

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

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IN HUMAN RESOURCE MANAGEMENT OF KAMPALA
INTERNATIONAL UNIVERSITY**

AUGUST , 2011

DECLARATION

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

Signature Maawanda Date 29-07-11

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Maawanda
.....

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APPROVAL

This is to certify that the research of MAWANDA CAROLE has been under my Supervision and is now ready for submission to the School of Business and Management for the award of a degree of Human Resource Management of Kampala International University.

Signature  Date 28/07/2011

MR. WANDIBA AUGUSTINE
(SUPERVISOR)

DEDICATION

This book is dedicated to my dear family members for their tireless efforts and hard work that has brought me to this level, extra thanks goes to my siblings Mawanda Prosscovia, Sekamanya Michael, and Jean Kibuuka for the big sacrifice and tireless support in the course of the study.

ACKNOWLEDGEMENT

A number of people have contributed both directly and indirectly at different stages of this study. It is impossible to mention them all. However, special consideration goes to the following:

I am greatly indebted to Mr. Wandiba Augustine for his willingness to supervise me. His distinguished expertise, outstanding commitment and positive criticism changed this work into its present form.

I am also indebted to my siblings whose tireless efforts throughout my education enabled me to embark on this piece of work.

I wish to extend my gratitude to my dear friend Namatovu Irene for her encouragement and support.

ABSTRACT

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

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

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

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CHAPTER ONE

INTRODUCTION

1.0 Background

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

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

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

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

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

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

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

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

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

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

1.2 Statement of the problem

Performance is often defined simply in terms of output, the achievement of quantified objectives. It is the achievement of these objectives in totality that leads to achievement of the organizational goals. Unfortunately a relax on performance management in the university resulted in delayed release of examination results into strikes where property is damaged and leads to dismissals, New Vision (2009) and Monitor (2009). The study therefore attempted to solve the said problem by looking at the relationship between reward and performance of academic staff in Kampala International University main campus.

1.3 Purpose

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

1.4 Objectives

- I. To establish the effects of financial reward on the performance of academic staff in Kampala International University main campus
- II. To establish the effects of the non financial reward on the performance of academic staff in Kampala International University main campus
- III. To establish the effects of reward policies on the performance of academic staff in Kampala International University main campus

1.5 Research Questions

- I. What effects do financial rewards have on the performance of academic staff in Kampala International University main campus?
- II. What effects do the non financial rewards have on the performance of academic staff in Kampala International University main campus?

- III. What effects do the reward policies have on the performance of academic staff in Kampala International University main campus?

1.6 Scope

1.6.1 Geographical scope

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

1.6.2 Contents scope

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

1.7 Significance

The study helped the university to realize the importance of financial rewards, non financial rewards and reward policies in rewarding academic staff. Students and other academic researchers benefited from the study as a reference for further research.

This study also helped as a source of secondary data for students who will be doing their research in the future.

The study also helped management realize the importance of compensation and its influence on the performance of staff in Kampala international university main campus.

CHPATER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covered the conceptual frame work (graphical representation), and the review of the related literature.

2.1 Theoretical Frame work

The study was based on John Davidson's Bargaining theory of wages (1998) which stated that wages are determined by the relative bargaining power of workers of trade unions and employers. He further argued that when a trade union is involved, basic wages, fringe benefits, job differentials and individual differences tend to be determined by relative strength of the organization and the trade unions

For the employee compensation is one of the most important human resource functions. In today's service-based economy pay often equals 50% or more of the cash flows of an organization. It is one of the major methods used to attract employees for more effective performance. Ivanenrich John, (1995)

