

**REMUNERATION AND EMPLOYEE RETENTION IN PRIVATE HEALTH UNITS
IN JINJA MUNICIPALITY**

**A thesis
Presented to the school of
Postgraduate studies and research
Kampala International University
Kampala Uganda**

**In partial fulfillment of the requirement for the degree
Masters of Arts in human resource management**

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DECLARATION A

"This thesis is my original work and has not been presented for a degree or any other academic award in any university or institution of learning".


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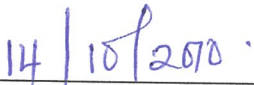
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DECLARATION B

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".



Gulebyo Muzamir Said




Date


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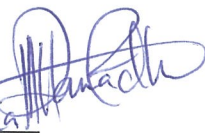
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DEDICATION

This piece of work is dedicated to the Almighty God in Appreciation of his guidance and blessings during the course of pursuing this master programme

ACKNOWLEDGEMENT

This work presented in this Report has been made possible through the contributions of the supervisor, Mr. Gulebyo Muzamir Said.

I also wish to thank the staff of school Postgraduate studies and research, **Kampala International University**

I also extend my thanks to the authors of the books I read that helped me gain insight in my work.

Lastly, I want to thank my family members, and the Secretary who worked tirelessly to produce this document.

May the Almighty God reward them all.

I remain

.....
ODONDO OKELLO CHARLES.

ABSTRACT

This study was set out to establish the extent to which remuneration affect employee retention in private health units in Jinja municipality. Specifically the study wanted to establish the effect of (i) financial remuneration and (ii) non financial remuneration, on employee retention in Jinja municipality. The study was done by developing a conceptual frame relating remuneration and employee retention. The study employed a descriptive correlational design; data were collected from 254 respondents using self administered questionnaires as the main data collection instruments. Data were analyzed at univariate level using frequency counts and summary statistics and Pearson Linear Correlation coefficient at bi-variate level. The study revealed that both financial and non financial remuneration affect employee retention. From the above findings appropriate conclusions and recommendations including those for further research were made. Recommendations from the study were (i) there is need for management of the private health units in Jinja to remunerate employees a scale similar to that given in public units as well as ensuring that the employees are paid in time, (ii) there is a need to institute or put in place different forms of financial remuneration since such as piece rate pay, incentives, bonuses and the like since the findings indicated that employees believed they can be motivated in different way using different means (iii) Employees should go for further training in their respective areas of specialization to improve on their skills and knowledge to become indispensable which ability can help them negotiate for a better pay as well as helping them improve their performance hence retention, (iv) on the second hypothesis, the researcher recommends that management of private health units in Jinja municipality should establish and give employees remuneration in forms which employees give value such as sponsoring them for further studies, recognizing their efforts and allowing them to work according to their abilities and conscience, and (v) Employee and employers in the private health unit in Jinja should put in place a cordial working relationship since the success of any organization depends on staff members who enjoy their jobs and feel rewarded by their efforts.

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LIST OF ABBREVIATIONS

CVI	Content validity index
PLCC	Pearson's Linear Correlation Coefficient
SAQ	Self-administered questionnaire
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

This chapter presents the background, problem statement, purpose, objectives of the study, research questions, hypotheses, scope, and significance of the study.

1.1 BACKGROUND OF THE STUDY

1.1.1 Historical perspective

Before independence, the British colonial government used to pay much attention to all civil servants (including health workers) by paying employees the worth of their effort, paying them on time but the post independence political instabilities that followed caused the government of the day to change priorities from maintaining civil servants to ensuring political stability by putting emphasis on buying ammunitions and paying attention to demands of the army men. This led to a massive exodus of health workers from Uganda to the Western world which left Uganda with not enough health workers to meet the demands of increasing population.

Several researchers have had interest in employee retention in different contexts. For example, Kazingo (2009) assessed training and employee retention in Uganda telecom. While Nyanzi (2005), assessed rewards and employee retention at Nkumba University. While these studies were on employee retention, they were in the context of telecommunication and an academic institution; none was in the context private health units in Jinja municipality, a gap the proposed study intends to bridge by exploring the effect of remuneration on employee retention in private health units in Jinja municipality.

1.1.2 Theoretical perspective

This study is based on Herzberg's (1959) Motivation-Hygiene Theory, also known as the Two- factor theory of job satisfaction. According to this theory, people are influenced by

two factors: motivators and hygiene factors. Motivators or job satisfaction include recognition, bonuses, sense of achievement; work itself, being given extra responsibility, promotion and growth or career development.

While hygiene factors or dissatisfaction at work refer mainly to working conditions; contextual aspects of the working environment such as organizational culture or company policy, leadership style or relationship with co-workers, job status, salary or wages, lighting, noise levels, room temperature and safety.

The absence of hygiene factors, particularly when they are suddenly removed, causes dissatisfaction at work. Herzberg (1959) further stipulates that motivation factors are factors that cause satisfaction at work which employees can only get them by the way they work which motivate employees to work harder because employees can see a direct connection between their efforts and an outcome that they feel is worth striving for, unlike hygiene factors which are just there regardless of how hard anyone works. On the basis of this theory, the study proposes that employee retention in selected private health units in Jinja municipality could be influenced by rewards system.

1.1.3 Conceptual perspective

In this study, the dependent variable is employee retention. Ashok (1999) conceptualizes retention as referring to efforts by employers to retain current employees in their workforce to avoid employee turnover and associated costs. In this study, employee performance refers to employee attitudes, burnout tendencies, passion factors, loyalty, workplace climate, and competitive intelligence.

The independent variable in this study is remuneration. Maicibi (2007) conceptualizes remuneration as referring to strategies by an organization in formulating and implementing of policies that are aimed at regulating and controlling behavior by inducing pleasurable effects. In this study remuneration is conceptualized to be referring to financial and non financial value of benefits employees get for their performance.

1.1.4 Contextual perspective

The proposed study is to take place in the private health units of Rippon medical centre, Jinja health centre, and Vithi medical centre in Jinja municipality, where employee retention has been reported to be low. For example, Nandala (2007) reported a high turnover of medical staff in all health units in Uganda.

1.2 STATEMENT OF THE PROBLEM

Organisations wishing to survive in today's competitive world have to put in place good employee retention strategies to survive and thrive, given its associated innumerable benefits such as leading to effective service delivery, giving the organisation a competitive edge, minimising wastage of resources, giving organisation a good reputation, among others.(Ranjan, 1997).

Unfortunately, however, employee retention in health units in Jinja municipality has consistently been reported to be low. The World Health Report (2010) notes that, there is a high magnitude of migration of health professionals which has caused poor health service delivery in Sub-Saharan Africa countries. Failure of health units to retain employees leads to several undesirable outcomes such as increasing costs of hiring and training, loss of productivity, loss of customers, reduced business, and damaged morale among remaining members of the workforce, which puts at risk the survival of private health units in Jinja Municipality. While there could be several contributory factors of the low employee retention, remuneration seem to play a big role (Hertzberg 1959), hence the need for the study to assess the effects of remuneration on employee retention in private health units in Jinja Municipality.

1.3 PURPOSE OF THE STUDY

To explore the relationship between remuneration and retention of workers in selected private health units in Jinja Municipality

1.4 OBJECTIVES OF THE STUDY

- i) To establish how financial remuneration affect employee retention in selected private health units in Jinja Municipality.
- ii) To establish how non financial remuneration affect employee retention in selected private health units in Jinja Municipality.

1.5 RESEARCH QUESTIONS

- i) How does financial remuneration affect employee retention in selected private health units in Jinja Municipality?
- ii) How does non-financial remuneration affect employee retention in selected private health units in Jinja Municipality?

