

**REWARD AND PERFORMANCE OF ACADEMIC STAFF: A CASE STUDY OF
KAMPALA INTERNATIONAL UNIVERSITY- MAIN CAMPUS**

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF APPLIED
ECONOMICS AND MANAGEMENT SCIENCES AS PARTIAL
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OF BACHELORS DEGREE IN HUMAN RESOURSE
MANAGEMENT OF KAMPALA
INTERNATIONAL
UNIVERSITY**

MAY, 2013

DECLARATION

I, KINENE ANWAR, hereby declare that this is my original work and has never been presented to any other educational institution for the award of any degree or certificate.

Signature  Date 31st / May / 2013

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APPROVAL

This is to certify that the Proposal of KINENE ANWAR has been under my Supervision and is now ready for submission to the college of applied economics and management sciences for the award of a degree of Human Resource Management of Kampala International University.

Signature *Kanyangabo* Date *31/05/2013*

MR. KANYANGABO EDWARD
(SUPERVISOR)

DEDICATION

I dedicate this work to my parents, their quest to see me have good education has placed a heavy responsibility on my shoulders that I always have to pick up myself up and fight on the success of my future.

ACKNOWLEDGEMENT

I am indebted to so many people; let me thank my supervisor Mr. Kanyangabo Edward for overseeing the writing of this research work. I wish to thank my Mum for the investment she has put into my development as a child and adult.

I am grateful to friends who helped me I can't measure for which I am so grateful.

Not for getting the various authors whose works have been quoted in this report. Thank you for making my work easier.

Lastly I would like to state that I bear responsibility for the content and quality of this research.

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ABSTRACT

The study set out to assess the effect of reward on performance of academic staff of Kampala International University. Unfortunately relax on performance management in the university resulted in delayed release of examination results into strikes where property is damaged and leads to dismissals. The purpose of the study was to establish the relationship between reward and performance of academic staff in Kampala International University main campus It was guided by a number of objectives which were To establish the effects of financial reward on the performance of academic staff in Kampala International University main campus, to establish the effects of the non financial reward on the performance of academic staff in Kampala International University main campus and to establish the effects of reward polices on the performance of academic staff in Kampala International University main campus

The study was carried out using a self administered questionnaire and the findings were analyzed and presented in tables, figures and on content. The findings revealed that the effect of reward policies on the performance of academic staff was that they provide significant level of employee satisfaction and that the job security is the most non financial reward practiced in Kampala International University, while the effect of non financial reward on the performance of academic staff was that they create motivation of the staff. The study concluded that the effect of reward policies on the performance of academic staff was that they provide significant level of employee satisfaction, that the job security is the most non financial reward practiced in Kampala International University, the effect of non financial reward on the performance of academic staff was that they create motivation of the staff

The researcher recommend that The university should put more emphasis on paying wages, salaries, bonus and so on as a form of financial rewards in stimulating employee behavior. The University should take the form of wages, salaries and incentives among others. The university should ensure that they provide adequate recognition for employee's efforts, which in return will be reflected in their pay packages. Polices must be formulated before a successful compensation system can be developed and implemented.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter was covered the background, problem statement, specific objective, research questions, scope and significance of the study.

1.2 Background of the study

According to the world. Reward is the formulation and implementation of strategies and policies. The purposes of which are to reward people fairly, equitably and consistently in accordance with their value to the organization and this help the organization to achieve its strategies goals it deals with the design, implementation and maintenances of reward system (reward processes practices and procedures that aim to meet the needs of the organization and its stake holders.

According to Africa. The contemporary, Africa rewards for better performance and success matter more than the actual achievement its self. indeed as the global financial crisis showed, rewards were everything for the bankers as they strive for more reckless bets and increasing risk taking, because of the system of flawed incentives, rewards were seen to the ultimate prize that was greater than actual process of wining, hence reward management has to be seen in the context of what are proper and just rewards and what are disproportionate rewards. For the present day generation in Africa, rewards matter more than the actual performance and this is reflect is reflected in their increasing demands from the employees for salary likes and bonuses.

According to East Africa, The East African community (EAT) comprises of five growing economies, Burundi, Kenya, Uganda, and Tanzania since 2010-2011 governments in East Africa have changed their economy regulatory environment to make it easier for business to start up and operate. The East African countries have different wages depending on the employment laws and reward policies however East African countries do pay their

workers basing on experience, qualification, and family background, friendship this is often in both government institutions and private ones.

According to Uganda, at independence in 1962 there was little indication that the country, it appeared a model of stability and potential progress unlike neighboring Kenya. Uganda had no clear white settler class attempting to monopolize the rewards of the cash crop economy nor was there any recent legacy of better and violent conflict in Uganda to compare with the 1850's Mau Mau rebellion in Kenya. In Uganda it was African procedures who grow the cotton and coffee that brought a higher standard of living.

Kampala international university (KIU) commenced operations as a Private University in December 2010, as a private university and other Tertiary Act of 2010 Section 17 Clause 3 permitting the private universities be grant provisional license, Barigye (2010)

The vision of the university is to be a premier institution of global recognition preparing students for international markets (KIU 2006). From this vision statement, the university draws the objective of recruiting experienced well trained academic staff that can provide an intellectual challenging learning environment and provide for the continued development. (KIU 2006)

According to Monitor 2009, the above vision cannot easily be achieved because of low performance problems in the university. The recent strikes in the university demonstrate the problem performance. (Monitor 2009 & Vision 2009).

This resulted into low turn up of students and high labor turnover of staff. This study therefore attempted to solve the said problem by looking at the relationship between reward and performance of academic staff in KIU main campus..