2.2 Conceptual framework

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

INDEPENDENT VARIABLE

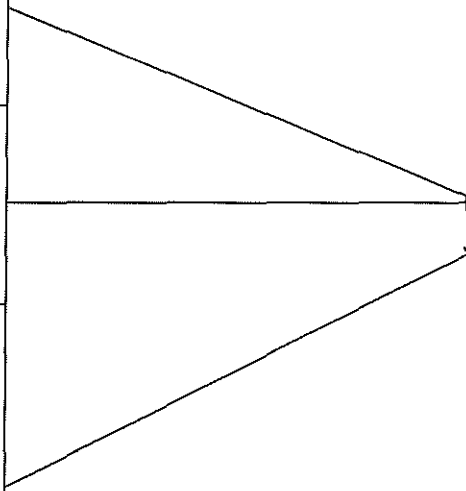
REWARD

Financial Rewards <ul style="list-style-type: none">• Wages• Salaries
Non-financial Rewards <ul style="list-style-type: none">• Recognition• Job security
Reward polices <ul style="list-style-type: none">• Government• Trade unions

DEPENDENT VARIABLE

PERFORMANCE

High
Low



Source:

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

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

2.3 Related literature

Related literature is reviewed objective by objective.

2.3.1 Financial rewards.

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

Financial rewards in the organization take form of wages, salaries and incentives among others. Donnelley R James Jr et al, stated that the most common system by which non managerial employees are compensated is wages which are designed on time increments or the number of units produced. Subba (1999) defined a “wage” or pay as remuneration paid for the service of labor in production, periodically to an employee/worker. ‘wages’ usually refer to the hourly rate paid to such group’s production and maintenance of employee (“blue color workers”) the wage levels represent the money an average worker makes in geographical area or in his organization.

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

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

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

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

Trevor et al (2008) describe incentives as rewards that are received for good performance. Subba (1999) further defines an incentive as anything that attracts an employee's attention and stimulates him to work. In the words of Burack and Smith as cited in Subba (1999) "An incentive scheme is a plan or program to motivate individual or group performance. An incentive program is mostly built on monetary rewards.

2.3.2 Non Financial Rewards

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

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

Mejia (2001) further states that a greater emphasis on non monetary rewards is usually found in companies with relatively stable workforce, those that emphasize on customer service and loyalty rather than fast sales growth, and those that want to create a more

cooperative atmosphere within the firm. He further argues that firms providing non monetary rewards also provide strong monetary incentives.

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

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

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

2.3.3 Reward policies

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

Dessler (2000) continues to state that an employer's compensation policies also influence the wages it pays, since these policies provide important compensation guidelines. One consideration is whether you want to be a leader or a follower regarding pay. For example, one hospital might have a policy of stating nurses at a wage at least 20% above the prevailing market wage.

Other important policies include the basis for salary increases, promotion and demotion policies, overtime pay policy, and policies regarding probationary pay and leaves for military service, jury duty, and holidays.

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

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

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

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

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

CHAPTER THREE

MEHODOLOGY

3.0 Introduction

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

3.1 Design

The study was quantitative, correlation, cross sectional survey. The quantitative paradigm was used in that it was used techniques and measurements that produce numerical or quantifiable data and statistical tools will be used for analysis (mugenda &mugenda 2003). The study was in correlation in order to determine or describe in qualitative terms the degree to which the variable are related, that is the degree to which reward is related to performance. (Amin, 2005:218) The study was in survey in order to obtain descriptions of a particular group of individuals and cross sectional survey in that it will be used to gather data from a sample of a population at a particular time once,(Amin, 2005: 212)

3.2 Population

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

3.3 Sampling strategies

The study was based on sampling because of the large number of the target population. Using krejcie and Morgan (1970) as cited in Amin (2005:454), the sample size for 22 teaching assistants will be 22, 207 lecturers will be 132. The list of teaching assistants, lecturers enabled the use of simple random sampling in the study, Amin (2005). Each category of the respondents (teaching assistants and lecturers) was stratified according to schools facilities and institutions. Random sampling will then be used be used.

3.4 Sources of data

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

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

3.5 Data collection methods

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

3.6 Data collection instruments.

The SAQ was composed of one set. The questionnaire was directed to teaching assistants and lecturers. Each questionnaire consisted of title, and the introduction, questions on the dependent variable that is performance which will be conceptualized into low or high. Questions on the independent variable that was reward was conceptualized into the financial reward, non financial and reward policies indicated in fig 2.2.