1.6 HYPOTHESES

- i) Financial remuneration does not significantly influences employee retention in selected private health units in Jinja Municipality.
- ii) Non-financial remuneration does not significantly influence employee retention in selected private health units in Jinja Municipality

1.7 SCOPE OF THE STUDY

This study was to establish the effects of remuneration on employee retention in selected private health units in Jinja Municipality.

The respondents included health unit administrators, Heads of departments, junior medical workers (nurses) and support staff in Rippon medical centre, Jinja health centre, and Vithi medical centre, all large enough and based on different foundations.

1.8 SIGNIFICANCE OF THE STUDY

The findings of this research shall be used by officials in the selected private health units in Jinja Municipality to evaluate the effects of remuneration on employee retention as they make policies affecting those health units.

The findings of this research shall be used to come up with informed decision in line with remuneration and employee retention by stake holders in selected private health units in Jinja Municipality.

Future researchers shall use the findings got from this research as future references as they do researches in this topic or related topics.

CHAPTER TWO

LITERATURE REVIEW

2.0 INRODUCTION

This chapter gives the theoretical review, conceptual framework and related literature relevance to the study.

2.1 THEORETICAL REVIEW

In this study, the researcher opted to view remuneration as a special case of staff retention, and hence could make use of remuneration theories, which assert that there are factors (referred to as remuneration in this study) influencing the retention of any staff (Herzberg, 1959). Several studies have examined the causes of high and low performances in organizations from this theoretical orientation or perspective such as Kasule, (2006).The very theory adopted in this study is Herzberg's (1959) Two- Factor Theory, which explains that employee retention is affected by hygiene factors and motivators. This Theory is popular in Philosophy and like disciplines, was developed by Frederick Herzberg.

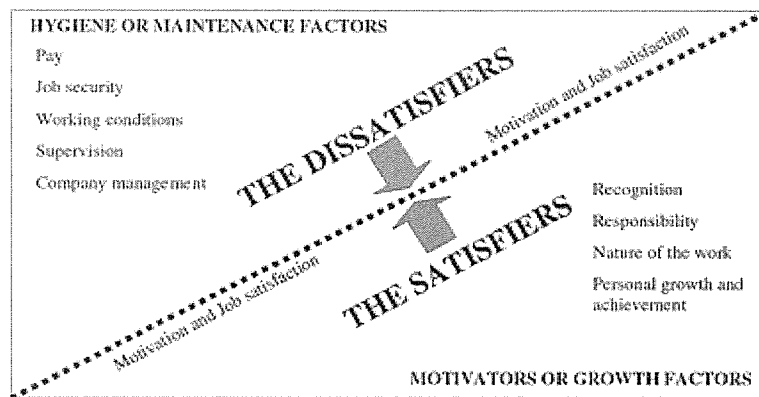


Fig.2.1 Theoretical model: Herzberg's (1959) Two- Factor Theory
(Adopted from Herzberg, 1959)

Herzeberg's two factor theory original study consisted of interviews with 203 accountants and engineers, chosen because of the growing importance in the business world, from different industries in the Pittsburgh area of America. Subjects were asked to relate times where they felt exceptionally good or exceptionally bad about their present job or any previous job using critical incident method. They were asked to give reason(s) and a description of the sequence of events giving rise to that feeling. Response to the interviews were generally consisted, and revealed that there were two different sets of factors affecting motivation and work. This led to the two factor theory of motivation and job satisfaction.

'Hygiene' or 'maintenance' factors are job related environmental factors which include salary, job security, working conditions, level and quality of supervision, company policy/ administration and interpersonal relation which serve to prevent dissatisfaction.

The other set of factor are 'motivators' or growth factors which if present, serve to motivate the individual to superior effort and performance as the employee sees direct benefit for his/her effort. Motivators or growth factors include sense of achievement, recognition, responsibility, nature of work and personal growth.

2.2 CONCEPTUAL FRAMEWORK

Fig.2.2 provides a framework, a scheme of concepts, variables which the proposed research will oprationalize in order to achieve its objectives. The Framework in Fig.2.2 is rooted in the suggestions by Herzberg's Paradigm, in that it related what Herzberg's Paradigm terms the antecedents (financial remuneration and non-financial remuneration) to what he calls the consequences (employee performance).

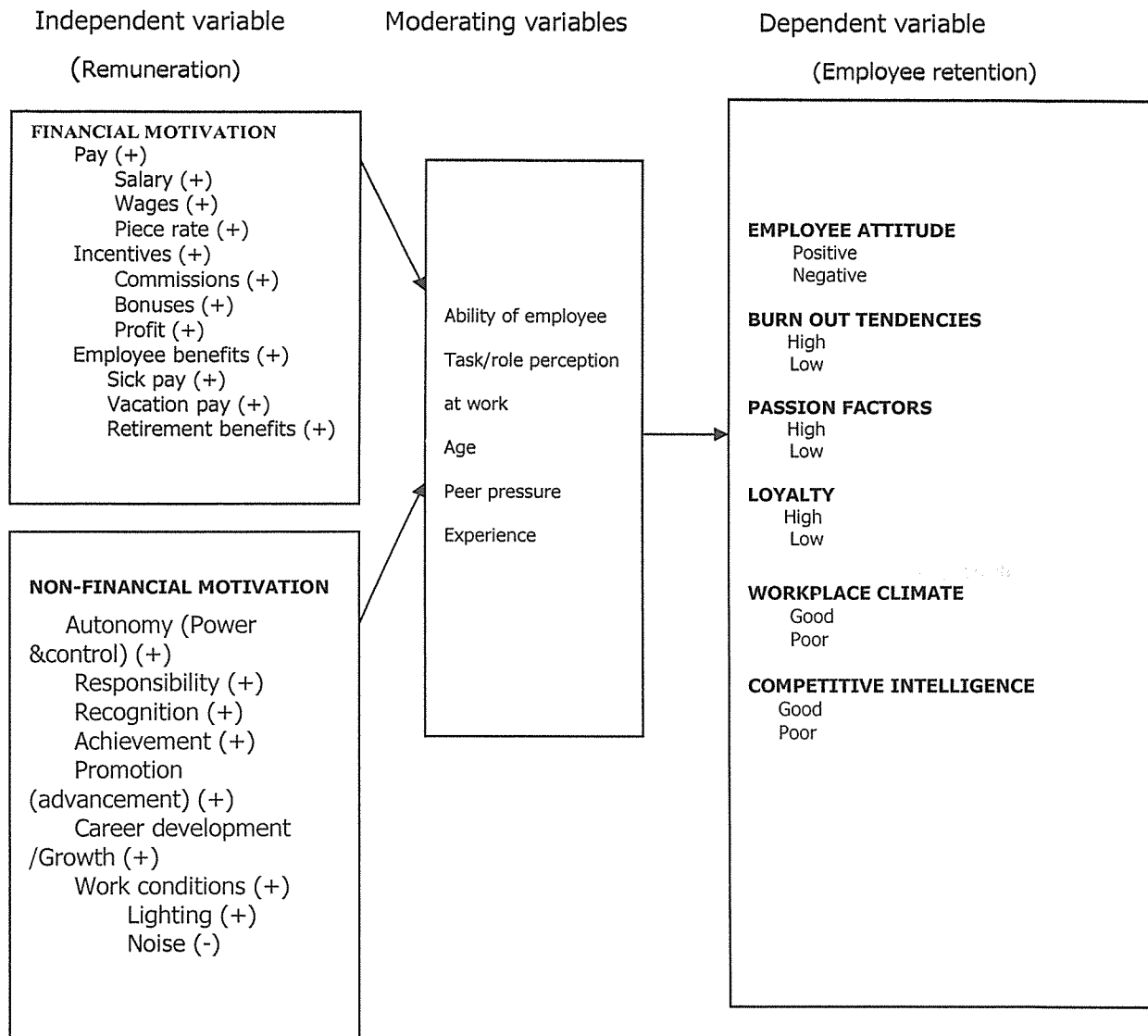


Fig.2.2 Conceptual Model relating staff performance to remuneration via moderating/ intervening variables

(Adopted using ideas by Herzberg 1959; Nelson and Campbell, 2003).

