

**EMPLOYEE COMPENSATION AND ORGANIZATIONAL PERFORMANCE IN THE
SELECTED CONSERVATIONAL AREAS IN WESTERN UGANDA.**

**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND
MANAGEMENT IN PARTIAL FULFILLMENT OF THE AWARD OF
BACHELORS DEGREE IN TOURISM AND HOTEL
MANAGEMENT OF KAMPALA
INTERNATIONAL
UNIVERSITY**

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BTM/43933/143/DU

MARCH, 2018

DECLARATION

I, **BUHAMBA EPHRAIM**, declare that the work here is presented in its original form and has not been presented to any other University or Institution for any academic award whatsoever.

Sign.....

Date.....

APPROVAL

This research report is being done under my supervision and is now ready for submission to the College of Economics and Management for the award of Bachelor's degree in tourism and Hotel management.

Name: Sumrit Singh, Nicholas

Signature Nicholas

Date 17/05/2018

DEDICATION

I dedicate this research work to The Lord my God and my parents Mr. and Mrs. Mbaho Manasseh, Mwesigwa Benjamin and my entire family without whose moral, spiritual and economical support, all would have been impossible.

ACKNOWLEDGEMENT

I acknowledge the Almighty God for the strength and wisdom that have enabled me to accomplish my research. I also express my sincere heartfelt gratitude to my supervisor, Mr. Tumusiime Nicholas whose guidance and encouragement has enabled me to produce this work.

May God bless you all.

List of acronyms/ Abbreviations

BTHM :Bachelors of Tourism and Hotel Management

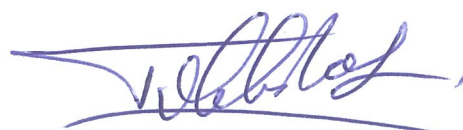
U.S :United States

UACE :Uganda Advanced Certificate of Education

UCE :Uganda Certificate of Education

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ABSTRACT

The research study was employee compensation and organizational performance in the selected conservational areas in western Uganda. The study was guided by the following research objectives to determine the respondents' profile in terms of age, gender, level of education, marital status and experience, to establish the level of effectiveness of employee compensation in the selected conservational areas of western Uganda, to determine the level of organisational performance in Selected conservational areas of western Uganda and to establish if there is a significant relationship between employee compensation and organizational performance in the selected conservational areas of western Uganda. The researcher used questionnaires to solicit information from the respondents. The questionnaires contained open and close ended questions to enable the respondents choose from the options given and also make their own contribution. The respondent gave enough time to respondent to avail accurate answers and option. The Questionnaires were used because; they were convenient to the respondents and they do not consume a lot of respondents' time and they provide a wider coverage. The study findings found out that the hotel uses many different compensation systems to motivate its employees. These include; provision of fringe benefits, paying bonuses to workers who put in extra effort, giving a sense of responsibility, promotion of consistently hardworking employees and treating the workers equally. From the findings, it can be concluded that compensation can be categorized in two types basing on whether the compensation states are internally or externally derived. These included intrinsic motivation and extrinsic motivation. It can also be concluded that there are two types of motivation tools an organization can use; the financial and the non-financial tools. It can also be said that though the non-financial tools such as reducing the workload, job security, acknowledgment are all good motivators, financial tools such as salary and performance related pay are better motivators. The researcher recommended that The hotel should consider further informing and training of its staff to equip them with more skills in order to improve their performance. Also informing the employees about the procedures that must be gone through if they want for example, a salary increment is recommended. It was found out that the compensation systems the hotel uses to motivate its employees are not exactly the motivators that can motivate the employees. The researcher therefore recommends that the hotel should carry out a study before using a particular system.



CHAPTER ONE

PROBLEM AND ITS SCOPE

1.1 Background of the Study

Today's reality in the global world is that people influence important aspects of organizational performance in a multitude of ways. People conceive and implement the organizational strategy, while the mix of people and systems mostly determine an organization's capabilities. Competencies are required to execute the strategy, and these competencies are primarily a function of the skills and knowledge of an organization's human capital. Therefore, if an organization is to treat its employees as its most important asset, it has to be knowledgeable about what it is that motivates people to reach their full potential (Lawler, 2003).

It is not easy though to know all the things that motivate people in life or at work but an effort has to be made. Traditionally, individual performance in organizations has centered on the evaluation of performance and the allocation of compensations. Organizations are starting to acknowledge planning and enabling individual performance have a critical effect on organizational performance. Strategic success for the organization lies in focusing attention at all levels on key business imperatives, which can be achieved. The planning process is one of the primary elements of the total compensation system. It is the process that impacts performance between pay checks and provides the basis on which individuals results are measured. It is the bonding agent in programs that direct compensations to true performance. The primary focus of compensation and recognition programs is how organizations define their compensation schemes and communicate this in a manner that employees clearly understand the link between compensation and performance (Flynn, 1998).

Compensations and recognition programs create environments especially where jobs provide intrinsic- compensations good feelings that people get from doing the work itself. Yet in many organizations, recognition is reserved for an elite few and compensations are defined solely in terms of wages and salaries. Effective recognition enhances employee motivation and increases employee productivity all of which contribute to improved organizational performance (Deeprise, 1994).

There is a close relationship between compensation and job performance. He notes that if successful performance does in fact lead to organizational compensations, such performance could be a motivational factor for employees. Under such conditions, they can see that their efforts result in compensations. Consequently, they may be motivated to exert higher levels of effort on the job (Baron, 1983).

The definition of compensations encompasses the overall value proposition that the employer offers to the employee according to Armstrong (2001). It is a total package that includes compensation (Comprising of base pay, short-term incentives and long-term incentives), benefits (including health, retirement and work/life benefits, which account for an increasing portion of the compensation package) and careers (including training and development, lateral moves, stretch assignments and career incentives). Other compensation systems consist of financial compensations (fixed and variable pay) and employee benefits, which all together may comprise total compensation. The system also incorporates non-financial compensations like recognition, praise, achievement, responsibility and professional growth, and in many cases, performance management processes (Armstrong, 2001).

In general, employees perform more energetically when they feel strongly connected to and valued by the organization. The quality of performance depends on the staffs' as reflected in the performance of their duties. Over time the organization performance in both internal and external forces had been used to determine excellence in staffs' effort and working (Ajao, 2001). Performance refers to the result of an activity according to Boddy (2008).

