

**PAYMENT AND CONDITION OF SERVICE AS DETERMINANTS
ON THE PERFORMANCE OF TEACHERS IN THE
UNIVERSAL PRIMARY EDUCATION:
A CASE STUDY OF BULAMAGI
SUBCOUNTY IN IGANGA
DISTRICT**

**BY
SAMANYA BULHAN
REG.NO. MAHRM/4105/62/DU**



**A RESEACH REPORT SUBMITTED TO THE SCHOOL OF
POST GRADUATE STUDIES IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF MASTERS OF ARTS IN HUMAN
RESOURCE MANAGEMENT OF KAMPALA
INTERNATIONAL UNIVERSITY**

NOVEMBER, 2008

LB2838

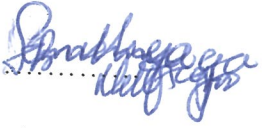
542

2008

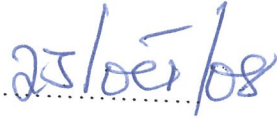


DECLARATION

I Samanya Bulhan , hereby declare that is entirely my own work ,except where acknowledged ,and that it has not been submitted before to this university or any other university or institution of higher learning for any academic a ward.



Signature



Date

ACKNOWLEDGEMENTS

Great thanks goes to Kampala International University for the sponsorship , the teachers of Iganga boys, Ibula , Walugogo , Demonstration and Bukoyo . Besides that thanks goes to the typist for her recommendable work that made it a success to finish the report on both the soft and hard copy

I am forever indebted to the countless outstanding men and women who by their commitment and dedication to becoming the best they could be, have inspired me to do the same. In this wise I wish to sincerely thank my Thesis supervisors Professor Owalabi, Dr. Canene, Dr. Kibikyo and Dr. Adedeji Segun

Besides those ones thanks to professors Edroma and Maicibi for their outstanding work to see that I become a some body .

Also Madam Lusoke is recognised for her endless efforts in guiding me academically

I also thank my friends kimwise for having helped Igwee to reach such heights

ABSTRACT

The topic was about payment and condition of service as determinant on the performance among Universal Primary Education a case study of Bulamagi Sub County

The objectives of the study include finding out when payments are effected, the performance of teachers and the relationship between payment and performance

The methodology was the survey design, the research was a descriptive research where both qualitative and quantitative techniques of data collections were used. The population of teachers is 383 and the head teacher are 23 but the 44 was used representing all whole population

The instruments used included Questionnaires, Interviews and Focus Group Discussion to obtain data from the respondents.

The study concluded that salary comes late, but still teachers worker because they are coerced by the district officials and the performance is relatively high

The recommendations of the study say that that the government should practice routine performance appraisal in terms of quarterly, semi annually and annual performance appraisal, use all other measures to improve performance including motivation in terms of promotion, increased salaries and wages and improves working conditions on top of paying with in the month

TABLE OF CONTENTS

Title Page	
Declaration.....	II
Approval.....	III
Dedication	IV
Acknowledgment.....	V
Abstract.....	VI
Table of contents	VII-IX

CHAPTER ONE: INTRODUCTION

1.1 Background of the study.....	1
1.2 The statement of the problem.....	6
1.3 The Purpose of the study.....	7
1.4 Research objective	7
1.5 The scope of the study	8
1.6 The significance of the study	8

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.0 Introduction	11
2.1 Conceptual Framework	11
2.2.1 The review of related literature to the study.....	17
2.2.2 Payment as a measure for improved performance.....	26
2.2.3 Performance appraisals.....	28

CHAPTER THREE: METHODOLOGY

3.1 Research design.....	31
--------------------------	----

3.2	Sampling procedures	31
		ii
3.3	Samples	32
3.4	Instruments	32
3.4.1	Questionnaire guides	32
3.4.2	Interview guides.....	32
3.5	Procedure.....	34
3.6	Data analysis	34
3.7	Ethical considerations.....	35
3.8	Limitations	35

CHAPTER FOUR

4.0	Introduction	37
-----	--------------------	----

LIST OF TABLES

Table number	Table title	Page
4.1	Background	27
4.2	Timing of payment	28
4.3	Money delay at bank	29
4.5	Satisfaction rate	29
4.6	Measures to improve satisfaction	30
4.7	Maintenance of performance	30
4.8	Work load and pay	31
4.10	Qualification and pay	32
4.11	Names missing on the pay roll	33
4.12	Missing on payroll inspired by superiors	33
4.13	Teachers being on the Social security fund	34
4.14	Qualification and immediate rise in pay	34
4.14	Accessibility of gratuity	34
4.16	Performance of teachers once paid	48