The dependant variable in the study was performance. The oxford English Reference Dictionary (1996: 1079) defined performance as the act or process of performing of carrying out the execution or fulfillment of a duty.

The management definition of performance according to Daft (2006) is that performance is the attainment of organizational goals and objectives by efficiently and effectively using resources.

For the case of this study, performance means the academic staff achieving their objectives of task which may be high or low.

The independent variable was reward in the study. The New Oxford Dictionary of English (1998) defines reward as a thing given in recognition of service, effort or achievement.

According to Kreitner (2004) reward is material and psychological pay off for working. The study operationalised reward as financial rewards, non financial rewards and polices of reward used in KIU main campus.

1.2 Statement of the problem

In Kampala international university there is affordable pay, better working conditions, effective communication and other forms motivation, despite the fact of all those motivation facilities,kampala international university has faced a relax on performance management. Long term release of results and missing lecture teaching this resulted into strikes in (2009) new vision and (2009) monitor which led to dismissals of students, this imbalance can be attributed to a number of reasons, the relationship of reward and performance of academic staff of kiu.

Regardless of the universities effort to improve performance of academic staff and maintain its working conditions, pay structure and net work of effective communication of lecturers .The problem to be explored here is” The correlation between reward and performance of academic staff of Kiu”could reward styles in Kampala international university have a positive or negative effect on performance of the lecturers and other worker?

1.3 Purpose

The purpose of the study was to establish the relationship between reward and performance of academic staff in Kampala International University main campus.

1.4 Objectives

- i. To examine the relationship between financial reward and performance of academic staff in Kampala International University main campus.

- ii. To identify the significance of the non financial reward on the performance of academic staff in Kampala International University main campus
- iii. To establish the relevance of reward polices on the performance of academic staff in Kampala International University main campus

1.5 Research Questions/hypothesis.

- i. What relationship do financial rewards have on the performance of academic staff in Kampala International University main campus?
- ii. What significance do the non financial rewards have on the performance of academic staff in Kampala International University main campus?
- iii. What relevance do the reward polices have on the performance of academic staff in Kampala International University main campus?

1.6 Scope

1.6.1 Geographical scope

Kampala international university is located 3 km along Kampala Ggaba road in the suburb of kansanga south of Kampala city. The university has 9 units (three schools, three Faculties, one Institute and two big administrative units.

1.6.2 Contents scope

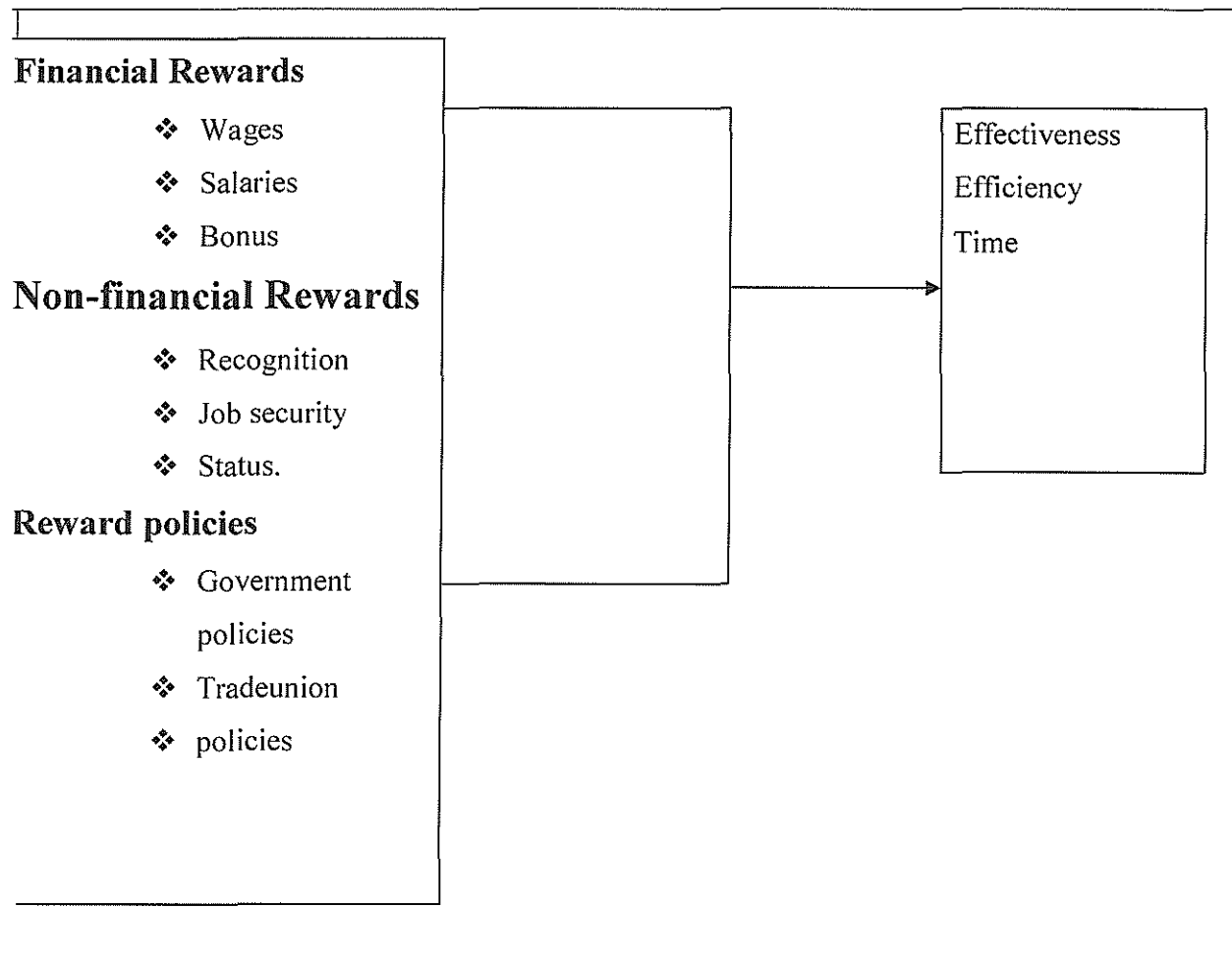
The contents scope focused on the financial rewards, on financial rewards and the reward polices used in rewarding the academic staff in Kampala International University main campus. The respondents covered the assistant lecturers, lecturers and directors who are related to academic issues.