Employers of Selected conservational areas of western Uganda have not put up any standard measure upon which employees are remunerated. Some employers have used pecuniary compensations for high levels of performance, usually defined in terms of the selected conservational areas's outcomes or staffs' skills and knowledge

It has been evident in some selected conservational areas that when an organization performs well, the concerned staffs' in high departments or higher posts are given extra compensation which may not be the case with other staff who work in lower departments yet they also play a role in getting the organization to where it is (Chamberlin et al 2002).

Employers have the opportunity to leverage the value of their total compensation program to provide solutions to all the challenges affecting staff; this would increase their motivation and their performance. Some selected conservational areas employers realized that they could not merely mimic the compensations practices of other selected conservational areas. A compensation strategy would be deliberately created to support selected conservational areas' unique human capital strategy if increased performance of staff were to be realized (Odden & Kelly, 2002).

However, this study was based on the assumption that employers' attitudes towards performance compensations, determines their work performance, in other words motivates or de-motivates them. The value that the employers attach to the compensations that they give to their staff, determines the staffs' perception of these compensations and their overall performance.

1.2 Statement of the Problem

Consequently, standards of professional conduct and performance are low and falling in many selected conservational areas. Very low pay forces large proportions of staff in selected conservational areas to seek secondary pay from doing other duties like selling products online hence they lack enough concentration and focus in their field of work. In many selected conservational areas, employees are being asked to take on more responsibilities without compensating them. The work and living environments for many staff are poor, which tends to lower self-esteem and is generally de-motivating.

Employers use pecuniary compensations for high levels of performance in selected conservational areas, usually defined in terms of organization outcomes or staff skills and knowledge as was observed by (Chamberlin et al. 2002). It is expected that without such compensations, staffs' performance would be low. In spite of management of selected conservational areas efforts to compensation the staff for better services to customers, the staff seems not to exhibit signs of well remunerated workers. This has resulted into high labor turnover, staff part timing as a means of topping up on the basic salary by working in two or more selected conservational areas, late coming, lack of commitment to the job, dodging work which consequently results into poor performance of the employee and hence the organization is also affected. There is no study that has so far been undertaken to establish the reasons why

selected conservational areas owners in Uganda usually have a negative attitude towards compensating workers for their work. This raises curiosity and hence the need to establish the effect of performance-based compensations on the performance of staff in Selected conservational areas in western Uganda.

1.3 Purpose of the study

The purpose of the study was to test the relevant hypothesis, identify the strength and weakness of the respondent in relation to employee compensation and organizational performance, review literature and identify gaps therein, validate theory in context of the study, and generate new information.

1.3.1 Objectives of the study

1. To determine the respondents' profile in terms of age, gender, level of education, marital status and experience.
2. To establish the level of effectiveness of employee compensation in the selected conservational areas of western Uganda.
3. To determine the level of organizational performance in Selected conservational areas of western Uganda.
4. To establish if there is a significant relationship between employee compensation and organizational performance in the selected conservational areas of western Uganda.

1.4 Research Questions

1. What are the respondents' profile in terms of age, gender, level of education, marital status and experience?
2. What is the level of effectiveness of employee compensation in the selected conservational areas of western Uganda?
3. What is the level of organisational performance in Selected conservational areas of western Uganda?

4. Is there is a significant relationship between employee compasation and organizational performance in the selected conservational areas of western Uganda?

1.5 Research Hypothesis

There is no relationship between employee compensation and organizational performance in the selected conservational areas in Western Uganda.

1.6 Scope of the study

1.6.1 Geographical scope

The study was carried out in selected conservational areas of western, Uganda. The researcher chose western Uganda because it is convenient and easy to access information from respondents.

1.6.2 Subject scope

The researcher limited the research study on employee compensation (independent) and organizational performance (dependent).

1.6.3 Time scope

The research reviewed the set of data availed for the period between 2009 and 2014 because this was the time when organizational performance was poorly exhibited in the selected conservational areas in western Uganda..

1.7 Conceptual Framework

The conceptual framework was formulated to illustrate the relationship between compensation and employee performance.

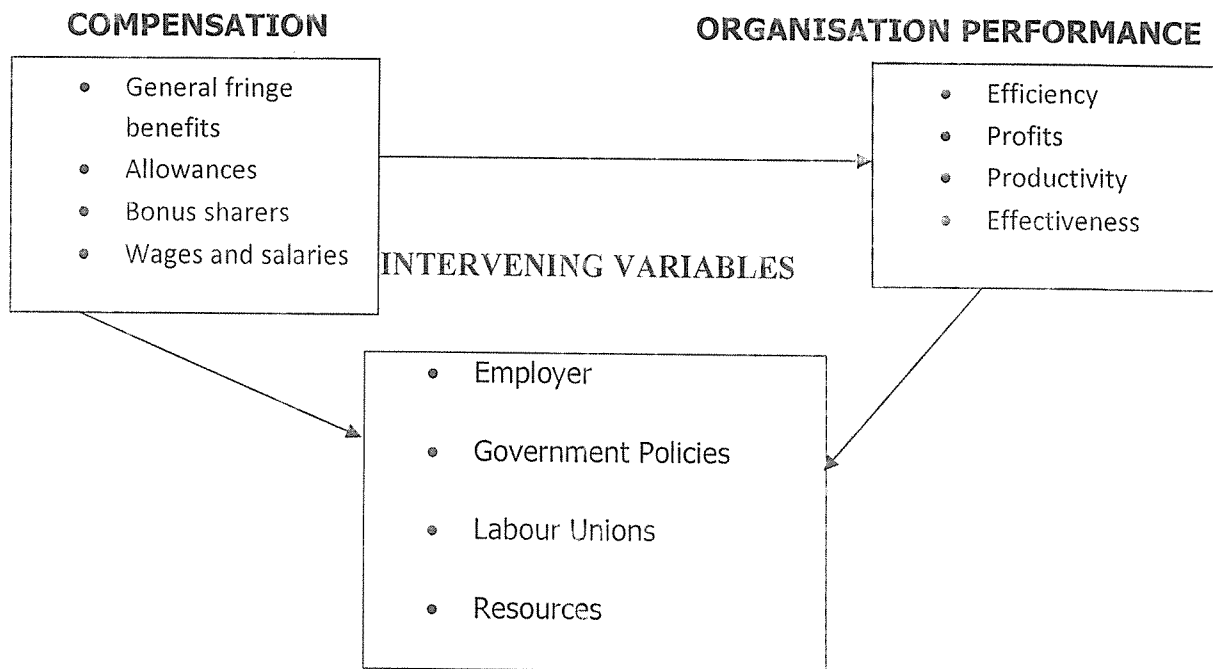


Figure (1) above (conceptual framework) explains the general relationship that exists between compensation and employee performance, where compensation is made-up of general fringe benefits, allowances, bonus shares and finally wages and salaries which brings in employee efficiency, satisfaction, high productivity, and effectiveness of employee performance if all of these elements are fulfilled by the organisation.

