. The research study was designed and carried out to study the relationship between reward systems and staff performance at The Uganda National Meteorological Authority (UNMA).

In this research study, Reward system was conceived as the independent variable while performance of staff was the dependent variable. Also in this subdivision, recommended areas for further research are presented. All of these are presented in agreement with the research objectives.

#### **5.2 Summary**

This sub-section presents the summary on the specific objectives that guided the study. The research study revealed that reward systems greatly related with performance of staff at UNMA.

##### **5.2.1 Financial reward systems and staff performance at Uganda National Meteorological Authority**

The first objective of this study was “To examine the relationship between financial reward systems and staff performance”. Findings of the research study revealed that, financial reward systems greatly related with staff performance at Uganda National Meteorological Authority. This was revealed by a statistically significant positive strong relationship between financial reward systems and Staff performance. Financial reward systems contributed 88.4% on Staff Performance and only 11.6% to other exogenous factors not included in this study. The degree of Coefficient of Determination ( $R^2$ ) was ( $R = 0.884, P < 0.05$ ) revealing 78.2% shared variance. This suggested that

financial reward systems helps to explain 78.2% of the variance in respondents' scores on Staff Performance.

### **5.2.2 Non-financial reward systems and staff performance at Uganda National Meteorological Authority**

The second objective of the research study was “To assess the relationship between non-financial reward systems and staff performance”. Findings of the research study revealed that Non-financial reward systems significantly related with staff performance at Uganda National Meteorological Authority. This was revealed by a statistically significant positive strong relationship between Non-financial reward systems and Staff performance. Non-financial reward systems contributed 73.4% on Staff Performance at UNMA, leaving 26.6% to other exogenous factors not included in this study. The degree of Coefficient of Determination ( $R^2$ ) was ( $R = 0.738, P < 0.05$ ) revealing 54.5% shared variance. This suggested that non-financial reward systems helps to explain 54.5% of the variance in respondents' scores on Staff Performance.

## **5.3 Discussion**

This section deals with the discussion of results hypothesized by hypothesis.

### **5.3.1 Financial reward systems highly positively relate with staff performance**

The first hypothesis of the study specified that “Financial reward systems highly positively relate with staff performance”. Findings revealed that financial reward systems are highly positively related with staff performance by UNMA staff. The results revealed that, the staff personal competence and experience are considered while determining basic pay of the staff. It was also revealed that UNMA's basic pay system is based on the nature of the job and/or staff skills. This means that staff payment is not biased, every staff is paid basing on the nature of the job as well as

the skills posed by the staff. Staff salary is also appropriate and based on the nature and requirements of the job. This is in agreement with the findings of; Armstrong and Taylor (2014), who noticed that “financial reward systems can help the organisation to achieve its objectives by keeping people it needs, and by increasing the motivation and commitment”. It is important therefore for an organisation to have an effective financial reward system where money-based reward or incentive are given to staff when they meet or exceed the company expectations or targets. Armstrong (2012) noted that “the system of rewarding staff should not ignore the strength of financial rewards since staff attach much value to money. Birdi et al (2008), asserts that money is important to staff, it’s a medium of exchange. Long & Shields (2010) in their study of the relationship between non-cash and cash-based reward practices, they noted that non-cash plans do not substitute cash-based performance plans. This should be the reason why UNMA administration and management should think of increasing staff salaries comparing itself with other authorities.

It is true that UNMA has clear and functional policy guiding payment of staff salaries as well as clear and functional policy guiding contingent payments to staff. However, respondents greatly doubt that staff financial reward systems at UNMA involve merit pay contingent to performance. They also greatly doubt that staff performance at UNMA is recognized by merit pay to exceptional staff. These findings are also in agreement with Weisberg et al. (2005), who stated that the organization’s reward system should be perceived by staff as reinforcing the notion that most staff are good performers and there should be a linkage between reward and performance. This means that when appropriate reward systems are well implemented, the organisation can easily achieve high level of staff performance and UNMA top administration and management in particular has to observe this assertion.