Classification, payment, grading of schools, reward systems and attendance of teachers.....		49-54
---------------------------------------------------------------------------------------------	--	-------

Focused group discussions		55-57
---------------------------------	--	-------

.Open ended question 22-27	57-57
----------------------------------	-------

CHAPTER FIVE

5.0 Introduction	46
5.1. Discussion	46
5.1.2 Timing of the payment	46
5.1.3 Measure of meritocracy	47
5.1.5 Satisfaction of the workers	47
5.1.6 The role of teachers associations	48
5.2 Conclusion	48
5.3 Recommendations	50

Appendix A: References

Appendix B: Budget

Appendix: C Questionnaire

APPENDIX: MAP

CHAPTER 1

1.0 INTRODUCTION

This chapter looks at the background of study, the purpose of the study, statement of the problem, research objectives, and research questions; scope of the study and the significance of the study.

1.1 Background of the study

Universal Primary Education was initiated by the developed countries in order to see that the third world countries eliminate illiteracy by the year 2015. This was so because many of the third world children both girls and boys should get on board of the literacy class of the world since the rate of response towards education was low and not promising in their respective countries. This was referred to as the Education For All (E.F.A.) and this was reached upon under series of conferences. According to Action Aid (2004) by 1990 the vision was not realized but several third world countries Uganda inclusive showed interest and in fact it became part of the manifesto of the current government of 1996, 2001 and 2006. Besides being in the manifesto, Article 30 and 34(2) of the current constitution provides right of education to every Ugandan and it is upon this background that the president of the republic of Uganda launched this project in 1997, however the above program could not go alone, it has the auxiliaries that facilitate among which is the teaching staff and given the fact that the government promised free education the influx of pupils rose to 7.3 million in 2002 and automatically the number of teachers rose from 139,484 in 2002 to 145,819 according to Educational Planning Department Annual

School Census (2004) the objectives were to increase on girl child education, reduce on the rate of illiteracy and improve pupils skills especially in job creation

The study covered Bulamagi Sub County where the town of Iganga is based and it has several primary schools as we shall see and therefore it serves as one of the best place for the research findings. A part from that Bulamagi has Bishop Willis demonstration school which has both disabled and non disabled pupils like the blind and the deaf, the researcher would wish to find out the magnitude of help offered to these ones in terms of man power

It should be noted that for such a vision of promoting literacy to be realized, then the issue of the human resource shouldn't be underestimated and there fore it was put at the forefront in order to achieve the goal

Universal Primary Education project is operating in all the districts of Uganda and the government hoped to use this project to enhance HIV/AIDS

Awareness, girl child education, boy child education and reduction on the illiteracy rate. The project is under the Ministry of Education and Sports which does the monitoring process of the project at district level through the Residence District Commissioner Residential , District Education Officer District Education Officer and Chief Executive Officer . The trio act as checks and balances on the use of the government money directed towards the development of the infrastructures, the payment of teachers and also they have to consider the papers presented for teaching opportunities

Museveni (2006) manifesto says that the there has been a series of improvement, most importantly the teacher pupil ratio from 100:1 in 1997 to 54: 1 to date that shows that the

there has been something that motivated teachers to the system however a number of complaints have been heard all over the country especially the issue of low pay ,Action Aid (2005:8) says that there has been research carried out and the following was discovered “*Low salaries make teachers consider other supplementary sources of income to support their families*” (male primary teachers in Bulamagi sub county) .The researcher found out that a similar incidence happens in Bulamagi sub county since they are all under Universal Primary Education project and therefore make sure that the stakeholders especially the teachers , the government ,religious leaders and the local authorities make viable and everlasting solution .