Nevertheless these existing variables that is to say compensation (dependent variable) and organisation performance (independent variable) are influenced by the existence of employers, government policies, labour unions, and the availability of resources. This means that intervening variable can either deter or boost the morale of compensation and the level of employee performance in an organisation.

1.8 Significances of the study

The research study will be helpful to the government to determine compensation of the employees in the selected conservational areas to avoid complains made by the employees in the public hotels management.

The findings got from the field will be used by managing of the selected conservational areas of western Uganda to gauge themselves and see where the gap is as pertaining to the performance of their employees.

The research study findings will can be used by other academicians as a point of reference when conducting the study of related information.

OPERATIONAL DEFINITIONS OF THE KEY TERMS

Employee

Compensation

CHAPTER TWO

LITERATURE REVIEW

2.0 Concepts, opinions, ideas from authors/experts.

Compensation is "something that increases the frequency of an employee action" (Zigon, 1998). This definition points to an obvious desired outcome of compensations and recognition: to improve performance. Non-monetary recognition can be very motivating, helping to build feelings of confidence and satisfaction (Kelle, 1999).

Another important goal is increased employee retention. Retention research identified consistent employee recognition as a key factor in retaining top-performing workers (Jimenez, 1999). To achieve desired goals, compensation systems should be closely aligned to organizational strategies (Allen & Helms 2002). For example, a company focused on a product differentiation strategy could design their compensation practices to foster innovation to provide unique products or services, while a company focused on a cost reduction strategy might focus on compensation for ideas to minimize or eliminate costs and employee stock awards to foster an on-going cost reduction emphasis.

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

Compensation is the compensation that one receives in exchange for the work or services performed. Typically, this consists of monetary compensations, also referred to as wage or salary. A number of complementary benefits, however, are increasingly popular compensation mechanisms. Compensation is one component of compensation management Heller and Hindle (2000).

The term compensation in general means compensation or pay. It also has a broader meaning as base salary or pay plus bonuses, commissions, and other payments or benefits paid to an employee under the terms of a contract. Maxwell (2008) seems to use the term "compensation" to mean wages plus other payments or benefits.

Employee Compensation refers to the compensation or compensation given to the employees for their work performances. Compensation provides basic attraction to an employee to perform job efficiently and effectively. Compensation leads to employee motivation. Salaries constitute an important source of income for employees and determine their standard of living. Salaries affect the employee's productivity and work performance. Thus the amount and method of compensation are very important for both management and employees performance Sarin (2009).

According to Stephen et al., (2000) Employee performance is defined as whether a person executes their job duties and responsibilities well. Many companies assess their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in organizational success. The success of any business is closely tied to the job performance of its employees.

To achieve strong employee performance, managers conduct employee performance appraisals, implement training and development programs, and decide when to promote and reassign employees. Let's look at each of these features of managing employee performance Unmstot et al., (1978).

Pay practices vary significantly in different selected consersational areas across employing units and to some degree, across jobs. We discuss the form, level, structure, mix, and administration of payment systems (Gerhart & Milkovich, 1992; Heneman & Schwab, 1979; Milkovich & Newman, 1993).

First, pay can be in the form of cash or benefits (e.g., health care, retirement, paid vacation). On average, about 70 percent of payments to U.S. employees are in the form of cash, leaving 30 percent in the form of noncash and deferred cash benefits (Noe, Hollenbeck, Gerhart, & Wright, 1994). Health care has been the fastest growing benefit, and most employers describe the challenge of controlling this cost while providing quality coverage as one of their top human resource management challenges.

Second, both benefits and cash compensation can be described in terms of their level (how much). Most organizations use one or more market pay surveys to help determine what other

organizations pay specific jobs in making their own pay level decisions. More broadly, total labor costs are a function of both compensation cost per employee and total employee headcount. Therefore, to assess competitiveness in the product market, organizations should not focus only on pay levels. They should compare total labor costs, and better yet, they should compare with other organizations the sort of return (or productivity) they receive in terms of profits, sales, and so forth for each shilling spent on labor costs. The now common announcements of major reductions in force attest to the importance of controlling labor costs.

Third, the structure refers to the nature of pay differentials within an employing unit. How many steps or grades are in the structure? How big are the pay differentials between different levels in the structure? Large establishments like Serena often have over 20 such levels, although many establishments have recently reduced the number of steps ("delayed"). Are employees at the same hierarchical level in different parts of the organization (e.g., different product sectors or different occupational groups) paid the same? Yet another aspect of structure is the timing of payment over employees' careers. Some organizations may bring entry level people in at a relatively high rate of pay, but then provide relatively slow pay growth, while another organization may bring employees in relatively low but offer greater opportunities for promotion and pay growth over time.

Fourth, payment systems differ in their mix (how and when cash compensation is Disbursed). Some organizations pay virtually all employees a base salary that is adjusted approximately once per year through a traditional merit increase program. Merit increases become part of base salary and are supposed to depend on merit (performance), although there is a widespread belief that most employees get about the same percentage increase, regardless of their performance. As described below, an increasing number of organizations are using so-called variable pay or pay at risk, which means that some portion of employees' pay is uncertain and depends on some combination of future business unit or organization performance (e.g., profits, stock performance, and productivity), group performance, and individual performance. Specific pay programs that influence pay mix are merit pay, incentive pay, gain sharing, profit sharing, and stock plans (e.g., stock options).

Fifth, pay is administered differently in different establishments. The design of pay policies differs, for example, in terms of who is involved in the process. The roles of human resource


departments, line managers, and rank and file employees differ across situations. In some organizations, line managers may design plans, often with assistance from the human resources department. Alternatively, human resources take the lead in other cases.

Employees to be covered by a payment system are sometimes involved, and in some cases, may actually design plans for themselves.