### **5.3.2 Relationship between Non-financial reward systems and staff performance**

The second hypothesis of the study specified that “Non-financial reward systems significantly positively correlate with staff performance”. Findings revealed that Non-financial reward systems

positively promotes staff performance. The results revealed that, UNMA has clear and functional policy to recognize staff performance by praising or/and nominating exceptional performers. Respondents also agreed that they always receive satisfactory praise from their supervisors or management for the work well-done. This incentive reward system is adequate to improve staff performance. This is in agreement with the statistical tests of Fullerton et al (2002), which revealed that “the use of non-traditional performance measures such as bottom-up measures, product quality, and vendor quality, as well as incentive systems of staff empowerment and compensation rewards for quality production are related to the degree of JIT practices implemented”.

Furthermore, Armstrong (2012), urges that recognition is one of the most powerful satisfiers people need to know, not only how well they have achieved their objectives or done their work but also that their achievements are appreciated. In addition, Robbins and Stylianou (2003), maintains that recognition and acknowledgement from supervisors is consistently found to be among the most important satisfiers to staff. Once staff are satisfied with their work, they can perform better. Knowles (2004) asserts that human resource management activities that support staff development, promotion from within or career advancement should be devised. He contends that social rewards like attention and praise must be contingently administered if they are to work. In their analyses of cross-organizational and cross-level data Han & Kim (2015) reveal that organizations’ individual Performance for pay (PFP) was positively related to staff’ performance-reward expectancy, which was strengthened when it was accompanied by higher levels of contingent reward leadership and profit-sharing. Also, performance-reward expectancy significantly transmitted the effects of individual PFP onto job performance under higher levels of contingent reward leadership and profit-sharing. This study will establish whether such observations are corresponding with the situation in a newly established authority for the purposes of achieving staff performance.

UNMA has clear and functional policy to guide rewarding of staff in form of noncash incentives like flexible benefit plans and vouchers. UNMA's recognition system satisfactorily boost staff performance. This is in agreement with Armstrong (2014), who asserted that; work output is dependent on staff willingness to expend consistent effort in presenting quantifiable work. Staff willingness to work can better be achieved by offering some incentives to work. Mattaz (2011), in their study of effect of compensation on performance noted that the increased financial incentives increase the quantity, but not the quality, of work. They perceived the difference to be due to an "anchoring" effect where workers who were paid more also perceived the value of their work to be greater, and thus were no more motivated than workers paid less. This implies that in order for a reward system to improve staff performance should be tagged to a verifiable quality system, quantity or amount of work produced personally or from a group or team on assignments.

### **5.3 Conclusion**

This section deals with the conclusions in relation to the discussions above.

#### **5.3.1 Relationship between financial reward systems and staff performance**

Findings of the research study revealed that, financial reward systems greatly related with staff performance at Uganda National Meteorological Authority. Findings revealed that UNMA always pays staff incentives and benefits on time. The challenge remains that Contingent pay system for UNMA is insufficient to enhance staff performance. Therefore an improvement on the level of contingent pay system for UNMA may greatly enhance staff performance.

#### **5.3.2 Relationship between Non-financial reward systems and staff performance**

Generally, findings of the research study revealed that, Non-financial reward systems positively related with staff performance by staff at Uganda National Meteorological Authority. Descriptive statistics revealed that UNMA has clear and functional policy to recognize staff performance by



praising or/and nominating exceptional performers as well as giving the staff satisfactory praise. This motivates the staff to perform. However, the challenge remains that staff performance is moderately recognized with noncash benefits or vouchers. Therefore an improvement on the level of recognizing staff with noncash benefits or vouchers may greatly enhance staff performance.

#### **5.4 Contribution to knowledge**

The most important contribution of the research study is the relationship between reward systems and performance of staff at The Uganda National Meteorological Authority (UNMA) since the study came to finding that there is a positive relationship between the study variables. Therefore, UNAM administration and managers can use the recommendations suggested to improve the staff performance. The study can also provide a basis of future research in the field of organizational factors (Financial reward systems and Non-financial reward systems) and staff performance.