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

3.6 Data quality control.

The researcher ensured the content validity of the instruments (section 3.5) by ensuring that questions or items correspond to the conceptual framework (fig2.2). The master's students of business and management were used as judges to evaluate the relevance, wording and clarity of the questions or items.

The content validity index (CVI) was computed and if it will be above 0.7 it will be accepted (Amin,2005:288) the reliability of the instrument will be computed using split half reliability test and spearman Brown Prophecy will be applied to obtain the result . If it is above 0.7 it will be accepted (Amin 2005:299) or Kruder Richardson (KR20) will also be used to test reliability of the instruments, Amin (2005:300)

3.7 Procedure

After the supervisor signed the proposal, the researcher then submit the proposal to the school of business and management. The researcher w then obtained a letter of introduction as a student carrying out research for academic purposes from school of business and management; this helped the researcher to seek permission from the authorities of Kampala international university in order to progress with the study.

3.8 Data analysis

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

CHAPTER FOUR

FINDINGS, INTERPRETATIONS AND ANALYSIS

4.0 Introduction.

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

4.1 The effects of financial rewards on the performance of academic staff in Kampala international University main campus

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

Table 1: The Effects of financial rewards on the performance of academic staff in KIU main campus

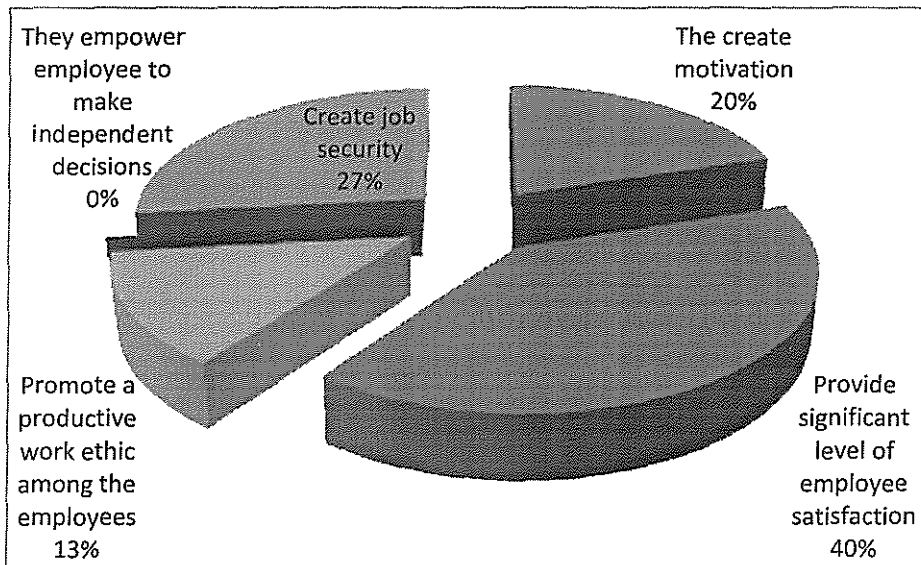
Effects of financial rewards on the performance of academic staff	Frequency	Percentage
The create motivation	15	20
Provide significant level of employee satisfaction	30	40
Promote a productive work ethic among the employees	10	13.3
They empower employee to make independent decisions	0	0
Create job security	20	26.7
Total	75	100

Source: Primary data

From the findings in the table1 above, 40% of the respondents said that financial rewards provide significant level of employee satisfaction, while 26.7% said that they create job security and 20% said that they create motivation in the staff and the other 13.3% said that they promote a productive ethnic among employees. This showed that the effect of financial rewards on the performance of academic staff was that they provide significant

level of employee satisfaction as seen by 40% response. The data in table 1 can be illustrated in a pie chart as shown in figure 1.

Figure 1: Effects of financial rewards on the performance of academic staff in KIU main campus.