2.2 Conceptual framework

The conceptual frame work explained the relationship between the independent and dependant variables.

INDEPENDENT VARIABLE
REWARD

DEPENDENT VARIABLE
PERFORMANCE



Source:

Fig 2.2: Conceptual frame work built on the ideas of Evan (1981), Barndian (2007), Flippo (1984), Subba (1999), Trevor (2008), Cascio (1998), Armstrong (2006), Dessler (2000) and Llyod & Leslier (1991)

Fig 2.2 explains how the independent variable rewards has been operationalised in the study. Reward has been operationalised as financial reward and reward polices. All these concepts affected the dependent variable performance positively or directional. Financial rewards were further operationalised into salaries, wages, and bonuses, non financial rewards are further conceptualized into recognition, job security, and status and reward polices also operationalised into government and trade unions, all having direct impact on the dependant variable which cause low or high performance.

2.3 Related literature

Related literature is reviewed objective by objective.

2.3.1 Financial reward and performance.

Financial rewards consist of both performance based and membership based ie commission, performance bonuses ,profit sharing, as pay for time not worked, salary or wage. This was explained by different authors as seen below;

Evans (1981) defined financial rewards as rewards given to employees in monetary terms; Bernardian (2007) defines financial rewards as direct pay provided by employers for work performed. He continued to argue that cash compensation has two elements: basic pay (based on hourly or weekly wages plus overtime pay, shift differential, uniform allowances) and pay contingent to performance. (Based on merit increases, incentive pay, bonuses, gain sharing) Flippo (1994) argued that management should put more emphasis on paying wages, salaries, bonus and so on as a form of financial rewards in stimulating employee behavior. It is important to understand that for the organization to achieve its stated goals management in the organization should provide employees with financial rewards as a form of motivation in order to enhance high performance.

Financial rewards in the organization take form of wages, salaries and incentives among others. Donnelley R James Jr et al, stated that the most common system by which non managerial employees are compensated is wages which are designed on time increments the number of units produced. Subba (1999) defined a “wage” or pay as remuneration paid for the service of labor in production, periodically to an employee/worker. ‘wages’

usually refer to the hourly rate paid to such group's production and maintenance of employee ("blue color workers") the wage levels represent the money an average worker makes in geographical area or in his organization.

Subba (1998) went on to define a salary as a weekly or monthly rates paid to clerical administrative and professional employees (white collar workers). Such employees could be paid a salary for carrying out a job with specific conditions.

Robbins et al, (2003) stated that money is probably the most emotional meaningful object in contemporary life. The white color worker personnel could be a fixed annual salary earnings subjected to review on a regular basis and implementation system.

Delenzo etal (2001) stated that pay for performance program, pay employees on the basis of some performance.

Dubrin J Andrew (2002) states that financial rewards are effective when they are linked to performance.

Trevor etal (2008) describe incentives as rewards that are received for good performance.

Subba (1999) further defines an incentive as anything that attracts an employee's attention and stimulates him to work. In the words of Burack and Smith as cited in Subba (1999) "An incentive scheme is a plan or program to motivate individual or group performance. An incentive program is mostly built on monetary rewards.

According to Evans (1981) argued that financial rewards given in monetary rewards, Subba (1999) went ahead to define financial rewards as remuneration paid for the service of labor in production periodically to an employee /worker, however I agree with all the authors' how they defined financial rewards, but in my own view financial rewards are rewards that are awarded to workers in terms of cash/payments.

In conclusion financial rewards act as catalyst of performance management in most of the organizations this motivates employees to work towards achieving both individual goals and organizational goals

2.3.2 Non Financial Reward and performance.

Non financial rewards concerns with provisions of employees with indirect financial rewards arising from work its self autonomy. This was explained by different authors as seen below;

Casio (1998) describes non financial rewards as anything in a work environment that enhances a worker's sense of self respect by the employer or fellow employees such as work environments that are physically, socially and mentally healthy; opportunities of training and personal development; effective supervision; recognition.

Armstrong (2007) defines non financial rewards that do not involve any direct payment and often rise from work itself for example, achievement, autonomy, recognition, and scope to use and develop skills, training, career development opportunities and high quality leadership. Evans (1981) argues that management should ensure that they provide adequate recognition for employee's efforts, which in return will be reflected in their pay packages.

Mejia (2001) further states that a greater emphasis on non monetary rewards is usually found in companies with relatively stable workforce, those that emphasize on customer service and loyalty rather than fast sales growth, and those that want to create a more cooperative atmosphere within the firm. He further argues that firms providing non monetary rewards also provide strong monetary incentives.

Flippo (1984) suggests managers could provide job security, as a way of satisfying security needs which could guarantee stable income.