Footnote: Sign against each concept suggests the nature of correlation with dependent variable.

The Conceptual Model depicts two types of motivation, namely financial and non- financial motivation, all conceptualized to have effects on the level of employee retention in selected private health units in Jinja municipality. As for financial motivation, all are conceptualized as having a positive relationship to retention. All non-financial motivation is assumed to be positively related to staff retention except noise, which is assumed to have negative relationship.

2.3 RELATED LITERATURE

This section reviews literature related to the two specific objectives in this research.

2.3.1 Financial motivation and employee retention

Schneider (2001) observes that financial reward is what an employee receives as pay (in terms of salary, wages, piece rate), incentives (in terms of commissions, bonuses, profits) and other employee benefits received such as sick pay, vacation pay, retirement benefits to mention but a few.

The financial rewards dealt with include pay, incentives and employee benefits.

2.3.1.1 Pay and employee retention

Mathis and Jackson (1988) define pay as the basic compensation employees receive, usually as a salary or wage. Moorhead and Griffin (1989), assert that pay, which includes salary and wages encourage employees to improve their productivity in line with expected pay. Salary is a means of paying people for the time worked and is consistent from time to time. On the other hand, wages are pay amounts directly calculated on the amount of time worked. While piece rate system compensation is where pay is tied to productivity, where an employee is paid for each unit of output. For instance, commissions are set as percentage on sales. However, productivity-based pay should be developed with caution so that quality, as well as quantity, is encouraged. For example, paying the radio packer only on the basis of quantity might lead the worker to pack radios carelessly, leading to sacrificing quality.

Several studies have attempted to relate pay and employee retention. For example Nankya (2006) empirically showed that salary does not always attract employees to be retained in

Kakira sugar works limited. Justifying the decision by this researcher to explore further whether pay is positively correlated with employee retention in health units in Jinja.

2.3.1.2 Incentives and employee retention

Applebaum and Shappiro (1991) observe that incentives are rewards designed to encourage and reimburse employees for efforts beyond normal performance expectations and can be in form of commissions, bonuses, or profit-sharing among others. Mathis and Jackson (1988) assert that incentives enhance employee retention as an employee increases productivity for expected incentives for extra effort put in at work.

Past studies relating incentives and employee retention include that of Nyuakiiza (2005) in his study of rewards and employee retention at Nkumba University that incentives such as commissions, bonuses, profit sharing among others in addition to salary is one of the factors that made lecturers to be retained at Nkumba.

Hence the need for this researcher to carry out research to explore further the effects of incentives on employee retention in selected private health units in Jinja municipality.

2.3.1.2 .1 Commissions and employee retention

Fisher *et al* (1993) defines commission as reward given to employee based on the performance of an individual and is a proportion of total sales and may be added to basic salary. Commissions are typically used in sales jobs allow the sales people to receive a percentage of his or her gross receipts such as 5 percent of all sales. Commission programs induce performance and as a result of high performance employees are retained, and that employees are encouraged to perform better if the commissions to be earned on the performance or number of units produced or sold. However, commission payment may reduce cooperative team work and employees may compete with one another for sales and the most lucrative sales territory. Hence the need for this researcher to carry out research to explore furthers the effects of commissions on employee retention in health private units in Jinja municipality.



Studies done to relate commissions and employee retention include Pendo (2007), in his study of correlation between leadership style and employee retention in Johannesburg gold mines in South Africa established that commissions drive employees to be retained in an organization. Hence, the need for this researcher to carry out a research to explore further the effects of commissions on employee retention in selected private health units in Jinja municipality.

2.3.1.2 .2 Bonuses and employee retention

Moorhead and Griffin (1989), define bonus systems as where management gives its employees extra pay on top of other payments based on the performance of the organization. Similarly, Bernadin (2007), asserts that bonus pay system enhances employee performance as an employee becomes expectant to get extra pay on top the base wage arising out of extra effort put in. Several studies have been done to relate bonuses and employee retention. For example Kemba (2004) in his study of management practices on employee retention in Uganda meat packers empirically showed that bonuses received on top of salary drive employees to improve productivity commensurate to bonuses expected. Hence, the need for this researcher to carry out research to explore further the effects of bonuses on employee retention in private health units in Jinja municipality.

2.3.1.2 .3 Profit-sharing and employee retention

Freeman (2001) defines profit sharing as employee remuneration system where the employer pays current and deferred sums based on company profits in addition to established salary or wages. Profit sharing makes employees to identify more closely with the success of the organization, which then brings commitment and improved organizational performance, as employees look at the success of the organization as their own success too, which creates cooperation and working together for mutual benefit of the organization.

Several studies have attempted to relate profit sharing and employee retention. For example, Nyanzi (2005) in his study of rewards and lecturers retention at Nkumba University established that profit sharing in addition to salary is one of the factors that retained lecturers.

Hence, the need for this researcher to carry out research to explore further the effects of profit sharing on employee retention in selected private health units in Jinja municipality.

2.3.1.3 Employee benefits and employee retention

Mathis and Jackson (1988) define benefits as what is given to an employee or group of employees as part of organizational membership. Employee benefits include sick pay, health insurance, vacation pay, retirement pensions to mention but a few. Maicibi (2005) asserts that if employee benefits match individual needs and interests it makes the employees' performance to increase, although employee benefits create additional costs of operations of the organization. Several past studies have been done to relate employee benefit and employee retention. For example, Hirome (1993) in his study remuneration and employee retention in Kibimba rice scheme established that employee benefits affect employee retention among other factors. Hence the need for this researcher to carry out research to explore further the effects of employee benefits on employee retention in selected private health units in Jinja municipality.

2.3.2 Non-financial remuneration and employee retention

Jennifer and Gareth (2001), define non - financial reward as what an employee gets in terms of autonomy (power and control), responsibility, recognition, achievement, promotion (advancement), career development (growth) and work conditions such as lighting, and noise at a work place. The non financial rewards that were dealt with include autonomy, responsibility, achievement, promotion and career development.

2.3.2.1 Autonomy and employee retention

Armstrong and Murlis (1994), define autonomy as the extent to which the job offers freedom and the use of discretion in the performing tasks.

McClelland (1967) asserts that autonomy is making an impact on others, the desire to influence others, the urge to change people or events, and the desire to make a difference in life. McClelland (1967) further notes that people with high need for power like to be in control of people and events; it helps the organization to achieve a collective organizational goal if used well.

Several past studies have been done on how autonomy affects employee retention. For example Otto (2008) in a study of the effects of leadership styles and employee retention in Lira district administration who established that autonomy and performance has a close positive relationship. Hence the need for this research to explore further the effects of autonomy on employee retention in selected private health units in Jinja municipality.

2.3.2.2 Responsibility and employee retention.

Responsibility is being accountable for decisions and actions; it is an obligation to carry forward an assigned task to a successful conclusion. With responsibility goes authority to direct and take the necessary action to ensure success or the proper custody, care, and safekeeping of property or funds entrusted to the possession or supervision of an individual which motivate employees to work harder for knowing they have control for their destiny in life.(Aquinas,1997; Bok 1998; Lawler, 1991; Jennifer and Gareth 2001).