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

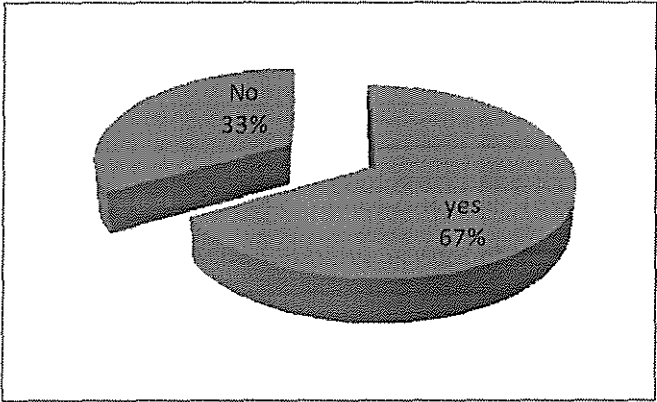
Table 2 Does the Salary stimulate the employee performance

Salary received is enough to stimulate the employee performance	Frequency	Percentage
Yes	50	66.67
No	25	33.33
Total	75	100

Source: Primary data

According to the findings in the above table 2 it was revealed that 66.67% of the respondents said Yes that the salary they receive is enough to stimulate their performance while the other 33.33% of the respondents said no that the salary they receive is not enough to stimulate their performance. Data in the table 2 can be illustrated on a pie chart as shown in figure 2

Figure 2: Does Salary stimulate the employee performance



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

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

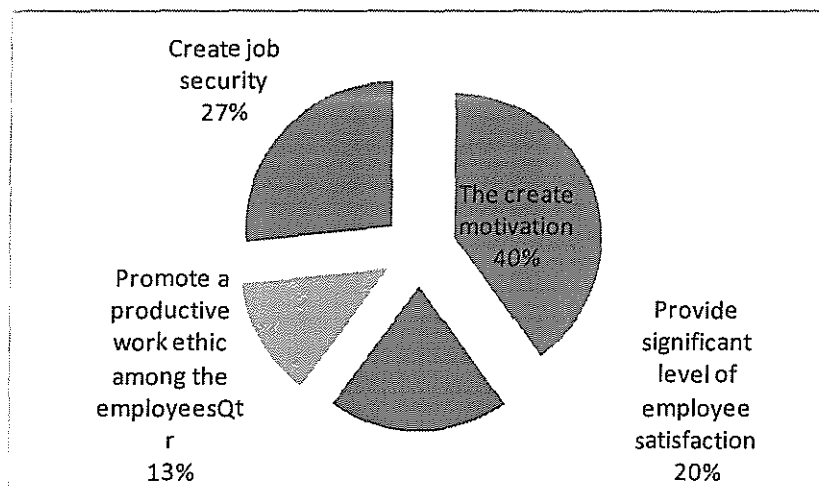
Table 3: The effects of non financial rewards on performance of academic staff in KIU main campus

Effects of financial rewards on the performance of academic staff	Frequency	Percentage
The create motivation	30	40
Provide significant level of employee satisfaction	15	20
Promote a productive work ethic among the employees	10	13.3
They empower employee to make independent decisions	0	0
Create job security	20	26.7
Total	75	100

Source: Primary data

From the findings in the table 3 above, 40% of the respondents said that non financial rewards motivation of employees on the, while 26.7% said that they create job security and 20% said that they provide significant level of employee satisfaction and the other 13.3% said that they promote a productive ethnic among employees. This showed that the effect of non financial reward on the performance of academic staff was that they create motivation of the staff as seen by 40% response. The data on table three can be illustrate on a pie chart in figure 3