The problem associated with these are when employees feel that they are not secured, they become less productive, it therefore calls for management to consider jib security on certain performance levels.

Ivancevich (2001) Non financial rewards like praise, self esteem, and recognition affect employees' motivation, productivity and satisfaction.

According to Casio (1998) argued that non financial rewards as anything in a work environment that enhances a workers sense of respect by the employer, Armstrong (2007) goes ahead to define non financial rewards that do not involve any payment and often rise from work its self. However I agree with what the author described non financial rewards but in my own view non financial rewards as those rewards beside payments these are attached to payments to motivate employees at work.

In conclusion non financial rewards are those benefits that are attached to employees beside their pay this adds morale to the employees to with satisfactory minds at work hence performance was paramount to the organizations expectations from the employees.

2.3.3 Reward polices and performance

Reward policies are those policies which entails organizational tradition, objectives, and minimum and maximum pay levels. The policies align with rules and regulations of the government; however other authors described reward policies in different ways as follows;

Llyod and Lesilie (1991) argue that certain polices must be formulated before a successful compensation system can be developed and implemented. Naturally, these policies are strongly influenced by an organization's objectives and its environment. Polices must deal with issues like ; what is the minimum and maximum pay level of pay (taking into consideration the worth of the job to the organization, its ability to pay, government regulations , union influences and market pressures. What the general relationships among the levels of pay are (between senior management and operating management, operative employee and supervisors). The division of the total compensation dollar (in other words, what portion goes into base pay, into incentives program and into benefits

Dessler (2000) continues to state that an employer's compensation polices also influence the wages it pays, since these polices provide important compensation guidelines. One consideration is whether you want to be a leader or a follower regarding pay. For

example, one hospital might have a policy of stating nurses at a wage at least 20% above the prevailing market wage. Other important policies include the basis for salary increases, promotion and demotion policies, overtime pay policy, and policies regarding probationary pay and leaves for military service, jury duty, and holidays.

Mikorich Q Newman (2007), compensation policies are usually written by the Human resource or compensation manager in conjunction with to management. Economists have proposed what they call segmented labor markets theories to emphasize that there are high and low wage employers.

Mejia R Gomez Luis argues that historically, the wage has been the main issue in collective bargaining. However, other issues including time off with pay, income security (for those in industries with periodic layoffs) cost of living adjustments. The employees union must be given a written explanation of the employer's "wage curves", the graph related jobs to pay rate. Bernardin H John (2008), the union also is entitled to know the salary of each employee it is representing. Government legislation and union contracts are factors that can have significant impact on organizational compensation.

Beach S Dale, (1990) argue that the generally sound policy is to adopt a job evaluation program in order to establish fair differentials in pay based upon differences in job content.

Black J Stewart, Porter W Lyman (2000) argue that policies must entail traditional benefit plans, items like medical, dental and life insurance.

Black L James (1987) if benefits and services are to yield a return to the employer and provide something positive to employers, they must be developed systematically.

According to Lloyd and Lesilie (1991) argue that certain policies must be formulated before a successful compensation system can be developed and implemented, Desler (2000) continues to state that an employer's policies also influence the wages it pays' agree with the authors' arguments about reward policies but in my own view reward policies as those rewards that are set to meet the standards of the organization that align with the objectives of individual with organizational objectives to meet values of the organization.

CONCLUSION;

Financial, nonfinancial and reward policies are coherent to each other in improvement of organizational performance.

In conclusion reward policies argues that policies should be entailed from organizations traditions that spells out minimum and maximum pay to employees plus other rewards which are non financial but extrinsically motivates employees at work to increase on their performance and attitudes towards work plus job satisfaction.

CHAPTER THREE

MEHODOLOGY

3.0 Introduction

This chapter covered the proposed design, population, sampling strategies, data collection methods, data collection instruments, data quality controls, procedure and data analysis.

3.1 Design

The study was quantitative and quantitative correlation, cross sectional survey. The quantitative paradigm was used in that it was used techniques and measurements that produce numerical or quantifiable data and statistical tools was used for analysis (Mugenda & Mugenda 2003). The study was in correlation in order to determine or describe in qualitative terms the degree to which the variable are related, that is the degree to which reward is related to performance. (Amin, 2005:218) The study was in surveyed in order to obtain descriptions of a particular group of individuals and cross sectional survey in that it was used to gather data from a sample of a population at a particular time once,

(Amin, 2005: 212)

3.2 Population

In this study, the target population involved 22 teaching assistant and 207 lecturers (KIU 2009). All these staff was involved because they are the key people concern with lecturing the university.

3.3 Sampling strategies

From the total population of 229 employees of Uganda Cooperative saving and credit union, the sample size was 146 employees. The sample size was determined using the Slovene's formula; which was state as follows:

$$n = \frac{N}{1+N a^2}$$

Where **n** is the sample size, **N** stands for population and **a²** is 0.05 level of significance.

$$n = \frac{N}{1 + N a^2}$$

$$n = \frac{229}{1 + 229 (0.05)^2}$$

$$n = \frac{229}{1 + 229 (0.0025)}$$

$$n = \frac{229}{1 + 0.5725}$$

$$n = \frac{229}{1.5725}$$

$$n = 146 \text{ respondents}$$

3.4 Sources of data

Primary data; was collected for the first time from the field in its original nature. This [data will be collected through questionnaires

Secondary data; This is data is already published and is in use. The data was obtained from government publications, research agency resource centers, books, magazines, newspapers and journals.