Several past studies have been done on how extra responsibility affects employee retention. For example, Sekatawa (2002) in his study for job satisfaction and employee retention in Mukwano industries established that responsibility among other factors affects employee retention. Hence, the need for this researcher to explore further the effects of responsibility on employee retention in selected private health units in Jinja municipality.

2.3.2.3 Recognition and employee retention.

Jennifer and Gareth (2001), define recognition as praise for doing a good job.

Employee recognition is not just a nice thing to do for people, but is a communication tool that reinforces and rewards the most important outcomes people create for your business. When employees are recognized effectively, it reinforces them and it makes them act and behave accordingly.

Similarly, Bernadin (2007) asserts that recognition reinforces behavior the employer wants to encourage, but care needs to be taken to avoid designing a process in which managers "select" the people to receive recognition as it may be viewed forever as "favoritism" and that is why processes that single out an individual, such as "Employee of the Month," are rarely effective.

Several past studies have been done on how recognition affects employee retention. For example, Wan (2006) in his study of compensation systems and employee retention in Tororo that recognition affects employee retention. Hence, the need for this researcher to explore further the effect of recognition and employee retention in selected health units Jinja municipality.

2.3.2.4 Achievement and employee retention.

Nelson and Campbell (2003), define achievement as a manifest (easily perceived) need that concerns individual's issues of excellence, competition, challenging goals, persistence, and overcoming difficulties. Nelson and Campbell (2003), assert that a person with a high need for achievement seek excellence in performance, enjoys difficult and challenging goals, and is persevering and competitive in work activities.

Past studies done on how achievement affect employee retention include Musisi (1999), who established that people with a high need for achievement will perform better so that they can be retained by the organization than those with a moderate or low need for achievement.

Such studies call for more studies to establish the effects of achievement on employee retention in selected private health units in Jinja municipality, hence the proposed study.

2.3.2.5 Promotion and employee retention.

Lawler (1991) defines promotion as the advancement of an employee's rank or position in an organizational hierarchy system. Promotion is an employee's reward (positive appraisal) in terms of designation, salary and benefits for good performance. For instance, a promotion to senior management may carry a number of benefits, such as stock options, a reserved parking space, a corner office with a secretary, and bonus pay for good performance which leads to improved employee productivity.(Schneider,2001; Maicibi, 2003).

Past studies on promotion and employee retention include that of Kasaato (2007), in a study of the effects of monetary and non-monetary rewards on employee retention among army men in Uganda peoples' defense forces, who established that promotion and employee retention has a close relationship. Hence the need for this researcher to explore further the effects of promotion on employee retention in selected private health units in Jinja municipality.

2.3.2.6 Career development and employee retention.

Heneman (1996) asserts career development or growth is how individuals manage their careers within and between organizations, and how organizations structure the career progress of their members for succession planning .

The typical employee views a career development programme as a path to upward mobility, the manager sees it as a retention and motivational tool, and the top management's view it as a tool for succession planning, therefore an organisation focused on developing the career path of its employees boosts the morale and ultimately the productivity of its staff. (Chandan, 1997; Applebaum and Shappiro, 1991).

Studies have been done to relate career development and employee retention. For example, Nankya (2006) in her study of motivation and employee retention established that career development is one of the factors that affect employee retention among others. Such studies call for further studies to explore further the effects of career development on employee retention in private health units in Jinja municipality.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter contains the research design, population, sampling strategies, data collection methods, instruments, data quality control, procedure, data analysis, ethical considerations and limitations of the study.

3.1 RESEARCH DESIGN

The study took a quantitative approach in that it was based on variables measured with numbers and analyzed with statistical procedures (Creswell, 2003). The research design was descriptive co-relational in that it was interested in relating financial and non financial rewards to employee retention. The study used a survey method because it involved a large number of correspondents (Best and Kahn, 1993), and was cross sectional as pertinent data was collected from all respondents once and for all to reduce on time and costs involved (Creswell, 2003).

3.2 POPULATION

In this study the target population involved 254 employees out of 750 employees in selected health units of Rippon medical centre, Jinja health centre, and Vithi medical centre in Jinja Municipality.

3.3 SAMPLING STRATEGIES

Out of a total population of 750 employees in the selected private health units in Jinja municipality, the sample population was 254. (Krejcie and Morgan, 1970). The study was done using cluster sampling to reduce costs, time of doing research and to increase the degree of accuracy of the study. (Saunders *et al*, 2000). Employees were stratified according to managerial levels and departments in the selected health units in Jinja

municipality. Then, an appropriate systematic random sample was chosen from the respective stratum. (Creswell, 2003; Owolabi, 2003).

3.4 DATA COLLECTION METHODS

The researcher used secondary and primary data collection approaches.

Secondary data was got from reviewing text books, journals articles, manuals, periodicals, dissertations, internet sources to mention but a few.

Primary data was got using self-administered questionnaires (SAQs) as the main data collection instruments because of their cost effectiveness in a survey involving highly literate respondents (Amin, 2003).

3.4.1 Data collection instrument

The SAQs were directed towards employees in selected health units in Jinja municipality. The questionnaire consisted of main title and introductory letter, while questions on the dependent variable namely level of employee retention, operationalized in terms of employee attitudes, burnout tendencies, passion factors, loyalty, workplace climate, and competitive intelligence.

There were also questions on the independent variables namely financial and non financial rewards with the respective indicators as suggested in the conceptual Framework. Each SAQ ends with questions to help classify respondents (e.g. by Managerial levels and departments in selected private health units in Jinja municipality).

3.4.2 Validity and reliability

The researcher ensured content validity of the said instrument by ensuring that questions or items in it conform to the study's Conceptual Framework. Supervisors and other senior staff in the KIU School of post graduate studies were also used evaluate the relevance, wording and clarity of question or items in the instrument. A content validity index of at least 0.7 (Amin, 2003) led the SAQs to be declared reasonably content valid. Construct validity were ensured using Factor Analysis. Reliability of the instrument on multi item variables (e.g financial remuneration) was pre-tested on a sample population and also

tested using the Cronbach Alpha Methods provided by SPSS (Foster, 1998), and a Cronbach alpha (α) of at least 0.7 (Amin, 2003) which led the SAQs to be declared reasonably reliable or consistent.

3.4.3 Research procedure

After getting an introductory letter from Kampala International University school of Post graduate Studies, the researcher sought permission from the directors of private health units in Jinja municipality to carry research. Then the researcher carried out a pilot study before the actual research in order to check feasibility of the research, so that the research design can be improved or adjusted if necessary to avoid wasting time, money and other resources and to pre-test the questionnaire. Researcher then nominated research assistants in the selected private health units in Jinja municipality.

3.5 DATA ANALYSIS

Data on completed SAQs was edited, categorized or coded and entered into a computer for the Statistical Package for Social Scientists (SPSS) to summarize the data using simple and complex frequency tables or cross – tabulations. The same package was used to analyze by computing relative frequencies, means, standard deviations and other relevant statistics at the univariate level, employee retention was correlated with the respective remuneration (financial and non financial remuneration) using Pearson's Linear Correlation Coefficient (PLCC), as was deemed appropriate.

(Amin, 2005; Foster, 1999).

3.6 ETHICAL CONSIDERATIONS

To safeguard against unprofessional conduct while carrying out this research like unnecessary pressures, which could cause the research findings to be undermined, the researcher:

Sought permission of the people who participated in the research for their consent in the intended study as such the researcher did not lie to subjects and record findings on hidden mechanical devices.