We focus in this chapter on cash compensation issues. Benefits warrant a chapter of its own and discussions are available elsewhere (Beam & McFadden, 1992; Gerhardt & Milkovich, 1992; Noe, Hollenbeck, Gerhardt, & Wright, 1994). Further, our discussion of cash compensation is mostly limited to pay mix issues, an area that has been of great interest to organizations as they move (or consider a move) to "new" programs such as stock plans for non-executives, gain sharing, and profit sharing. In the remainder of this chapter, we provide a survey of theories that have been used to study the effects of pay decisions, describe specific pay programs and their expected consequences, and review recent empirical evidence on that question.

Employees' are the assets of an organization. This is true because the success or failure of any organization depends upon its employees too. The importance of an employee in hospitality industry becomes more significant because of its nature-manpower intensive industry. In hospitality industry and selected conservational areas sector especially it is very important for organizations to stay focused on the level of employee performance and so how to get enhancement in the level of employee performance.

There are many reasons of providing training to the employees. One basic reason is to fill the performance gap after having been identified the same. This gap can be known while having performance evaluation process. These days selected conservational areas have been taking continuous efforts to provide most practical and relevant training to the employees of all functional area. These actions of selected conservational areas are more towards integration and getting more concrete results. Selected conservational areas earning good profits have their well-developed training systems and they result to a planned approach to training its employees. This level of conservational areas has regular training programmes regardless of its tangible gains or not. There are many selected conservational areas where they have different approach to train the employees, that approach is intentional training, this includes providing training to all employees



irrespective of their deficiencies and strengths. This kind of approach of training goes on as one of the function of the establishment, Srivastava.V.N, Shafiq.M, Ghosh.K (2005).

The level of employee performance is more important in this industry because employees have direct interactions with the guests and secondly it is employee of the selected conservational areas industry that satisfies its guests. So it is very important for the manager concerned to know the factors that affect employee performance.

There is a saying that perfection of work depends on pleasure at job. So pleasure and level of employee performance both can be achieved by quality education about the subject area and systematic training of the same.

Compensation (compensation) is the "oil" of the entire Human Resource process (Shields, 2007). Compensation management is concerned with the formulation and implementation of strategies and policies that are to compensation people fairly, equitably and consistently in accordance with their value in the organization.(Armstrong and Murlis, 2004) Compensation is the end product of a compensation system and consists of; (i)Direct/Extrinsic/Transactional compensations for example base pay, benefits packages in line with pay.(ii) Indirect/ Intrinsic/ Relational compensations for instance opportunities for career advancement, upgrading of skills among others.

Compensation compensations typically encompass not only traditional quantifiable elements like salary, variable pay but also intangible non-cash elements like scope to achieve and exercise responsibility among others (Thompson, 2002). Since selected conservational areas and Human Resource practitioners have to accommodate and address the diverse needs of employees in selected conservational areas and the diverse ways in which individuals are motivated to work thus the importance of compensation.

This is the accomplishment, execution, and carrying out of anything ordered to undertake. Employee performance is the timely, effective and efficient completion of mutually agreed targets by employees as set out by the employer, (Charity Tinofirei 2011). Selected conservational areas look at employee performance at 3-levels of;

-
- (I) Personal level - these results in terms of quality and quantity of individual work.
 - (ii) Group level - this is in terms of quality of group output and also its productivity.
 - (iii) Organizational level - this is in terms of profitability of the organization, market share, customer satisfaction among others.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The researcher used qualitative approach on a cross section of the population. The study selected management staff and subordinates respondents of Selected conservational areas in western Uganda. With purpose of soliciting for their option and analyzing them for comparison noted by (Sarankos, 1997).

3.2 Study Population

The total target population for the study will be 175 target respondents constituting of top management staff and their subordinates.

3.2.1 Sample size

A total of sixty (133) respondents were selected from the study population of 199 randomly selected from the target population. The sample was calculated using sloven's formular which states that
$$n = \frac{N}{1+N(e)^2}$$

Where n=Sample size, N= Study population, e=significant error

n=? N=199, e=0.05

$$n = \frac{199}{1+199(0.05)^2}$$

$$n = \frac{199}{1+199(0.0025)}$$

$$n = \frac{199}{1+0.4975}$$

$$n = \frac{199}{1.4975}$$

$$n=132.888$$

n=133 respondents

3.3 Sampling Procedure

Purposive sampling technique was used to select all the employee compensation and organizational performance in the selected conservational areas in western Uganda so as to come up with a comprehensive finding.

Furthermore, purposive sampling was also used to select the subordinates and the managers. This is because this technique allows the selection of few and yet knowledgeable persons regarding the topic of the study.

Simple random sampling was used to select board members, committee members and technical staff. This implies that every respondent at least had $\{\frac{143}{222}\}$, 0.644 chance of participating in the study. This is because this technique gives every person an equal chance to participate in the study.

3.5 Source of Data

Both primary and secondary data will be used to collect data.

3.5.1 Primary Data

Primary data was collected using questionnaires filled by the selected sample sizes and key format interviews.

3.5.2 Secondary Data

Secondary data was collected from existing literature likes, textbook, instrumental, publication, journals, research engines report and newspapers. Used to be obtained by the researcher visiting the selected conservational areas in western Uganda.

3.6 Methods and instruments of data collection

3.6.1 Questionnaires

The researcher used questionnaires to solicit information from the respondents. The questionnaires contained open and close ended questions to enable the respondents choose from

the options given and also make their own contribution. The respondent gave enough time to respondent to avail accurate answers and option. The Questionnaires were used because; they were convenient to the respondents and they do not consume a lot of respondents' time and they provide a wider coverage.

3.6.2 Documentary Review

This included detailed review of already existing literature. The tool was selected because it gives accurate, correct and historical data, which may be used for future aspects. The sources of the information here was the libraries, data banks, newspapers and any other published information that was readily available for use as regards the topic of research.

3.6.3 Interviews

This involved face to face interaction between the researcher and the participant through discussion. The researcher used interview with the help of an interview guide to the subordinate staff who may not speak English.

3.7 Data process and analysis

The researcher upon collecting data went ahead to present it in tables and graph to make analysis easy. Descriptive and analytical analysis was used. Data analysis using percentages to compare the opinions of the respondents for easy interpretation of findings. The statistics and descriptions enable the researcher to establish whether a relationship exists between motivation and employee performance.