3.5 Data collection methods

Primarily, self Administered questionnaires (SAQ) was used because of their nature of use of one time collecting device on the variables of interest in the study (Amin, 2005). Each item on the questionnaire was developed to cover the specific objectives, research questions and hypothesis under study (mugenda & Mugenda, 2003:71)

3.6 Data processing.

The information that was got from respondents was edited and processed for completeness uniformity and accuracy data analysis was done manually by comparing objectives and findings;

Data gathering; data was gathered from primary and secondary sources.

Data assembling; data collected was put in chronological order to enable the systematic research objectives.

Data editing; data collected was screened to remove un wanted data.

Data reduction; data was edited to ensure that it was meaningful and relevant for the researcher to achieve his objectives.

Data themes; data was put into categories according to objectives; data with similar themes was put in one category.

Data coding; the researcher ensured that the data collected questionnaires was classified into a more meaningful manner. This facilitated easy tabulation and interpretation of findings.

3.6 Data collection instruments.

The SAQ was composed of one set. The questionnaire will be directed to teaching assistants and lecturers. Each questionnaire consisted of title, and the introduction, questions on the dependent variable that is performance which will be conceptualized into low or high. Questions on the independent variable that is reward is conceptualized into the financial reward, non financial and reward polices.

All questionnaires were a classification item which helps to identify the respondents from the various schools, faculties and institutions. There were open ended questions to obtain the in-depth feeling of respondents and close ended questions for easy administration

3.6 Data quality control.

The researcher was to ensure the content validity of the instruments by ensuring that questions or items correspond to the conceptual framework. The master's students of business and management will be used as judges to evaluate the relevance, wording and clarity of the questions or items.

The content validity index (CVI) was computed and if it was above 0.7 it will be accepted (Amin,2005:288) the reliability of the instrument will be computed using split

half reliability test and spearman Brown Prophecy will be applied to obtain the result . If it is above 0.7 it will be accepted (Amin 2005:299) or Kruder Richardson (KR20) will also be used to test reliability of the instruments, Amin (2005:300)

3.7 Procedure

After the supervisor signed the proposal, the researcher then submits the proposal to the College of applied economics and management sciences. The researcher was then the college of applied economics and management sciences; this helped the researcher to seek permission from the authorities of Kampala international university in order to progress with the study.

3.8 Data analysis

The SAQs which had complete data be edited, categorized and entered in computers for SPSS to summarize them using simple frequency tables. The computation of relative frequencies, mean standard deviation and other relevant statistics will be done using the same package of SPSS. Then statistical methods like Pearson correlation co efficient methods were used to relate the independent variable to the dependent variable, in other words reward to performance of academic staff in Kampala International University Main Campus.

CHAPTER FOUR

FINDINGS, PRESENTATION, INTERPRETATIONS AND DATA ANALYSIS

4.0 Introduction.

This chapter analyses data collected from the field based on the research questions in chapter it deals with presentations, interpretations and analysis of objective by objective.

4.1 The relationship of financial rewards and performance of academic staff in Kampala international University main campus.

The respondents were asked questions on these objectives and the responses were shown in table one.

Table 1: The relationship of financial rewards and performance of academic staff in KIU main campus.

Relationship of financial rewards on the performance of academic staff	Frequency	Percentage
The create motivation.	30	20
Provide significant level of employee satisfaction	80	55
Promote a productive work ethic among the employees.	16	11
They empower employee to make independent decisions.	0	0
Create job security.	20	14
Total	146	100

Source: Primary data.

From the findings in the table 1 above, 55% of the respondents said that financial rewards provide significant level of employee satisfaction, while 14% said that they create job security and 20 % said that they create motivation in the staff and the other 11 % said that they promote a productive ethnic among employees. This showed that the relationship of financial rewards on the performance of academic staff was that they provide significant level of employee satisfaction as seen by 55 % response. The data in table 1 can be illustrated in a pie chart as shown in figure 1.

Figure 1: The relationship of financial rewards and performance of academic staff in KIU main campus.

Furthermore the respondents were asked the question whether salary stimulates the employee performance the responses are shown in table 2.

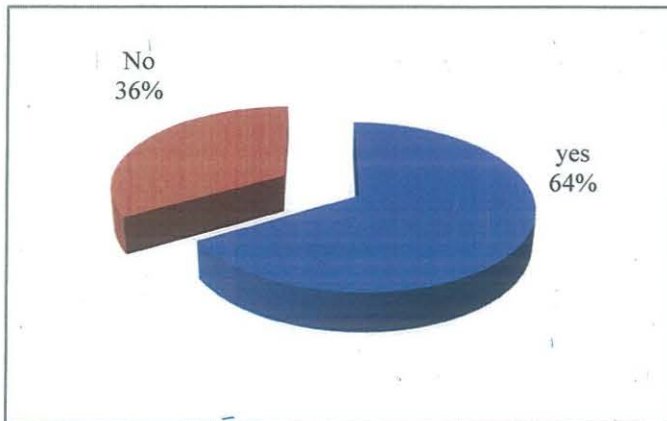
Table 2 Does the Salary stimulate the employee performance

Salary received is enough to stimulate the employee performance	Frequency	Percentage
Yes	90	62.64
No	56	38.36
Total	146	100

Source: Primary data

According to the findings in the above table 2 it was revealed that 62.64% of the respondents said, yes that the salary they receive is enough to stimulate their performance while the other 38.36% of the respondents said no that the salary they receive is not enough to stimulate their performance. Data in the table 2 can be illustrated on a pie chart as shown in figure 2.

Figure 2: Does Salary stimulate the employee performance



4.2. The significance of non financial rewards on performance of academic staff in Kampala International University main campus.