The researcher made sure the researcher's personal biases and opinions did not override other interests of the research and gave both sides fair consideration.

The findings of the research were kept confidential, done under the condition of anonymity to avoid embarrassing and harming respondents especially if got information could be used politically or otherwise to harm the respondents.

The researcher sought approval of the University Ethics Committee to make sure the research does not violate any of the Ethical considerations.

3.7 LIMITATIONS

Some of the respondents were not willing to share with the researcher some of the information that they considered confidential but the researcher promised to keep the information got as confidential and only to be used for academic purposes.

Choice of sample population also caused a limitation, but the researcher tried to choose a sample population that is truly representative in terms of statistics and large enough to give a true picture of the whole population.

Untruthfulness was witnessed, where some of the respondents did not say the truth, but the researcher probed the respondents further to establish the truth when it deemed necessary.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF RESULTS

4.0 INTRODUCTION

This chapter shows the background information of respondents, description of the independent variable, description of dependent variable and testing of the relationships between the two variables. The pertinent research hypotheses are also tested here.

4.1 DESCRIPTION OF RESPONDENTS

Respondents in this study included employees in private health units in Jinja municipality. The study sample involved employees of different categories (male and female, different education levels, different management levels and different tasks) as described in this section.

4.1.1 Description of employees by sex

The study sample involved both male and female employees of private health units in Jinja municipality.

Table 4.1: Employee description by sex

	Frequency	Percent
Male	61	24.0
Female	193	76.0
Total	254	100.0

Source: Primary data 2010

The findings of the study indicated that majority of employees in the sample were females represented by 76% while males were minority represented by 24%.

4.1.1 Description of employees by age

The researcher described employees according to their education level in order to establish the impact it might have on retention.

Table 4.2: Age of employees

	Frequency	Percent
20 -29 years	54	21.3
30 -39 years	91	35.8
40 -49 years	70	27.6
50 years and above	39	15.4
Total	254	100.0

Source: Primary data 2010

The findings of the study indicated that majority of employees represented by 35.8% were of age bracket 30-39, minority represented by 15.4% were of the age bracket 50 years and above.

4.1.2 Description of Employees by income level

The researcher described employees according to their income level in order to establish the impact it might have on retention.

Table 4.3: Income of employees

	Frequency	Percent
Low	110	43.3
Medium or middle	115	45.3
High or upper	29	11.4
Total	254	100.0

Source: Primary data 2010

The findings of the study revealed that the majority of the employees in the sample were of middle income group represented by 45.3%, while minorities of the employees in the sample were of upper income bracket.

4.1.3 Description of Employees by designation

The researcher described employees according to their designation in order to Establish the impact it might have on employee retention.

Table 4.3: Designation of employees

	Frequency	Percent
Health unit administrators	3	1.2
Head of department	10	3.9
Lower level health workers (nurses)	132	52.0
Support staff(Allied Health Workers)	109	42.9
Total	254	100.0

The findings of the study revealed that the majority of the employees in the sample were nurses represented by 52% while, while minority of the employees in the sample were of upper 1.2 % were health unit administrators.

4.2 DESCRIPTION OF THE DEPENDENT VARIABLE

The dependent variable in this study was employee retention in private health units in Jinja municipality. Employee retention was conceptualized into six aspects namely; Employee attitudes, Burnout tendencies, Passion factors, Loyalty, work place climate and competitive climate. Table 4.4 shows a description of data on each.

Table 4.4: Level of employee retention

Indicator of employee retention	N	Mean	Std. Deviation
Employee attitudes			
Your employee attitudes are positive	254	3.55	1.188
Your employee attitudes are negative.	254	2.23	1.001
Burnout tendencies			
Your employee Burnout tendencies are high.	251	2.43	1.229
Your employee Burnout tendencies are low.	254	4.18	.716
Passion factors			
Your passion factors are high.	251	2.28	1.140

Your passion factors are low.	254	4.09	.666
Loyalty			
Your loyalty to the organization is high.	251	2.30	1.013
Your loyalty to the organization is low.	254	4.17	.711
Workplace climate			
Your work place climate is good.	254	4.05	.710
Your work place climate is poor.	251	2.30	1.013
Competitive intelligence			
Your competitive intelligence is good.	250	2.97	.747
Your competitive intelligence is poor.	250	2.82	.708

Means in table 4.4 suggest that most employees showed to have a positive attitude towards their work (Mean \approx 4) which falls under agree on the Likert scale. On burnout tendencies most of the respondents indicated that it is low (mean \approx 2.43), majority of the respondents indicated that their passion factor is low (mean \approx 2), regarding loyalty most respondents indicated that it is low (mean \approx 2), for work place climate, majority of the respondents showed that it is good (mean \approx 4) and for competitive intelligence most of the respondents indicated that it is neither good nor bad (mean \approx 3) which fall under not sure on the Likert scale. To get a summary picture on how respondents rated employee retention in Jinja private units an average index (RETENTION) was computed which turned out to have a mean index of 3.1189 (Std Deviation = 0.46616) indicating that on average employees retention in Private health units in Jinja municipality is neither high nor low.

4.3 DESCRIPTION OF THE INDEPENDENT VARIABLE

The independent variable in this study was remuneration broken down into two aspects that is, financial (including , pay, salary, wages, piece rate pay system, incentives, commission, bonus, profit sharing, employee benefits, sick pay, vacation benefits and retirement benefits) and non financial (including autonomy, power and control, responsibility, recognition, achievement, promotion, career development and work conditions). All the 21 aspects of the dependent variable were measured quantitatively

using items or questions in the questionnaire, with each Likert scaled between one to five; where 1 = very low retention; 2 = low retention; 3 = neither low nor high; 4 = high; 5 = very high retention. Employees were required to rate remuneration on each of the item by ticking the relevant number in the table.

Their responses were analyzed using SPSS's summary statistics showing the means and standard deviations, as indicated in table 4.5.

Table 4.5: Level of financial remuneration

Indicators of financial remuneration	N	Mean	Std. Deviation
Pay		3.12	
Your organization uses pay rewards system.	252	2.13	0.610
Your pay is enough in organization	254	4.13	0.700
Do you get your pay on time in your organization?	254	4.24	0.712
You need pay reforms in your organization	252	2.04	0.479
Salary as a form of motivation		3.50	
Your current salary is enough for you.	254	4.15	0.678
Your salary comes on time	254	4.32	0.664
You need salary reforms	252	2.04	0.479
Wages as a form of rewards		3.63	
You also get wages in your organization.	254	4.09	0.738
Is your wage enough for you?	254	4.27	0.648
You get wages on time in your organization.	252	2.10	0.526
You need wages reforms in your organization.	254	4.09	0.738
Piece rate Pay system		2.72	
You are paid on a piece rate system in your organization?	253	1.94	0.451
The piece rate system good enough for you?	254	4.33	0.665
You need any reforms in the piece rate system rewards system in your organization?	253	1.91	0.446
Incentive pay system		4.11	
You get incentives in your organization.	254	4.17	0.711
You get incentives on time in your organization.	254	4.05	0.710
You need any incentives rewards system reforms in your organization?	253	1.78	0.538
Commission rewards system		3.32	
You get commissions in your organization.	254	4.20	0.679
You have a commission motivation plan in your organization.	254	4.18	0.664
You need commission rewards system reform(s) in your organization	254	1.59	0.601
Bonuses rewards system		3.57	