3.8 Ethical consideration

The research reinsured that all citations and references of different authors were acknowledged. The researcher maintained confidentiality of the respondents and protect their privacy at all times. The researcher also tried to be professional when presenting himself to the respondents as this could affect the attitude and expectations of the respondents. The researcher used the language that was as neutral as possible regarding the terminology involving people and avoid discriminative language. Lastly, the researcher tried to be considerate during the interactions with respondents. Informed consent were sought from the respondent before any interview.

3.9 Limitations and the problems encountered

The researcher expects to experience the following challenges;

- The researcher may face a challenge of assessing selected conservational areas, in western, staff respondents in the research study. The researcher may manage this by explaining to the staff the importance and outcomes of the research on source delivering on the organization.
- Issue response fatigue (attrition) when collecting information especially with the use of questionnaire data collection technique, a few questioners' returning. The researcher may manage this by issuing more questionnaires to respondents.
- The researcher and respondents meet a challenged of biasness towards the researcher under study, with hidden interest and disclaimers.



CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

The chapter highlights the back ground information of the respondents of selected conservation areas in Western Uganda. Discussion and analysis of the different responses to some key questions was done in this chapter following the research objectives given below;

1. To determine the respondents' profile in terms of age, gender, level of education, marital status and experience.
2. To establish the level of effectiveness of employee compensation in the selected conservational areas of western Uganda.
3. To determine the level of organizational performance in Selected conservational areas of western Uganda.
4. To establish if there is a significant relationship between employee compensation and organizational performance in the selected conservational areas of western Uganda.

4.2 Profile Information of the respondents.

This section shows the gender of the respondents, marital status, age bracket, highest level of education attained and the duration spent in service in Selected conservational areas of western Uganda.

Respondents' profile

Respondents' profile	Categories	Frequency	Percent (%)
Gender	Male	60	47
	Female	73	53
	Total	133	100
Age	11-20	10	7
	21-30	80	60
	31-40	16	20
	41+	24	13
	Total	133	100
Education level	UCE	12	7
	UACE	14	13
	Tertiary	26	17
	University	81	63
	Total	133	100
Marital Status	Single	80	67
	Married	20	30
	Widow(er)	23	3
	Total	133	100
Experience	1 year back	8	27
	2 years back	14	47
	3 years back	4	13
	4+ years back	4	13
	Total	133	100

Source: Primary Data 2018

From table above presenting gender, it can be noted that the hotel employs both the male and female employees though the majority are female being represented by 53% while male are represented by 47%. This implies that Selected conservational areas of western Uganda. employees both the male and the female although there is a differences of 6%. It's an indication that Selected conservational areas of western Uganda is not biased in employing its employees.

From table of Age of the respondents above, it is seen that 60 percent of the respondents who work with Selected conservational areas of western Uganda are within the age group of 21-30 years followed by those in the age group of 31-40 years at 20 percent. Those in the age group of

41+ years are 13 percent and lastly those below the age of 20 at only 7 percent. This means that the hotel is more interested in people with in the age group of 21-30 because these are still energetic and yearning to achieve a lot ahead. Management should recruit fresh graduates from colleges and universities since that is the target age group of Selected conservation areas in Western Uganda. This implies that there is a positive relationship between age of the respondents and the factors of employee compensation in the workplace.

Table representing the education level shows that 63 percent of the respondents who work with Selected conservation areas in Western Uganda are university graduates, followed by those from the tertiary institutions at 17 percent. This means that Selected conservation areas in Western Uganda consider education and experience highly when selecting its employees to ensure quality work. UCE, UACE and tertiary education level are also considered but on lower numbers because they are assumed to be on a lower education level and with less experience. This implies that there is a positive relationship between education of the respondents and the factors of employee compensation in the workplace.

From table representing experience of the employees above, 47 percent of the respondents joined the hotel in the last 2 years and 27 percent 1 year back. The table also shows that 13 percent joined the hotel 3 years back and 4+ years back each. Using the above results it means that Selected conservation areas in Western Uganda is serviced by employees who joined in the past two years. It's an indication that the hotel cannot maintain its employees for a long period of time explaining a high staff turnover within Selected conservation areas in Western Uganda. Therefore, the hotel should carryout intensive research to find out why there is high labor turnover. This will help the hotel in retaining skilled and competent employees. This implies that there is a positive relationship between duration of work of the respondents and the factors of employee compensation in the workplace.

4.3 THE LEVEL OF EFFECTIVENESS OF EMPLOYEE COMPANSATION IN SELECTED CONSERVATIONAL AREAS OF WESTERN UGANDA.

4.3.1 Wages and salaries

Responses on whether the wages and salaries paid to employees motivate them. Below were the responses;

Table 6: Wages and salaries					
	Compensation levels	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	7	3	3	3
	Agree	19	14	14	17
	Not sure	25	20	20	37
	Disagree	52	40	40	77
	Strongly disagree	30	23	23	100
	Total	133	100	100	

Source: Field data, 2018

Table 6 shows that 3 percent of the respondents strongly agree and 14 percent agree that the current salary motivate them. When this is compared to those who say that the current salary does not motivate them (63 percent combined), it is clear that the majority disagree with the statement. This implies that the salaries given to staff members have an impact on the levels of performance though Selected conservation areas in Western Uganda does not consider salaries and wages as its compensation tool. Management should consider wages and salaries as a compensation tool for better results. Payment should be done in time and worth the employees' effort.

Table: 7 Timely payments

Responses on whether payment is done in time

	Timely Payment	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	7	7	7
	Agree	35	30	30	37
	Not sure	26	20	20	57
	Disagree	50	37	37	94
	Strongly disagree	12	6	6	100
	Total	133	100	100	

Source: Field data, 2018

From table 7 above, 37 percent of the respondents in total agree that they are paid in time while most of the respondents, 43 percent disagree with the statement. This means that the hotel does not use this tool as a motivator for its employees. Management should revise its payment schedules and endeavor always to pay in time. This will help employees in meeting their demands and ensuring proper budgeting of their funds.

4.3 Piece rate system

Employees responses on whether workers are paid according to work done

Table 8: Work load & payment					
	Work load & Payment	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	10	10	10
	Agree	21	13	13	23
	Not sure	42	30	30	53
	Disagree	42	30	30	83
	Strongly disagree	27	17	17	100
	Total	133	100	100	

Source: Field data, 2018

From table 8, 47 percent of the respondents in total disagree with the statement while only 23 percent of them agree with the statement and 30 percent are not sure. Going with the majority, the hotel does not have a performance related pay scheme to motivate its employees. It's important that management should consider paying its workers according to work done for better results; this will motivate employees to work harder in order to earn more.