Respondents were asked a question about objective 2 and the responses are shown in table three;

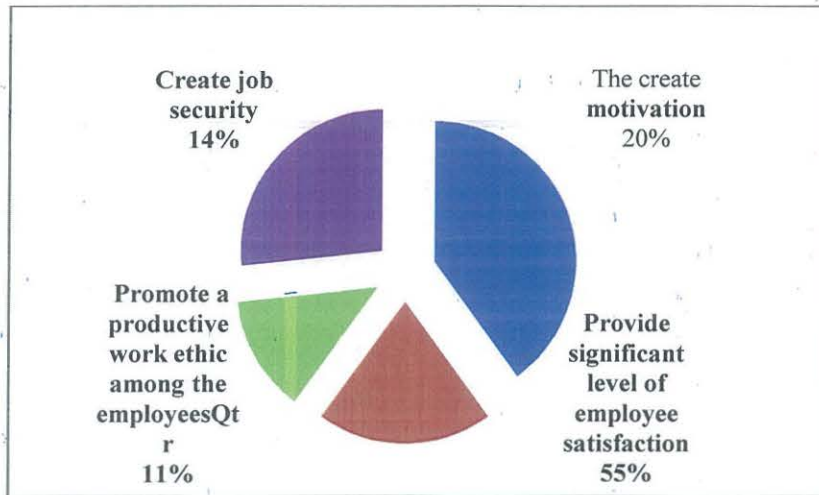
Table 3: The significance of non financial rewards on performance of academic staff in KIU main campus.

Relationship of financial rewards on the performance of academic staff.	Frequency	Percentage
They create motivation	30	20
Provide significant level of employee satisfaction	80	55
Promote a productive work ethic among the employees	16	11
They empower employee to make independent decisions	0	0
Create job security	20	14
Total	146	100

Source: Primary data

From the findings in the table 3 above, 20% of the respondents said that non financial rewards motivation of employees on the, while 14% said that they create job security and 55% said that they provide significant level of employee satisfaction and the other 11% said that they promote a productive ethnic among employees. This showed that the significance of non financial reward on the performance of academic staff was that they create motivation of the staff as seen by 20% response. The data on table three can be illustrate on a pie chart in figure 3.

Figure 3: The significance of non financial rewards on performance of academic staff in KIU main campus.



Furthermore the respondents were asked about the most form of financial reward practiced in Kampala international University main campus the responses are shown below in table 4.

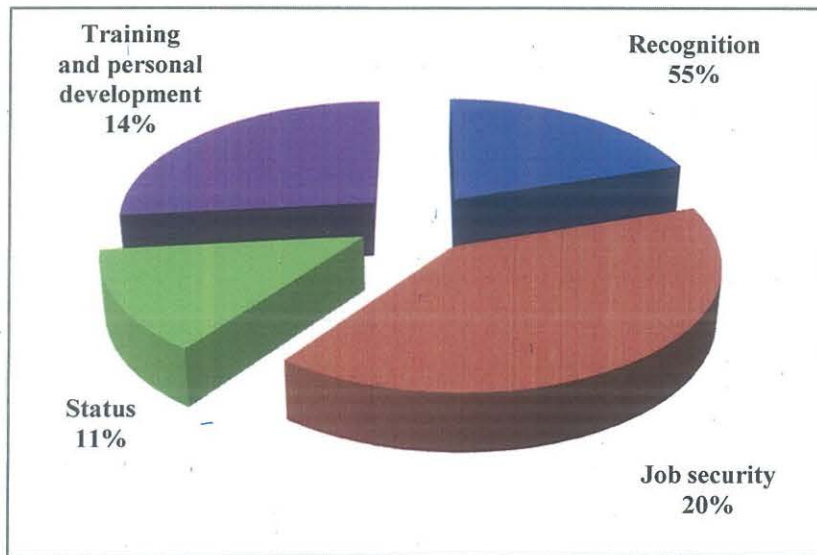
Table 4: The most form of non financial rewards practiced in Kampala International university main campus

The most form of non financial rewards practiced in Kampala International university main campus	Frequency	Percentage
Recognition	80	55
Job security	30	20
Status	16	11
Training and personal development	20	14
Total	146	100

Source: Primary data.

From the findings in the table 4 above, 20% of the respondents said that job security is the most form of non financial reward practiced in Kampala international university, while 14% said that training and personal development is the most form of non financial reward practiced in Kampala international university and 55% said that Recognition is the most form of non financial reward practiced in Kampala international university and the other 11% said that status is the most form of non financial reward practiced in Kampala international university promote a productive ethnic among employees. This showed that the status is the most non financial reward practiced in Kampala International University as seen by 11% response. The data in table 4 can be illustrated on a pie chart in figure 4.

Figure 4: The most form of non financial rewards practiced in Kampala International university main campus.



4.3. Does reward policy have relevance on the performance of academic staff in Kampala International University main campus?