You get bonuses in your organization.	254	4.20	0.657
You get bonuses on time in your organization.	254	4.24	0.622
You have a bonuses rewards plan in your organization.	254	4.25	0.603
You need any bonuses rewards system reforms in your organization	254	1.59	0.601
Profit sharing rewards system		3.43	
You also share profits in your organization	254	4.20	0.657
You get the shared profits on time in your organization?	254	4.08	0.869
You have a profit sharing rewards plan in your organization	254	3.96	0.868
You need any profit sharing rewards system reforms in your organization	254	1.48	0.560
Employee benefit motivation system		2.98	
You also get employee benefits in your organization.	253	3.28	0.978
You get the employee benefits on time in your organization.	253	3.28	0.978
You have an employee benefits rewards plan in your organization.	253	3.28	.978
You need employee benefits rewards system reforms in your organization.	254	2.10	1.043
Sick pay		2.39	
You also get sick pay benefits in your organization.	254	2.65	0.949
You get sick pay benefits on time in your organization.	254	2.72	0.972
You have sick pay benefits plan in your organization.	254	2.74	.967
You need any sick pay benefits reforms in your organization.	254	1.48	0.560
Vacation benefits		3.68	
You also get vacation benefits in your organization.	254	4.20	0.657
You get vacation benefits on time in your organization.	254	4.08	0.869
You have vacation benefits plan in your organization.	254	3.96	0.868
You need any vacation benefits reforms in your organization.	254	1.48	0.560
Retirement benefits		3.42	
You also get retirement benefits in your organization.	254	4.08	0.869
Your vacation benefits come in time in your organization.	254	4.05	0.914
Your organization has a retirement benefits plan.	254	4.09	0.875

Any need for retirement benefits reforms in your organization.	254	1.48	0.560
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The means in table 4.5 suggests that most respondents were neutral regarding the use of pay remuneration system (Mean ≈ 3) which fall under neither agree nor disagree on the Likert scale. Most respondents indicated that they receive salary as a form of financial remuneration is enough (mean ≈ 4). Regarding wages as a form of remuneration most respondents demonstrated that they get wages in their health units (mean ≈ 4). On piece rate pay system the respondents showed a neutral position (mean ≈ 3). However they indicated that the piece rate system is not an appropriate means of remuneration. Most respondents rejected the idea that they get incentives in their organizations (mean ≈ 4). On commission remuneration system most respondents neither agreed nor disagreed to be getting commissions in their places of work (mean ≈ 3). Most respondents indicated that they get bonus in their organizations (mean ≈ 4). On profit sharing the respondents neither agreed nor disagreed to be sharing on their organizations profits (mean ≈ 3). On Employee benefit remuneration system most respondents were neutral (mean ≈ 3). On sick pay Most of the respondents showed a neutral position (index ≈ 3). The respondents agreed that they get vocational benefits (mean ≈ 4) and for retirement benefit the respondents neither agreed nor disagreed (mean ≈ 3).

Table 4.6: Level of non financial remuneration

Indicators of non-financial remuneration	N	Mean	Std. Deviation
Autonomy/power and control		3.03	
In your organization you are given a lot of autonomy/control and power.	254	4.08	0.869
Your head of organization ensures you all participate in freely in all matters.	254	3.97	0.889
Your organizational head ensures everyone feels the urgency of motivation matters.	254	4.08	0.869
Your head of department ensures effective monitoring and evaluation of	254	3.85	0.888

the organization's motivation progress.			
Responsibility		3.92	
You are given a lot of responsibility in your organization.	254	3.81	0.920
Your head of organization ensures you all have responsibility.	254	4.07	0.951
Your head of organization ensures everyone feels the urgency of responsibility in your organization.	254	3.91	0.880
Your head of organization ensures effective monitoring and evaluation for each one of you in the organization.	254	3.89	0.958
Recognition		3.68	
You are given a lot of recognition in your organization.	254	3.91	0.880
Your head of department ensures you all have recognition.	254	3.80	1.001
Your head of organization ensures everyone feels the urgency of recognition in your organization.	254	3.93	0.895
Your head of department ensures effective monitoring and evaluation for each one of you in the department.	254	3.11	0.408
Achievement		3.87	
Your head of organization ensures you all achieve your goals.	254	3.91	0.880
Your head of organization ensures everyone feels the urgency of achievement in your organization.	254	3.89	0.958
Are there some things you have not achieved in life?	254	3.91	0.880
Your head of organization ensures effective monitoring and evaluation for each one of you to achieve your goals in the organization	254	3.80	1.001
Promotion		4.03	
Your organization has a policy they follow to promote staff.	254	3.22	1.159
Your head of organization ensures you all have equal chance for promotion.	254	3.02	0.506
Your organization promotion needs to be improved.	254	3.39	1.115
Your head of organization ensures effective monitoring and evaluation for each one of you to achieve your goals in the organization	254	3.09	0.568
Career development/ growth		3.78	

Your organization has a career development for staff.	254	3.96	0.826
Your organization ensures you all have equal chance for career development.	254	3.74	1.071
Your head of organization ensures effective monitoring and evaluation for each one of you to know who needs what career development in the organization.	254	3.74	1.007
Your organization's career development policy needs to be improved.	254	3.71	0.781
Work conditions		3.85	
Your work conditions description in the organization in general.	254	4.04	0.520
Your work conditions description in the organization in terms of lighting.	254	3.76	0.703
Your work conditions description in the organization in terms of noise.	254	3.81	0.672
Your work conditions description in the organization in terms of other conditions apart from lighting and noise?	254	3.82	.606

Table 4.6 suggests that most of the respondents indicated that they possess autonomy power and control in their respective health units (mean ≈ 4) which fall under agree on the Likert scale. In the same way the respondents showed that they are given responsibilities at work ((mean ≈ 4). Regarding recognition the respondents indicated that they are given the desired recognition at work (mean ≈ 4). On achievements, the respondents in the study showed that their health units provide enough support for achievement (mean ≈ 4). In regard to promotion, the respondents indicated that, their respective health units have clear procedures for promotion (mean ≈ 4). On career development the respondents showed that, the health units they are working in provide the support necessary to develop professionally (mean ≈ 4) indicated by agree on the Likert scale and for work conditions the respondents showed that are generally conducive for better performance (mean ≈ 4). To get a summary picture on how the respondents in the study viewed non financial remuneration an average index was computed which turned to be (mean ≈ 4) which indicated that the non financial remuneration in the health units in Jinja municipality is good enough to be used to retain employees.

4.4 TESTING OF HYPOTHESES

Hypothesis one

The first hypothesis in the study was that financial remuneration affect employee retention in private health units in Jinja municipality. This hypothesis was broken down into sub hypothesis corresponding to the variable. Table 4.7 show the results of testing this hypothesis.

Table 4.7: Pearson Linear Correlation coefficient on financial remuneration and employee retention

VARIABLE	MEAN	STD. DEV.	r value	sig.value
RETENTION	3.1189	0.46616	0.459	0.000
FINANCIAL REMUNERATION	3.1994	0.31573		

Table 4.7 suggest that there is a positive significant correlation between financial remuneration and employee retention in health units in Jinja municipality ($r = 0.459$; 0.000), accounting for 46% of employee retention, leading to accepting of the hypothesis that financial remuneration affects employee retention.

Hypothesis Two

The second hypothesis in the study was that non financial remuneration affect employee retention in private health units in Jinja municipality. This hypothesis was broken down into sub hypothesis corresponding to the variable. Table 4.8 shows the results of testing this hypothesis.