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



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

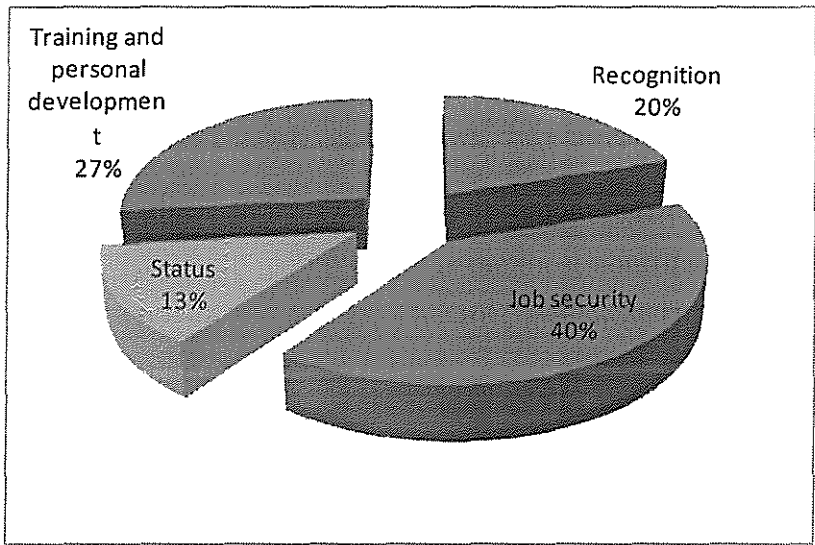
Table 4: The most form of non financial rewards practiced in Kampala International university main campus

The most form of non financial rewards practiced in Kampala International university main campus	Frequency	Percentage
Recognition	15	20
Job security	30	40
Status	10	13.3
Training and personal development	20	26.7
Total	75	100

Source: Primary data

From the findings in the table 4 above, 40% of the respondents said that job security is the most form of non financial reward practiced in Kampala international university, while 26.7% said that training and personal development is the most form of non financial reward practiced in Kampala international university and 20% said that Recognition is the most form of non financial reward practiced in Kampala international university and the other 13.3% said that status is the most form of non financial reward practiced in Kampala international university promote a productive ethnic among employees. This showed that the job security is the most non financial reward practiced in Kampala International University as seen by 40% response. The data in table 4 can be illustrated on a pie chart in figure 4

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



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

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

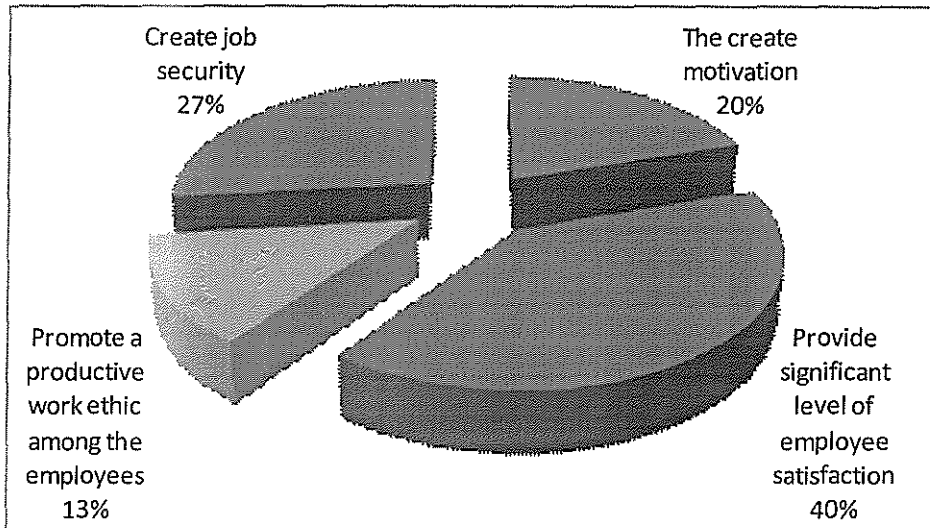
Table 5 the Effects of reward policies on performance of academic staff in KIU main campus

Effects of financial rewards on the performance of academic staff	Frequency	Percentage
The create motivation	15	20
Provide significant level of employee satisfaction	30	40
Promote a productive work ethic among the employees	10	13.3
They empower employee to make independent decisions	0	0
Create job security	20	26.7
Total	75	100

Source: Primary data

From the findings in the table 5 above, 40% of the respondents said that rewards policies provide significant level of employee satisfaction, while 26.7% said that they create job security and 20% said that they create motivation in the staff and the other 13.3% said that they promote a productive ethnic among employees. This showed that the effect of reward policies on the performance of academic staff was that they provide significant level of employee satisfaction as seen by 40% response. Data in table 5 can be illustrated on a pie chart in figure 5.