The respondents were asked a question about the objective 3 and the responses are illustrated in the table 5 below;

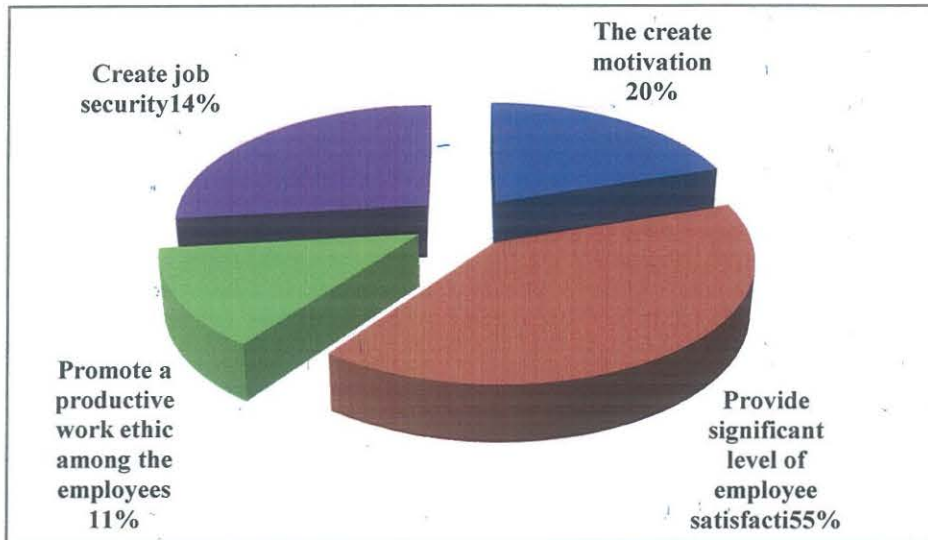
Table 5 the relevance of reward policies on performance of academic staff in KIU main campus.

Relationship of financial rewards and performance of academic staff at KIU.	Frequency	Percentage
They create motivation	80	55
Provide significant level of employee satisfaction	30	20
Promote a productive work ethic among the employees	16	11
They empower employee to make independent decisions	0	0
Create job security	20	14
Total	146	100

Source: Primary data

From the findings in the table 5 above, 55% of the respondents said that rewards policies provide significant level of employee satisfaction, while 14% said that they create job security and 20% said that they create motivation in the staff and the other 11% said that they promote a productive ethnic among employees. This showed that the relevance t of reward policies on the performance of academic staff was that they provide significant level of employee satisfaction as seen by 20% response. Data in table 5 can be illustrated on a pie chart in figure 5.

Figure 5: Relevance of reward policies on performance of academic staff in KIU main campus.



Furthermore the respondents were asked whether they were aware of the reward policy in the University the responses are summarized in table 6.

Table 6: whether the staff is aware of the reward policies of the university

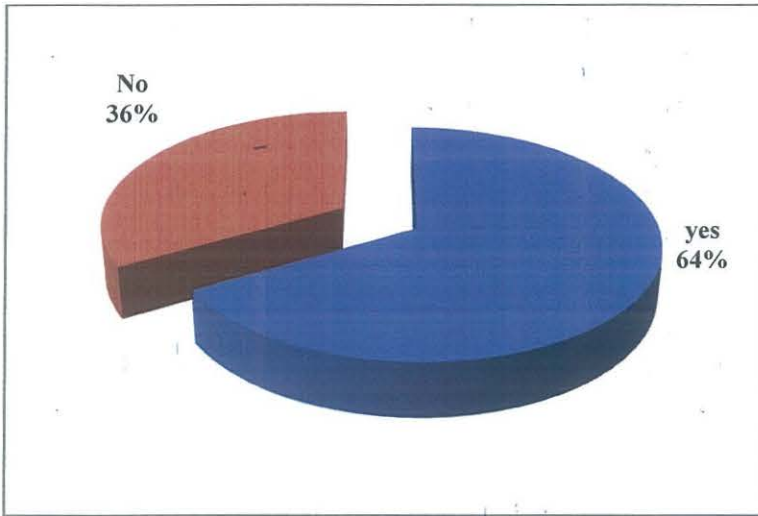
staff is aware of the reward policies of the university	Frequency	Percentage
Yes	90	62.64
NO	46	38.36
Total	146	100

Source: Primary data

From the findings in the above table 6 it was found out that 62.64% of the respondents said yes that they are aware of the reward policies of the university while the other

38.36% of the respondents said No that they are not aware of the reward policies of the university. The data in table 6 is illustrated on a pie chart in figure 6 below;

Figure 6: Are the staff aware of the reward policies of the university



CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

This chapter presents Discussion and conclusion derived and drawn from the study after having presented, analyzed, discussed, the findings and recommendations that can be adopted and implemented to overcome the problems highlighted.

5.1 Discussion

The discussion of the findings was done objective by objective

5.1.1 The relationship of financial rewards and performance of academic staff in Kampala International University.

Basing on the research objective 1 to establish the relationship of financial reward on the performance of academic staff in KIU main campus it was revealed from the findings, 20 % of the respondents said that financial rewards provide significant level of employee satisfaction, while 14% said that they create job security and 20% said that they create motivation in the staff and the other 11% said that they promote a productive ethnic among employees. Employee compensation is one of the most important human resource functions. In today's service-based economy pay often equals 55% or more of the cash flows of an organization. It is one of the major methods used to attract employees for more effective performance as stated by Ivan enrich John, (1995). This showed that the effect of financial rewards on the performance of academic staff was that they provide significant level of employee satisfaction as seen by 55% response.

5.1.2 The significance of Non Financial Rewards on the performance of Academic Staff in Kampala International University main Campus

From the research objective 2 to establish the effects of the non financial reward on the performance of academic staff in KIU main campus it was revealed from the findings, 20% of the respondents said that non financial rewards motivation of employees on the, while 14% said that they create job security and 55% said that they provide significant level of employee satisfaction and the other 11% said that they promote a productive ethnic among employees. According to Armstrong (2007) he stated that non financial rewards that do not involve any direct payment and often rise from work it for example, achievement, autonomy, recognition, and scope to use and develop skills, training, career development opportunities and high quality leadership. This showed that the significance of non financial reward on the performance of academic staff was that they create motivation of the staff as seen by 20% response.