4.3.1 Employee Fringe benefits

Responses whether fringe benefits are given to employees

Table 9: Fringe benefits					
	Fringe benefits	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	42	30	30	30
	Agree	30	23	23	53
	Not sure	11	10	10	63
	Disagree	21	20	20	83
	Strongly disagree	19	17	17	100
	Total	133	100	100	

Source: Field data, 2018

Table 9 shows that 53 percent of the respondents in total agree that the hotel provides fringe benefits against the 37 percent who disagree and 10 percent are not sure. This means that the hotel is in agreement with the earlier revelation by Doellgast (2006) that provision of fringe benefits is one of the tools that can be used to motivate employees. Management should continue to provide more of the fringe benefits such as medical allowances, housing allowance and transport allowance to its employees.

4.3.2 Bonus payment

Responses on whether set targets are rewarded with bonus payments

Table 10: Bonus Payments

	Bonus Payment	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	42	30	30	30
	Agree	32	27	27	57
	Not sure	32	27	27	84
	Disagree	13	10	10	94
	Strongly disagree	10	6	6	100
	Total	133	100	100	

Source: Field data, 2018

Table 10 shows that 57 percent of the respondents in total agree with the statement that when employees meet the set targets, they are paid a bonus and only 16 percent of the respondents disagree with the statement while 27 percent are not sure. It is an indication that the Selected conservational areas of western Uganda uses bonuses to motivate its employees. Management should consistently revise its bonus payment practice in order to maintain the present employee satisfaction.

4.3.6 Employee training

Responses on employee training

Table 11: Staff training

	Employee training	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	19	17	17	17
	Agree	1	3	3	20
	Not sure	42	30	30	50
	Disagree	21	20	20	70
	Strongly disagree	42	30	30	100
	Total	133	100	100	

Source: Field data, 2018

From table 11, 20 percent of the respondents in total who work with Selected conservation areas in Western Uganda agree that the hotel provides them with training most of the times. However, 50 percent disagree with the statement and 30 percent are not sure. This means that training is not one of the tools that the hotel is using at the moment to motivate its employees. The management of Selected conservation areas in Western Uganda should take up the tool of training its employees to equip them with the necessary skills needed to produce quality work in the organization.

4.3.7 Employee rotation

Responses on employee rotation.

Table 12: Job rotation					
	Employee rotation	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	10	10	10
	Agree	21	20	20	30
	Not sure	2	7	7	37
	Disagree	42	30	30	67
	Strongly disagree	45	33	33	100
	Total	133	100	100	

Source: Field data, 2018

Table 12 above showed that, concerning preventing boredom by selected conservation areas in Western Uganda rotating its employees within the organization, 30 percent of the respondents in total agree with the statement. However, a bigger percentage of 63 of the respondents do not agree with the statement and 37 percent are not sure. Basing on the majority of the respondents, it can be noted that the hotel does not rotate its employees which creates boredom. Therefore, management should endeavor to rotate its employees within the organization as a way of preventing boredom and facilitating interaction amongst the employees.

4.3.8 Employees & Decision Making

Responses on decision making.

Table 13: Decision making exercise

	Decision Making	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	19	17	17	17
	Agree	15	10	10	27
	Not sure	21	20	20	47
	Disagree	25	23	23	70.0
	strongly disagree	42	30	30	100
	Total	133	100	100	

Source: Field data, 2018

Considering decision making in Selected conservation areas in Western Uganda, results show that 53 percent of the respondents disagree with the statement against the 27 percent in total who agree and 20 percent are not sure, This means that most of the workers do not actually take part in the decision making of the organization implying that the management decides what is to be done and passes it on to the lower workers. Management of Selected conservation areas in Western Uganda should consider involving workers at the different levels to take part in decision making in order to make them know that their contribution adds value to the development of the organization.

4.3.9 Sense of responsibility at work

Responses on sense of responsibility at the work place.

Table 14: Degree of responsibility

	Sense of Responsibility	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	37	27	27	27
	Agree	45	33	33	60
	Not sure	19	17	17	77
	Disagree	21	20	20	97
	Strongly disagree	1	3	3	100
	Total	133	100	100	

Source: Field data, 2018

Table 14 shows that 60 percent of the respondents in total who work with Selected conservation areas in Western Uganda agree that they are given a sense of responsibility at the work place.

Only 23 percent disagreed with the statement. This means that the hotel uses responsibility as one of its tools to motivate its employees. This is in agreement with a scholar that hygiene theory postulates that responsibility at work motivates employees, (Fredrick Hertz's 1959). This compensation practice should be maintained by Selected conservation areas in Western Uganda management.

4.10 Employee promotion

Responses on whether when an employee performs well consistently, he/she is promoted.

Table 15: Staff Promotions

	Employee Promotion	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	21	20	20	20
	Agree	45	33	33	53
	Not sure	42	30	30	83
	Disagree	15	13	13	96
	Strongly disagree	7	4	4	100
	Total	133	100	100	

Source: Field data, 2018

From table 15 above, it can be noted that 53 percent of the respondents in total agree that when someone performs well consistently they are promoted, 30 percent are not sure while only 17 percent disagree with the statement. This therefore, means that the hotel uses promotions as its tool to motivate its employees a practice that management should maintain.

4.12 Equal treatment of employees

Responses on whether there is relatively equal treatment of employees depending on their efforts, experience and education.

Table 16: Fair treatment of staff

	Equal treatment of employees	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	42	30	30	30
	Agree	42	30	30	60
	Not sure	21	20	20	80
	Disagree	10	10	10	90
	Strongly disagree	10	10	10	100
	Total	133	100	100	

Source: Field data, 2018

Table 16 shows that 60 percent of the respondents in total agree that depending on someone's efforts, experience and education, the hotel relatively treats its employees equally while 20 percent disagree and 20 percent are not sure. This means the hotel treats its employees equally in order to motivate them. This is a practice that management should continue to uphold because the employees feel that they are cherished at the work place.

4.4 the level of organizational performance in selected conservation areas in western Uganda

4.4.1 Profitability

Responses on whether profits are realized after every production and the following information were obtained.