Table 4.8: Pearson Linear Correlation coefficient on non financial remuneration and employee retention

VARIABLE	MEAN	STD. DEV.	r value	sig.value
RETENTION	3.1189	0.46616	0.295	.002
NON-FINANCIAL REWARDS	3.7582	0.43766		

Table 4.8 indicate that there is a positive significant correlation between non financial remuneration and employee retention in health units in Jinja municipality ($r = 0.295$; 0.02), accounting for 29% of employee retention, leading to acceptance of the hypothesis that financial remuneration affect employee retention.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents the findings, conclusions and recommendations following the study objectives and pertinent hypotheses. The areas for further research are also suggested here.

5.2 FINDINGS

This study was set out to establish the effects of remuneration on employee retention in selected private health units in Jinja municipality which was guided by the following objectives; to establish the effects of financial remuneration on employee retention in private health units in Jinja municipality and to establish the effects of non-financial remuneration on employee retention in private health units in Jinja municipality.

Data analysis using SPSS's descriptive statistics for means and standard deviations, showed that; (i) financial remuneration (mean \approx 4); (ii) non financial remuneration (mean \approx 4); influences retention of employees in private health units in Jinja municipality.

Results using Pearson's Linear Correlation Coefficient found that employee retention in private health units in Jinja municipality (dependent variable, measured by an index RETENTION) significantly correlated with; (i) financial remuneration (first independent variable component, measured by index FINREM) with $r = 0.459$ and $\text{sig.} = 0.000$; (ii) non financial remuneration independent variable component, measured by an index NONFINREM) with $r = 0.295$ and $\text{sig.} = 0.02$).

5.2 CONCLUSIONS

In this section, the researcher gives conclusion to the study findings in relation to the study objectives.

5.2.1 Financial remuneration and employee retention in health units in Jinja municipality

The first objective of the study was to establish the effects of employee financial remuneration on employee retention in private health unit in Jinja, for which it was hypothesized that financial remuneration significantly influences employee retention. Basing on PLCC results, this hypothesis was accepted. Based on the study findings, the researcher generated the following conclusions;

Properly conducted financial remuneration strategies will significantly lead to low retention of employees because of not receiving the financial remuneration they expect in return.

5.2.2 Non-financial remuneration and employee retention in health units in Jinja municipality

The second objective of this study was to establish the effect of non- financial remuneration on employee retention in private health units in Jinja municipality, which was hypothesized that non-financial remuneration procedures significantly influences employee retention. Basing on PLCC results, this hypothesis was accepted and basing on these findings, the following conclusions were generated;

Properly conducted non-financial strategies will significantly lead to low retention of employees because of not receiving the financial remuneration they expect in return.

5.3 RECOMMENDATIONS

This section deals with recommendations arising from the pertinent findings and conclusions of this study, following the study objectives and hypotheses;

5.3.1 Hypothesis one

Basing on the findings of the first hypothesis (i.e. Financial remuneration affects employee retention in private health units in Jinja municipality), the researcher recommends that if employee retention in private health unit in Jinja is to be improved, the following should be noted;

a) There is need for management of the private health units in Jinja to remunerate employees at the level scale similar to that given in public units as well as ensuring that the employees are paid in time.

b) Institute or put in place different forms of financial remuneration since such as piece rate pay, incentives, bonuses and the like since the findings indicated the employees believed that they can be motivated in different way using different means.

c) Employees should go for further training in their respective areas of specialization to improve on their skills and knowledge to become indispensable for which ability their can negotiate for a better pay as well as helping them improve their performance.

5.3.2 Hypothesis two

Basing on the findings of the second hypothesis, the researcher recommends that if employee retention in private health unit in Jinja municipality is to be improved, the following should be noted as regards to non financial remuneration

The management of private health units in Jinja municipality should establish and give employees remuneration in forms which they employees give value such as sponsoring them for further studies, recognizing their efforts and allowing them to work according to their abilities and conscience.

Employee and employers in the private health unit in Jinja put in place a cordial working relationship filling relationship between staff and management; since the success of any organization depends on staff members who enjoy their jobs and feel rewarded by their efforts. Ultimately, healthcare workers may suffer the most when this vital success factor is lacking.

5.4 Suggested areas for further research

There is need to do research in training and employee performance, further research can also be done in recruitment and employee performance.

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APPENDIX 1

TRANSITTAL LETTER



KAMPALA
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TEL:-041-266813

OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT - SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH

20th April, 2010

Dear Sir/Madam,

RE: REQUEST FOR ODONGO OKELLO CHARLES REG. NO.
MHR/10025/81/DU TO CONDUCT RESEARCH IN YOUR INSTITUTION.

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Arts in Human Resource Management.

He is currently conducting a field research the title of which is "**Remuneration and Employee Retention in Private Health Units in Jinja Municipality**". As part of his research work he has to collect relevant information through questionnaires, interviews and other relevant reading materials.

Your institution has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him will be used for academic purposes only and we promise to share our findings with your institution. Rest assured the data you provide shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan
Coordinator



Business and Management-School of Postgraduate Studies and Research

**APPENDIX II:
QUESTIONNAIRE**

**SELF-ADMINISTERED QUESTIONNAIRE ON REWARDS AND EMPLOYEE RETENTION IN
SELECTED HEALTH UNITS IN JINJA MUNICIPALITY**

School of Postgraduate Studies and Research,
Thru: The Dean School of Business and Management,
Kampala International University,
August, 2010

Dear Prof/ Dr/ Mr/ Mrs/ Ms,

I am carrying out a survey in health units in Jinja, whose purpose is to identify factors that affect employee retention thus contributing to the organization's employee retention system which is necessary, if the organization's is to survive the future global competitive pressures. The questionnaire below is for employees like you who are expected to be retained (e.g. employee attitudes, burnout tendencies, passion factors, loyalty, workplace climate, and competitive intelligence) to enhance their work, it is against that background that you have been selected to participate in the research by completing the questionnaire. It could thus be very helpful if you assist me by answering the attached questionnaire as per the instructions provided at the beginning of each situation. You should provide the most appropriate answer in your opinion by ticking, circling or writing in the given space as the case may be. The success of this part of the research will entirely depend on your positive cooperation. Your responses will be kept confidential. In any case the questionnaire is anonymous. Please endeavour to fill the questionnaire within two weeks and return it toin your department.

Thank you.

Yours faithfully,

Odong Okello Charles (Researcher)

SECTION A: DEPENDENT VARIABLE: EMPLOYEE

RETENTION

Please note that this Section distinguishes among employee attitudes (Subsection A1), burnout tendencies (Subsection A2), passion factors (Subsection A3), loyalty (Subsection A4), workplace climate (Subsection A5), and competitive intelligence (Subsection A6). In other words, your retention expectations may not coincide with what the organization's retention strategies. That is why we need answers to subsections A1, A2, A3, A4, A5 and A6.

A1. Employee attitudes

Please indicate the extent to which you agree with the following about employee attitudes: Your respective opinions are to range from 1=Strongly disagree;2=Disagree;3=Neither agree nor disagree; 4=Agree 5=Strongly agree

1.1 Your employee attitudes are positive	1	2	3	4	5
1.2 Your employee attitudes are negative.	1	2	3	4	5
A2. Burnout tendencies					
2.1 Your employee attitudes are high.	1	2	3	4	5
2.2 Your employee attitudes are low.	1	2	3	4	5

A3. Passion factors					
2.1 Your passion factors are high.	1	2	3	4	5
2.2 Your passion factors are low.	1	2	3	4	5
A4. Loyalty					
3.1 Your loyalty to the organization is high.	1	2	3	4	5
3.2. Your loyalty to the organization is low.	1	2	3	4	5
A5. Workplace climate					
4.1 Your work place climate is good.	1	2	3	4	5
4.2 Your work place climate is poor.	1	2	3	4	5
A6. Competitive intelligence					
6.1 Your competitive intelligence is good.	1	2	3	4	5
6.2 Your competitive intelligence is poor.	1	2	3	4	5

SECTION B: INDEPENDENT VARIABLE I: FINANCIAL REMUNERATION

7. Pay

Please describe the pay you get. Your respective opinions are to range from
1=Strongly disagree;2=Disagree;3=Neither agree nor disagree; 4=Agree
5=Strongly agree

7.1 Your organization uses pay remuneration system.	1	2	3	4	5
7.2 Is your pay enough for you in organization?	1	2	3	4	5
7.3 Do you get your pay on time in your organization?	1	2	3	4	5
7.4 You need pay reforms in your organization	1	2	3	4	5

Please specify.....