The principle motive of the study was to investigate the relationship between reward systems and performance at the Uganda National Meteorological Authority (UNMA). Consequently this was accomplished. In relation to the Contribution of the study to knowledge, the researcher used a Case study of Uganda National Meteorological Authority (UNMA) which can apprise the advancement of more robust theory that detects the links between intervention and consequences. This is the first of the kind of research studies to try and approach this problem in this Authority. In particular, the study has identified gaps as far as financial reward systems on the performance of staff is concerned. This Case study research is particularly helpful for future researchers who may want to answer questions of how or why things work in real National Authorities life contexts, the case of Uganda National Meteorological Authority (UNMA).

## **5.5 Implication for theory**

The research study was guided by “Equity Theory” which focuses on determining whether the distribution of resources is fair to both rational partners (effort reward relationship), where individuals are motivated when they perceive their efforts will lead to the reward they expect. This study revealed a positive strong relationship between Reward Systems (Financial  $r=0.884$  and nonfinancial  $r=0.728$ ) and Staff performance. Evidence of the study therefore supports “Equity Theory” in a way that, the UNMA policy makers and implementers have to balance the perceive staff reward systems in order to achieve the desired performance. The findings further revealed that, other exogenous factors not included in this study take share of 11.6% and 27.2% off from Financial and nonfinancial reward systems respectively as being responsible for staff performance. This raises a number of opportunities for future research, both in terms of theory development and concept validation.

## **5.6 Implication for policy and practice**

The statistical results obtained by this study revealed that, Reward systems have a significant effect on Staff Performance and the Hypotheses testing have also strongly and positively predicted well of Financial reward Systems. The implication of this is that, the UNMA Board and Management should endeavor to work with Financial Reward systems model and strengthen it further in order to address the Staff performance gaps and concerns. It is strongly advisable that UNMA’s internal and external parties entrusted with responsibilities of making and implementing policies and decisions observe the following recommendations:

## **5.7 Recommendation**

The whole idea of this sub-section is to provide a beneficial guide that will not only resolve certain issues pointed out in this research study, but result in a beneficial outcome.

### **5.7.1 Recommendation about Research Objective 1: (To examine the relationship between financial reward systems and staff performance)**

In line with the research objective one, the study has revealed the importance of financial reward systems on staff performance in UNMA. It is recommended that the UNMA management team employ in more resources to ensure that financial reward systems are fully conveyed to staff to enhance staff performance. This hopefully will guarantee the staff performance and wellbeing of staff at UNMA.

### **5.7.2 Recommendation about Research Objective 2 (Assessing the relationship between non-financial reward systems and staff performance).**

In line with the research objective two, the study has revealed the importance of non-financial reward systems on the staff performance. Non-financial reward system has been found to weigh less in this research study as compared to its counterpart the financial reward system. The implication this has for the UNMA officials is that, more resources and efforts should be engaged towards the financial reward Systems which were statistically observed to contribute much influence on the staff performance at UNMA.

## **5.8 Limitations of the study**

The research study adopted a correlation design which is limited to association between variables whereby, correlation is not always taken to imply causation. In this case, because of the strong association between the reward systems and staff performance in this study we cannot be assume

that one variable causes the other. The study was limited to UNMA and the results of this research study therefore portray the relationship between rewards systems on the staff performance of UNMA at Kampala Head office, Entebbe National Meteorological Centre and National Meteorological Training School Entebbe, which should not be generalized to mean the national level status. The geographical limitation was hinged to financial and time constraints which could not allow the study to be conducted in more than one constituency.

### **5.9 Areas of further study**

The research findings from this study point out a number of areas for auxiliary exploration such as ‘the role of Reward Systems (RSs) in sustainability of Staff performance (SP)’. Future research could attempt to collect data from other National Authorities in Uganda to assess the influence of financial reward systems and staff performance. Generally, more research may be necessary to polish and further intricate the novel findings of this research study.