Table 17: Compensation and staff performance					
	Profitability	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	90	73	73	73
	Not sure	13	7	7	80
	Strongly disagree	40	20	20	100
	Total	133	100	100	

Source: Field data, 2018

Considering compensation as the most important factor in employee performance, 73 percent of the respondents in total agree to the statement while only 20 percent disagree and 7 are not sure. These findings are in agreement with the earlier revelations made by Kathleen (2004) that in order to improve one's performance he/she needs to be motivated. Management should maintain this practice of motivating its employees and even research for more new compensation tools.

4.4.2 Productivity

Responses on whether there's an increases in production every month.

Table 18: Productivity

	Productivity	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	40	27	27	27
	Agree	47	37	37	64
	Not sure	40	27	27	91
	Disagree	1	3	3	94
	Strongly disagree	2	6	6	100
	Total	133	100	100	

Source: Field data, 2018

Table 18 shows that 64 percent of the respondents who work with the hotel agree that goal clarity can help employees to improve on their levels of performance. Only 9 percent in total disagree and 27 percent are not sure. These findings are in agreement with the earlier revelations made by Willmot (2007) who asserted that people must have in mind a clear picture of any end or goal they are to achieve in order to perform to their best always. The management should continue to clarify organizational goals to the employees for better performance.

4.4.3 Working Conditions and performance

Responses on whether the working conditions can greatly improve one's performance.

Table 19: Working conditions

	Working Conditions	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	66	50	50	50
	Agree	30	33	33	83
	Not sure	15	7	7	90
	Disagree	1	3	3	93
	Strongly disagree	15	7	7	100
	Total	133	100	100	

Source: Field data, 2018

From table 23, it can be noted that 83 percent of the respondents in total agree that working conditions can greatly improve on the performance of the individuals while only 10 percent in total disagree and 7 percent are not sure. Going with the majority, it can be concluded that the

employees believe that better working conditions can help them to improve on the level of their performance. Management should endeavor to improve on the working conditions of employees for better performance.

4.4.4 Knowledge of the structure and performance

The responses on whether the knowledge of the structure helps an employee to know what to do in given situations and hence improve on his/her performance.

Table 20: Knowledge of the structure

	Knowledge of the Structure	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	35	27	27	27
	Agree	45	37	37	64
	Not sure	21	20	20	84
	Disagree	1	3	3	87
	Strongly disagree	15	13	13	100
	Total	133	100	100	

Source: Field data, 2018

Table 20, results show that only 13 percent of the respondents in total disagree with the statement. 20 percent are not sure while the majority of 64 percent agree that in order to improve their performance, the employees need to have knowledge of the structure of the organization since this can help them maneuver around the problems and hence perform better. Management should uphold this practice such that employees can always know in which department to report the various issues that arise in the organization.

4.4.5 Modern Technology and performance

Responses on whether the use of modern technology triggers performance of employees.

Table 21: Modern Technology

	Modern Technology	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	33	23	23	23
	Agree	42	33	33	56
	Not sure	25	20	20	76
	Disagree	22	17	17	93
	Strongly disagree	2	7	7	100
	Total	133	100	100	

Source: Field data, 2018

From table 25, 56 percent of the respondents in total who work with Selected conservation areas in Western Uganda believe that with modern technology, performance can always be better against the 24 respondents in total who disagree and 20 percent who are not sure. This is in agreement with the earlier revelations made by Samuel (2010) that technology can greatly improve on the individual performance. However, some of the respondent's fear that the introduction of technology will not do much if they are not taken for further training hence management should always train its employees how to operate the modern technology.

4.4.6 Ability, training, experience and performance

Responses on whether ability, training and experience can improve an individual's capacity to perform.

Table 22: Ability, training and experience					
	Ability, training & experience	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	42	30	30	30
	Agree	60	47	47	77
	Not sure	15	13	13	90
	Disagree	2	7	6	96
	Strongly disagree	1	3	3	100
	Total	133	100	100	

Source: Field data, 2018

From table 22, 77 percent of the respondents in total who work with Selected conservation areas in Western Uganda believe that an individual with ability, experience and training for a particular job, his/her performance is always going to be up, the 9 percent disagree and 13 percent are not sure. The management should endeavor to consider the ability, training and experience of employees in order to improve on an individual's capability to perform.

4.5 RELATIONSHIP BETWEEN S COMPENSATION& EMPLOYEE PERFORMANCE

4.5.1 Compensation and Employee performance.

Respondents of Selected conservation areas in Western Uganda on whether compensation influences employee performance and below were the responses obtained;

Table 23: Compensation and Employee performance

		Compensation	Employee performance
Compensation	Pearson Correlation	1	.823**
	Sig. (2-tailed)		.000
	N	30	30
Employee performance	Pearson Correlation	.823**	1
	Sig. (2-tailed)	.000	
	N	133	30

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

The Pearson correlation coefficient above reveals that there is a positive and significant relationship between employee compensation and their performance in Selected conservation areas in Western Uganda This is shown by the Pearson correlation of 0.823** tested at 0.01 level of significance. Also the correlation shows a gap of 0.177 that needs to be closed by the management of Selected conservation areas in Western Uganda. Management should consider all the compensation tools like timely payment, piece rate system, employee fringe benefits, employee training and rotation, goal clarity and employee involvement in decision making among others used in motivating employees so as to fully satisfy employee needs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of major findings

5.1.1 The level of effectiveness of employee Compensation in Selected conservation areas in Western Uganda

The study found out that the hotel uses many different compensation systems to motivate its employees. These include; provision of fringe benefits, paying bonuses to workers who put in extra effort, giving a sense of responsibility, promotion of consistently hardworking employees and treating the workers equally.

However, the study also found out that Selected conservation areas in Western Uganda does not use salary as a tool to motivate its employees as most of them were not satisfied by the management's salary scheme. It was also found out that the hotel does not carry out training of its employees. The study also found out that the hotel does not rotate its employees or involve them in decision making as a way of motivating them.

5.1.2 The level of organizational performance in Selected conservation areas in Western Uganda.

The study found out that motivation is the major factor that affects the level of employee performance. This is because when the respondents on about whether motivation is the most important factor in employee performance, 73 percent of them agreed. However, the study also found out that the organization needs to consider whether the tools they are using are matching the needs of the employees such that they can apply the right tools which appeal to the employees. The study also found out that there are other factors that affect the level of employee performance in Selected conservation areas in Western Uganda and these included; goal clarity, knowledge of the structures, the working conditions which was ranked as number two following motivation, the use of modern technology and ability, training and experience of employees.