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



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

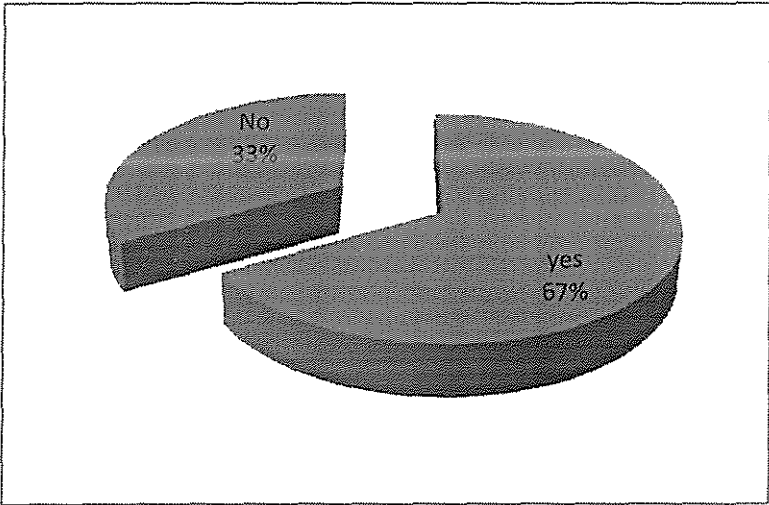
Table 6: whether the staff is aware of the reward policies of the university

staff is aware of the reward policies of the university	Frequency	Percentage
Yes	50	66.67
NO	25	33.33
Total	75	100

Source: Primary data

From the findings in the above table 6 it was found out that 66.67% of the respondents said yes that they are a ware of the reward policies of the university while the other 33.33% of the respondents said No that they are not aware of the reward policies of the university. The data in table 6 is illustrated on a pie chart in figure 6 below;

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



CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

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

5.1 Discussion

The discussion of the findings was done objective by objective

5.1.1 Effects of financial rewards on the performance of academic staff in Kampala International University

Basing on the research objective 1 to establish the effects of financial reward on the performance of academic staff in KIU main campus it was revealed from the findings, 40% of the respondents said that financial rewards provide significant level of employee satisfaction, while 26.7% said that they create job security and 20% said that they create motivation in the staff and the other 13.3% said that they promote a productive ethnic among employees. employee compensation is one of the most important human resource functions. In today's service-based economy pay often equals 50% or more of the cash flows of an organization. It is one of the major methods used to attract employees for more effective performance as stated by Ivanenrich John, (1995). This showed that the effect of financial rewards on the performance of academic staff was that they provide significant level of employee satisfaction as seen by 40% response.

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

From the research objective 2 to establish the effects of the non financial reward on the performance of academic staff in KIU main campus it was revealed from the findings, 40% of the respondents said that non financial rewards motivation of employees on the, while 26.7% said that they create job security and 20% said that they provide significant

level of employee satisfaction and the other 13.3% said that they promote a productive ethnic among employees. According to Armstrong (2007) he stated that non financial rewards that do not involve any direct payment and often rise from work itself for example, achievement, autonomy, recognition, and scope to use and develop skills, training, career development opportunities and high quality leadership. This showed that the effect of non financial reward on the performance of academic staff was that they create motivation of the staff as seen by 40% response.