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## APPENDICES

### Appendix 1: Self-Administered Questionnaire.

#### QUESTIONNAIRE FOR UNMA STAFF ON REWARD SYSTEMS AND STAFF PERFORMANCE IN NATIONAL AUTHORITIES

This questionnaire is for obtaining your views on how reward systems in UNMA relate with your performance as a staff. The information you are kindly requested to provide is purely for academic purposes and your responses will be treated with maximum confidentiality. As a researcher, I believe that the information you will give will help in understanding the problem under study. Your contribution is highly appreciated in advance.

#### SECTION A: BACKGROUND INFORMATION

##### Instructions:

- i. Tick in the appropriate boxes with the alternative that represent your opinion.
- ii. There is no right or wrong answer. Any response you provide will be respected because it represent your view.

##### 1. Gender:

- Male  
Female

##### 2. Age:

Below 25	26 – 35	36 – 45	46 – 55	56 – 59	Above 60
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##### 3. Highest Educational Qualification:

- Primary    Secondary    Certificate    Diploma    1<sup>st</sup> Degree    Masters    PhD    Others

##### 4. Staff category

No	Category	
1	Senior management staff	
2	Middle management staff	
3	Technical / operational staff	
4	Support Staff	
5	Group employees	

##### 5. Employment Level/Rank/ Job Title

- No    Job Title  
1.    Director

2. Manager
3. Principle
4. Senior
5. Officer

**6. Directorate:**

DFS	DNO	DADCS	DTR	DFA	N/A (Specify)
-----	-----	-------	-----	-----	---------------

**7. Duration of working with UNMA/DOM as at 30<sup>th</sup> June 2017**

SN Range

1. 0-2 years
2. Above 3 but below 10 years
3. Above 10 years

**SECTION B: REWARD SYSTEMS AND STAFF PERFORMANCE**

**Instructions:**

Section B consists of two parts i and ii. For all questions in this section, kindly tick the number that best indicate your opinion on each of the questions using the scale below;

Scale	5	4	3	2	1
	Strongly agree (SA)	Agree (A)	Neutral (N)	Disagree (D)	Strongly disagree (SD)

**i. REWARD SYSTEMS**

SN	Item(guided by the hypotheses)	5	4	3	2	1
<b>a. Financial Reward system</b>						
1.	UNMA has clear and functional policy guiding payment of staff salaries.					
2.	UNMA has clear and functional policy guiding contingent payments to staff.					
3.	UNMA's basic pay system is based on the nature of the job and/or skills of the staff.					
4.	The staff personal competence and experience are considered while determining basic pay of the staff at UNMA.					
5.	Staff salary at UNMA is appropriate and based on the nature and requirements of the job.					
6.	Staff salary at UNMA is appropriate and based on the staff qualifications and skills.					
7.	UNMA's basic pay system is appropriate to foster staff performance					
8.	UNMA always pays my salary on time.					
9.	The financial reward system at UNMA involves merit pay contingent to staff performance.					
10.	Staff performance at UNMA is recognized by merit pay to exceptional staff					
11.	UNMA recognizes staff individual performance by paying staff benefits					
12.	Contingent pay system for UNMA is sufficient to enhance staff performance					
13.	UNMA always pays my incentives and benefits on time.					
<b>a. Non-Financial Reward system</b>						
14.	UNMA has clear and functional policy to guide rewarding of staff in form of noncash incentives like flexible benefit plans and vouchers.					
15.	UNMA has clear and functional to recognize staff performance by praising or/and nominating exceptional performers.					

16.	My performance is always recognized with noncash benefits or vouchers.					
17.	I always receive satisfactory praise from my supervisor or management for the work well-done.					
18.	UNMA's incentive reward system is adequate to improve staff performance					
19.	UNMA recognizes system satisfactorily boost staff performance.					
20.	Nonfinancial reward system for UNMA is fair and just for all UNMA staff.					