5.1.3 Measures of employee performance.

Performance Measures quantitatively tell us something important about products, services, and the processes that produce them. They are a tool to help us understand ,manage and improve what Serena does because they let the establishment know how well it is doing, if it is meeting its goals, if the customers are satisfied, if and where improvements are necessary.

5.2 Conclusion

From the findings, it can be concluded that compensation can be categorized in two types basing on whether the compensation states are internally or externally derived. These included intrinsic motivation and extrinsic motivation. It can also be concluded that there are two types of motivation tools an organization can use; the financial and the non-financial tools. It can also be said that though the non-financial tools such as reducing the workload, job security, acknowledgment are all good motivators, financial tools such as salary and performance related pay are better motivators. It can also be concluded the management of Selected conservation areas in Western Uganda is the trying to motivate its employees though the tools it is using do not exactly match with the expectations of the employees.

About the factors that affect employee performance, it can be concluded that motivation is the most important factor that organization should look upon. However, it can also be concluded that there are other factors that affect the level of employee performance. These include; goal clarity, working conditions, knowledge of the structure, use of modern technology, ability, training and experience.

The research also concludes that there is a very strong positive relationship between Compensation and employee performance in terms of productivity. However, it can also be concluded that the root cause of poor performance in Selected conservation areas in Western Uganda is not motivation in its self rather it is the tools of motivation used by the hotel which are not what the employees want as motivators.

5.3 Recommendations

The hotel should consider further informing and training of its staff to equip them with more skills in order to improve their performance. Also informing the employees about the procedures that must be gone through if they want for example, a salary increment is recommended.

It was found out that the compensation systems the hotel uses to motivate its employees are not exactly the motivators that can motivate the employees. The researcher therefore recommends that the hotel should carry out a study before using a particular system.

5.4 Areas for further research

The researcher recommends the following areas for future investigations which were not researched satisfactorily.

- Choosing the right motivation tool for a given employee. This is a very important aspect for the employer to consider. The researcher was not satisfactorily able to make a thorough study on how to choose the right motivation tool for a given employee and therefore recommends it for further research.
- The impact of employees' salary on their level of motivation. The researcher also did not go deep into finding out the impact of employees' salary on their level of performance and therefore recommends it for future investigations.
- Problems encountered by employers when motivating employees. The major problems encountered by employers when motivating employees were not looked at exhaustively and therefore the researcher recommends it to be researched for by future researchers.

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APPENDICES

APPENDIX A: QUESTIONNAIRE FOR EMPLOYEES

Dear respondents,

I am **BUHAMBA EPHRAIM** an undergraduate student of Kampala International University pursuing a Bachelor's Degree in Tourism and Hotel Management conducting a study on **EMPLOYEE COMPENSATION AND ORGANIZATIONAL PERFORMANCE IN THE SELECTED CONSERVATIONAL AREAS IN WESTERN UGANDA**. You have been identified as a key person to make this study a success. I therefore request you to answer the questions below and the answers given will be treated with high levels of confidentiality.

Your cooperation will be highly appreciated.

Part I: Personal Particulars

Please fill in, or tick (v) the appropriate item:

(a) Age in years

1. 20-28
2. 29-36
3. 37-44
4. 45-52
5. 53 and above

(b) Sex

1. Male
2. Female

(c) Education level

1. Masters degree
2. Bachelors degree
3. Advanced diploma
4. Others specify.....

(d) For how long have you worked for these selected conservational areas?

1. Less than 1 year
2. 1-3 years
3. 4-6 years
4. 7-10 years
5. 11 and above

(e) What is your job?.....

Part II: Questions Related

(1.) Are you aware of compensation policies and procedures?

(a) Yes

(b) No

(c) Neutral

(2.) How do you perceive sources of compensation and their impacts on employee's performance in the Selected conservational areas Kampala?

- (a) Very good
- (b) Good
- (C) Neither good nor bad
- (d) Very bad
- (e) Bad

(3.) Is there fairness in employee's compensation process in selected conservational areas Kampala?

- (a) Yes
- (b) No
- (c) Somehow

(4.) Is Compensation policy and procedures in your organization improving performance?

- (a.) Yes
- (b.) No

(5.) Are you aware of a new system of compensation?

- (a) Yes
- (b) No

6.) What do you say about this new system of compensation?

- (a) Very good
- (b) Good
- (c) Neither good nor bad
- (d) Very bad
- (e) Bad

(7.) What are other factors which affects employee's compensation other than employee motivation?

.....

.....

8. What is the importance of compensation in employee performance?

.....

.....

9. Mention some of the types of compensation used in selected conservational areas Kampala Uganda


.....

.....

.....

APPENDIX B: INTERVIEW QUESTIONS FOR HUMAN RESOURCE DEPARTMENT

1. How do you understand employee compensation
2. What are the types of compensation do you use during compensation of employees?
3. Why do you carryout employee compensation
4. How do you participate as a human resource officer when undergoing employee compensation process in?
5. (I) what challenges do you face during compensation process?
(ii) How do those challenges affect employee performance?
6. What are the sources of compensation of new employees?
7. What are the policies and procedures used for compensation of employees into Selected conservational areas?
8. How long does it take to carryout employee compensation since a department sends its proposal to human resource department about their need of new compensation program?
9. By which situation do you need to remunerate employees?
7. What do you think needs to be added in compensation process in order improve employee performance?
8. What is the importance of compensation in employee performance?
9. Mention some of the types of compensation used in Selected conservational areas Kampala Uganda



APPENDIX C: INTERVIEW QUESTIONS FOR HEADS OF DEPARTMENT

Name:

Department:

Are you aware of recruitment procedures

How do you participate as head of department when compensation process is taking place?

.....

.....

.....

How long does it take to remunerate since when u ask for compensation of employees?

.....

What do you say about candidates who are joining your department concerning compensation program in Selected conservational areas Kampala Uganda?

.....

.....

Thank you for your positive participation

Appendix D: Final Research report Budget expenditure

S/NO.	Items	Amount in Ug Shs
2	Printing And Binding	60,000
3	Internet	20,000
4	Library	30,000
5	Movements	500,000
6	Typing	100,000
	Ground total	710,000