7.1.Salary as a form of motivation

Describe the salary you get. Your respective opinions are to range from
1=Strongly agree;2=Disagree;3=Neither agree nor disagree; 4=Agree
5=Strongly agree

4.1 .1 Your current salary is enough for you.	1	2	3	4	5
7.1.2 Your salary comes on time	1	2	3	4	5
7.1.3 You need salary reforms	1	2	3	4	5

Please specify.....

7.2.Wages as a form of rewards					
7.1 You also get wages in your organization.	1	2	3	4	5
7.2 Is your wage enough for you?	1	2	3	4	5
7.3 You get wages on time in your organization.	1	2	3	4	5
7.4 You need wages reforms in your organization.	1	2	3	4	5
Please specify.....					
7.3.Piece rate Pay system					
7.3.1. You are paid on a piece rate system in your organization?	1	2	3	4	5
7.3.2. The piece rate system good enough for you?	1	2	3	4	5
7.3.3. You need any reforms in the piece rate system rewards system in your organization?	1	2	3	4	5
Please specify.....					
7.4. Incentive pay system					
7.4.1 You get incentives in your organization.	1	2	3	4	5
7.4.2 You get incentives on time in your organization.	1	2	3	4	5

7.4.3 You need any incentives rewards system reforms in your organization?	1	2	3	4	5
Please specify.....					
7.5. Commission rewards system					
7.5.1 You get commissions in your organization.	1	2	3	4	5
7.5.2 You have a commission motivation plan in your organization.	1	2	3	4	5
7.5.3 You need commission rewards system reform(s) in your organization					
Please specify.....					
7.6. Bonuses rewards system					
7.6.1 You get bonuses in your organization.	1	2	3	4	5
7.6.2 You get bonuses on time in your organization.	1	2	3	4	5
7.7.3 You have a bonuses rewards plan in your organization.	1	2	3	4	5
7.8.4 You need any bonuses rewards system reforms in your organization	1	2	3	4	5
Please specify.....					
7.7. Profit sharing rewards system					
7.3.1 You also share profits in your organization	1	2	3	4	5
7.3.2 You get the shared profits on time in your organization?	1	2	3	4	5

7.3.3 You have a profit sharing rewards plan in your organization	1	2	3	4	5
7.3.4 You need any profit sharing rewards system reforms in your organization	1	2	3	4	5
Please specify.....					
7.8. Employee benefit motivation system					
7.8.1 You also get employee benefits in your organization.	1	2	3	4	5
7.8.2 You get the employee benefits on time in your organization.	1	2	3	4	5
7.8.3 You have an employee benefits rewards plan in your organization.	1	2	3	4	5
7.8.4 You need employee benefits rewards system reforms in your organization.	1	2	3	4	5
Please specify.....					
7.9. Sick pay					
7.9.1 You also get sick pay benefits in your organization.	1	2	3	4	5
7.9.2 You get sick pay benefits on time in your organization.	1	2	3	4	5
7.9.3 You have sick pay benefits plan in your organization.	1	2	3	4	5
7.9.4 You need any sick pay benefits reforms in your organization.	1	2	3	4	5
Please specify.....					

7.10 Vacation benefits					
7.10.1 You also get vacation benefits in your organization.	1	2	3	4	5
7.10.2 You get vacation benefits on time in your organization.	1	2	3	4	5
7.10.3 You have vacation benefits plan in your organization.	1	2	3	4	5
7.10.4 You need any vacation benefits reforms in your organization.	1	2	3	4	5
Please specify.....					
7.11 Retirement benefits					
7.11.1 You also get retirement benefits in your organization.	1	2	3	4	5
7.11.2 Your retirement vacation benefits come in time in your organization.	1	2	3	4	5
7.11.3 Your organization has a retirement benefits plan.	1	2	3	4	5
7.11.4 Any need for retirement benefits reforms in your organization.	1	2	3	4	5
Please specify.....					

SECTION C: INDEPENDENT VARIABLE II: NON FINANCIAL REMUNERATION

8. Autonomy/power and control

Please describe the extent to which you agree with the following descriptions of your organization in respect to autonomy. Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree

8.1. In your organization you are given a lot of autonomy/control and power.	1	2	3	4	5
8.2. Your head of organization ensures you all participate in freely in all matters.	1	2	3	4	5
8.3. Your organizational head ensures everyone feels the urgency of motivation matters.	1	2	3	4	5
8.4. Your head of department ensures effective monitoring and evaluation of the organization's motivation progress.	1	2	3	4	5

9. Responsibility

To what extent do you agree with the following descriptions of your organization in respect to responsibility? Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree

9.1. You are given a lot of responsibility in your organization.	1	2	3	4	5
9.2. Your head of organization ensures you all have responsibility.	1	2	3	4	5

9.3. Your head of organization ensures everyone feels the urgency of responsibility in your organization.	1	2	3	4	5
8.4. Your head of organization ensures effective monitoring and evaluation for each one of you in the organization.	1	2	3	4	5

10. Recognition

To what extent do you agree with the following descriptions of your organization in respect to recognition? Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree

10.1 You are given a lot of recognition in your organization.	1	2	3	4	5
10.2 Your head of department ensures you all have recognition.	1	2	3	4	5
10.3 Your head of organization ensures everyone feels the urgency of recognition in your organization.	1	2	3	4	5
10.4. Your head of department ensures effective monitoring and evaluation for each one of you in the department.	1	2	3	4	5

11. Achievement

To what extent do you agree with the following descriptions of your organization respect to achievement? Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree

11.1 Your head of organization ensures you all achieve your goals.	2	2	3	4	5
11.2 Your head of organization ensures everyone feels the urgency of achievement in your organization.	1	2	3	4	5
11.3 Are there some things you have not achieved in life?	1	2	3	4	5
Please specify.....					
11.4. Your head of organization ensures effective monitoring and evaluation for each one of you to achieve your goals in the organization.	1	2	3	4	5

12. Promotion

To what extent do you agree with the following descriptions of your organization in respect to promotion? Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree;

12.1 Your organization has a policy they follow to promote staff.	1	2	3	4	5
12.2 Your head of organization ensures you all have equal chance for promotion.	1	2	3	4	5
12.3 Your organization promotion needs to be improved.	1	2	3	4	5
Please specify.....					
12.4. Your head of organization ensures effective monitoring and evaluation for each one of you to achieve your goals in the organization.	1	2	3	4	5

RESEARCHER'S CURRICULUM VITAE

PERSONAL PROFILE

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EDUCATIONAL BACKGROUND

Otuboi Primary School	-	Kaberamaido	P1 –P7
Kakira Senior Secondary School	-	Jinja	S1 –S6
Mulago Paramedical Schools	-	Kampala	Diploma Clinical Orthopaedics
Busoga University	-	Iganga	Bachelors of social works social Administration

WORKING EXPERIENCE

Mulago Hospital	-	Worked for four years
Jinja Hospital	-	Worked for twenty years



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