ii. **STAFF PERFORMANCE**

SN	Item(guided by the hypotheses)	5	4	3	2	1
<b>a. Quality of work</b>						
1.	UNMA has a policy requiring my supervisor to always perform quality checks on my work.					
2.	UNMA's staff performance appraisals incorporates the quality work done by staff s.					
3.	UNMA supervisors always monitor the quality of work done by the staff, check for errors and provide guidance on quality improvement					
4.	Final work produced by UNMA staff is always error free.					
5.	Customer's comments in form of complements or complaints are considered while evaluating the quality of staff performance.					
<b>b. Quantity of work</b>						
6.	UNMA work to be done staff is always quantified as periodical performance targets					
7.	The volume of work performed by staff is appropriate for UNMA to achieve its objectives					
8.	UNMA staff always deliver adequate amount of work as per the set targets.					
<b>c. Staff attendance.</b>						
9.	UNMA staff are always at work in a timely manner					
10.	I am satisfied that all UNMA staff perform adequate quality and quantity of work in a timely manner.					
11.	UNMA staff always accomplish their tasks as per set deadlines.					

**Appendix 2: Interview Guide for Senior and middle Management staff**

The researcher intends to solicit responses from members of senior management and group employees guided by the following set of questions;

1. May I know for how long you have worked for UNMA?
2. Kindly let me know your role in UNMA?
3. What does UNMA has in place to ensure that adequate and timely payment of staff salaries and pay incentives?
4. How does UNMA recognize and reward individual performance in financial terms other than salary payment?
5. Does UNMA has clear policies regarding noncash incentives and staff recognition?
6. What is your view on the UNMA's reward system to foster staff performance?
7. What is your take on UNMA staff performance in the eyes of management and other stake holders
8. How do you rate work of UNMA staff in terms of:

- i. Quality of work?
- ii. Quantity of work?
- iii. Time in task accomplishment?

9. Does the reward system for UNMA include the following (Yes, No or Neutral)?

SN	Variable	Yes	No	Neutral
1.	Clear financial reward policy, procedure and practice?			
2.	Job based/skill based Salary pay system?			
3.	Person-based salary pay system?			
4.	Contingent merit pay system?			
5.	Contingent staff benefit pay system?			
6.	Clear nonfinancial reward policy, procedure and practice?			
7.	Flexible benefit incentives reward system?			
8.	Vouchers incentive reward system?			
9.	Staff recognition system through praises?			
10.	Staff recognition system through nominations?			
11.	Does the implementation practice of UNMA appropriate to enhance staff performance?			

10. Does staff performance at UNMA include the following? Response; (Yes, No or Neutral)

SN	Variable	Yes	No	Neutral
1.	Clear policy on quality and quantity of work as well as staff work attendance?			
2.	Work quality appraisals?			
3.	Ascertainment of the rate of work error by staff /supervisors?			
4.	Number of complaints by customers about quality of work?			
5.	Setting periodical work targets for staff?			
6.	Ascertainment of the volume of work per staff?			
7.	Review of consistence of the volume of work per staff?			
8.	Monitoring and evaluating staff work attendance?			
9.	Monitoring and evaluating time spent by staff at work task?			
10.	Assessment of meeting deadlines by staff			

**Appendix 3: Introduction letter and acceptance**



**UGANDA MANAGEMENT INSTITUTE**

**Telephones:** 256-41-4259722 /4223748 /4346620  
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Kampala, Uganda  
Website: <http://www.umi.ac.ug>

Your Ref:

Our Ref: G/35

19<sup>th</sup> September, 2017

TO WHOM IT MAY CONCERN

*Noted and forwarded to DFA.  
Ch. 25.09.17 Ch.*

**MASTERS IN BUSINESS ADMINISTRATION DEGREE RESEARCH**

**Mr. Nuludiin Tebusweke** is a student of the Master of Business Administration of Uganda Management Institute 15<sup>th</sup> Intake 2015/2016, **Reg. Number 15/MBA/00/KLA/WKD/0075.**

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organization, which is relevant to his research.

His research Topic is: *“Reward Systems and Performance in Public Entities: A case of Uganda National Meteorological Authority (UNMA)”*.

Yours Sincerely,

Oluka Pross Nagitta  
**AG. HEAD, DEPARTMENT OF ECONOMICS AND MANAGERIAL SCIENCE**

*Acknowledged and posted*

*DFA  
26.9.*