5.1.3 Effects of reward policies on the performance of academic staff in Kampala International University

From the research objective 3 to establish the effects of reward policies on the performance of academic staff in KIU main campus it was revealed from the findings, 40% of the respondents said that rewards policies provide significant level of employee satisfaction, while 26.7% said that they create job security and 20% said that they create motivation in the staff and the other 13.3% said that they promote a productive ethnic among employees. According to Llyod and Lesilie (1991) they stated that certain policies must be formulated before a successful compensation system can be developed and implemented. Naturally, these policies are strongly influenced by an organization's objectives and its environment. Policies must deal with issues like; what is the minimum and maximum pay level of pay (taking into consideration the worth of the job to the organization, its ability to pay, government regulations , union influences and market pressures. This showed that the effect of reward policies on the performance of academic staff was that they provide significant level of employee satisfaction as seen by 40% response.

5.2 Conclusion

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

From the findings in the above table 6 it was found out that 66.67% of the respondents said yes that they are aware of the reward policies of the university while the other 33.33% of the respondents said No that they are not aware of the reward policies of the university. From the findings in the table 5 above, 40% of the respondents said that rewards policies provide significant level of employee satisfaction, while 26.7% said that they create job security and 20% said that they create motivation in the staff and the other 13.3% said that they promote a productive ethnic among employees. This showed that the effect of reward policies on the performance of academic staff was that they provide significant level of employee satisfaction as seen by 40% response.

From the findings in the table 4 above, 40% of the respondents said that job security is the most form of non financial reward practiced in Kampala international university, while 26.7% said that training and personal development is the most form of non financial reward practiced in Kampala international university and 20% said that Recognition is the most form of non financial reward practiced in Kampala international university and the other 13.3% said that status is the most form of non financial reward practiced in Kampala international university promote a productive ethnic among employees. This showed that the job security is the most non financial reward practiced in Kampala International University as seen by 40% response.

From the findings in the table 3 above, 40% of the respondents said that non financial rewards motivation of employees on the, while 26.7% said that they create job security and 20% said that they provide significant level of employee satisfaction and the other 13.3% said that they promote a productive ethnic among employees. This showed that the effect of non financial reward on the performance of academic staff was that they create motivation of the staff as seen by 40% response.

5.3 Recommendations

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

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

5.4 Limitations

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

Financial constraints. Following the present economic depression in the country the resources were limited

Information overload especially the internet, electronic sources of information.

5.4 Area of further study

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

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

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APPENDIX A: BUDGET

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

APPENDIX B: TIME FRAME

Duration	Activity
Dec 10-20	Data collection
Dec 25-Jan 2	Data screening, editing and coding
Jan 5-10	Data analysis
Jan 10-15	Proof reading
Jan15 -18	Handover to Supervisor

APPENDIX C: QUESTIONNAIRE

1. Respondents' particulars

(A) Appointment

(B) Lecturer

(C) Assistant lecturer

(b) School/faculty.....

(e) Sex

(A) male

(B) Female

(d) Duration of work at KIU

1-3 years

4-7 years

7- Years and above

2. Independent variable 1-financial rewards

(a) What type of financial rewards do you receive in KIU mostly?

(A) Salaries

(B) Wages

(C) Bonuses

(b) Which one of the following financial reward motivates staff more in KIU(1- High agree, 2- agree, 3- Neither agree nor disagree, 4-disagree, 5 highly disagree

(i) Salaries

(ii) Wages

(iii) Bonuses

3. Independent variable II- Non financial rewards, Write 1-high agree, 2- agree, c- neither agree nor disagree, 4- disagree, 5- highly disagree.

(a) The most practiced form of non-financial rewards in KIU I

(A)Recognition

(B) Job security

(C) Status

(b) The most important form of non-financial rewards for academic staff in KIU is

- (A) Recognition
- (B) Job security
- (C) Status

4. Independent variable III-reward policies

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

- (a) Yes
- (b) No

(b) If No, what do you think should be done to sensitize staff?

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

- (a) Yes
- (b) No

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

5. Dependent variable

(a) What do you think is the cause of low staff performance?

- (A) Inadequate skills
- (B) Inadequate motivation
- (c) Inadequate tools

5 What effects do financial rewards have on the performance of academic staff in KIU main campus?

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

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

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END
THANK YOU