5.1.3 The relevance of reward policies on the performance of academic staff in Kampala International University.

From the research objective 3 to establish the effects of reward polices on the performance of academic staff in KIU main campus it was revealed from the findings, 55% of the respondents said that rewards policies provide significant level of employee satisfaction, while 14% said that they create job security and 20% said that they create motivation in the staff and the other 11% said that they promote a productive ethnic among employees. According to Llyod and Lesilie (1991) they stated that certain policies must be formulated before a successful compensation system can be developed and implemented. Naturally, these policies are strongly influenced by an organization's objectives and its environment. Polices must deal with issues like; what is the minimum and maximum pay level of pay (taking into consideration the worth of the job to the organization, its ability to pay, government regulations , union influences and market pressures. This showed that the effect of reward policies on the performance of academic

staff was that they provide significant level of employee satisfaction as seen by 40% response.

5.2 Conclusion

From the findings in chapter four the researcher made the following conclusions as follows;

From the findings in the above table 6 it was found out that 62.64% of the respondents said yes that they are aware of the reward policies of the university while the other 38.36% of the respondents said No that they are not aware of the reward policies of the university. From the findings in the table 5 above, 55% of the respondents said that rewards policies provide significant level of employee satisfaction, while 14% said that they create job security and 20% said that they create motivation in the staff and the other 11% said that they promote a productive ethnic among employees. This showed that the relevance of reward policies on the performance of academic staff was that they provide significant level of employee satisfaction as seen by 55% response.

From the findings in the table 4 above, 20% of the respondents said that job security is the most form of non financial reward practiced in Kampala international university, while 14% said that training and personal development is the most form of non financial reward practiced in Kampala international university and 55% said that Recognition is the most form of non financial reward practiced in Kampala international university and the other 11% said that status is the most form of non financial reward practiced in Kampala international university promote a productive ethnic among employees. This showed that the job security is the most non financial reward practiced in Kampala International University as seen by 14% response.

From the findings in the table 3 above, 20% of the respondents said that non financial rewards motivation of employees on the, while 14% said that they create job security and 55% said that they provide significant level of employee satisfaction and the other 11% said that they promote a productive ethnic among employees. This showed that the

significance of non financial reward on the performance of academic staff was that they create motivation of the staff as seen by 20% response.

5.3 Recommendations

Basing on the research objectives of the study the researcher made the following recommendations.

- ❖ The university should put more emphasis on paying wages, salaries, bonus and so on as a form of financial rewards in stimulating employee behavior. It is important to understand that for the organization to achieve its stated goals management in the organization should provide employees with financial rewards as a form of motivation in order to enhance high performance.
- ❖ The University should take the form of wages, salaries and incentives among others. According to Donnelley R James Jr et al, he state that the most common system by which non managerial employees are compensated is wages which are designed on time increments or the number of units produced. The wage levels represent the money an average worker makes in geographical area or in his organization.
- ❖ The university should ensure that they provide adequate recognition for employee's efforts, which in return will be reflected in their pay packages.
- ❖ Policies must be formulated before a successful compensation system can be developed and implemented. Naturally, these policies are strongly influenced by an organization's objectives and its environment. Policies must deal with issues like ; what is the minimum and maximum pay level of pay (taking into consideration the worth of the job to the organization, its ability to pay, government regulations , union influences and market pressures.

5.4 Limitations

Limited time. Time was overlapped with work and non corresponding programmes with the respondents was a constraint while conducting this study.

Inaccessible information; the researcher was limited because of lack of accessibility to some information related to finance are considered as very sensitive one and not be

related released to everybody (fear of competitors) However ,the researcher explained to the respondents about the purpose of the study as being strictly for academic work.

Difficulty in accessing respondents is foreseen due to their busy schedules and fixed time tables.

The researcher anticipates the issue of confidentiality to be a challenge. Some respondents may keep some vital information to the study hence failure in achieving the objectives of the study.

There were few errors made when answering the questionnaires especially by those with low level of education.

5.5 Area of further study

The researcher recommends that further study should be emphasized on the following topics

- i. Advantages and disadvantages of financial and non financial rewards in an organization
- ii. What types of financial rewards should be given to employees in an organization
- iii. How should a good reward system look like?
- iv. The influence of rewards on performance of an employee and how it brings about satisfaction and engagement.

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APPENDIX A:

BUDGET

Item	Price	Quantity	Unit/price	Total
A-4 papers	7,000	3 reams	7,000*3	21,000
Computer services	50,000	-	50,000	50,000
Feeding	150,000	-	150,000	150,000
Binding	10,000	3 books	10,000*3	30,000
Total				251,000

6. Independent variable II- Non financial rewards,

Write 1-Strongly disagree, 2- Disagree, 3- Agree 4- Strongly agree.

Do the management of KIU do something when you perform well?

(a) (A)Recognition

(B) Job security

(C) Status

7. Independent variable III-reward policies

(a) Are you aware of the reward policies of the university?

(a)Yes

(b)No

(B) if No, what do you think should be done to sensitize staff?

.....

(c) In your opinion, do you think government/association influence can impact on the reward policies of the university?

(a)Yes

(b)No

(d) If No, what is the way forward?

.....

8. How do you rate performance of the organization?

.....

9. What relationship do financial rewards have on the performance of academic staff in KIU man campus?

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10. What significance do the non financial rewards have on the performance of academic staff in KIU main campus?

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.....
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11. What relevance do the reward policies have on the performance of academic staff in KIU main campus?

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END