The government funds the project but there seems to be poor performance of both the teachers and pupils and this research would help to find out how payments can help to solve the problem of poor performance. Therefore the study will base on payments and condition of service among teachers can improve on performance

Payments, according to Maicibi (2003) can lead to job satisfaction particularly if it is directed towards performance .He stressed that they are basically two types of payments that is financial and non financial payments .This means that payments should be geared towards effective performance in order to enable the teachers to do their operations without much stress emanating from home because of lack of basic necessities so as to achieve the goal of uniform literacy world wide by the year 2015 as it is stated in the first paragraph of the introductory part

On the other hand, effective performance of the project means the act of meeting stated objectives and goals. Beardnian et al, (1995) suggests that

Performance should be defined as the outcome of work because they provide the strongest linkages to the strategic goal of the organization or project

Besides of the above, job satisfaction is defined as the result of circumstances that cause an employee to make an affective declaration “Iam happy with my job” Maicibi (2003).

Not only that, but it should be noted that the pre-condition for job satisfaction is motivation and with due respect of the above it is very important to define motivation, Maicibi (2003) looked at it as the drive that makes people to act or not to act in a certain way .The research is all about finding the degree at which teachers are motivated in order to say that they are satisfied to enhance the activities of Universal Primary Education

1.2 Statement of the problem

The government of Uganda raised the salary of teachers from shs.150, 000 in 2005 to Shs. 200,000 in 2006 but still there has been numerous complaints raised but the political waves of the day blew wind in favor of teachers and the president had to make some changes , according to Museveni manifesto (2006) and according to the same document there are plans to construct a science secondary laboratory school in each and every sub county of which Bulamagi must be a direct beneficiary and it should be noted that the teaching staff is the core in the implementation of the project. Despite of the fact that the government has tried to improve on the salary, teachers are still unsatisfied as seen in the background of the study. Definition of attendance by administrators in Bulamagi sub county is as arriving on time take up co-curricular activities like instructing pupils in physical education and cleaning of the school, take up lessons, follow the scheme of work, at times conducting evening classes and send pupils home” **Director of studies**

1.2 Purpose of the study

The purpose of the study was to analyze the relationship between payment and condition of service on the performance of Universal Primary Schools with in Bulamagi Sub County

1.3 The research objectives

The study will be regulated by the following objectives

1. To find out when payments are being effected
- 2 To find out teachers performance
- 3 To find out the relationship between payment and performance

1.5 Research questions

The research was guided by the following questions

1. When is salary normally paid?
2. What is the nature of teacher's performance?
3. What is the relationship between payment and performance?

1.6 The scope of the study

The research covered schools under the scheme of Universal Primary of Iganga boys, Bishop Willis demonstration school, Ibula primary school, Walugogo primary and Bukoyo primary school .All the above primary schools are found in Bulamagi sub county

The research was about the impact of payment and job satisfaction on the performance of teachers especially the issue of promptness, appropriateness of the salary, pay structures, performance and reward systems and also other issues like training impact on the teacher's performance .Then see how it can be adjusted in order to improve on performance in the universal primary schools

1.7 The significance of the study

The researcher will have to get a masters degree in human resource management and his status will improve in the society and act as a consultant in the field of payment and condition of service of teachers

The government expected to recognize the importance of payment of teachers a measure to improve performance of teachers especially in primary schools

The research will have to be used as a basis for other researchers in the university in the same field of payment and condition of service

The study had to discover the effects of the half backed pupils in the society and it was British Broad Casting news surfed on the goggle search at around 12:35 of the 19th /08/2008

Bullied , most of the pupils that are half backed are bullied most of the time because they have no academic stability to out stand their counterparts whose ability to reason and see things from distant angles . They are marginalized because of their mental weakness to out class their rivals and this ultimately leads to inferiority complex

Examination malpractices, the moment pupils fail to understand properly as a result of eachers failure to deliver and of which they expect to pass at all costs .The only way is to

cheat exams and this affects their ability to exercise their duties because there is always a knowledge gap left and this makes them not to have core competencies that would market them

Squandering of school fees , the moment the pupil develops a habit of thinking that they are academically weak and that progress is at a stand still the only way is to make sure that school fees is consumed which affects the relationship between the parents and the children themselves

The pupil that lack proper administration from the teachers due to poor payments of teachers may result into Illicit dressing, the pupil that are half backed normally lack discipline and the code of dressing also becomes un compromising basing on the pupils ability to respect the culture of both the school and the local environment

CHAPTER 2

2.0 REVIEW OF THE RELATED LITERATURE

This will cover the conceptual framework and the review of the related literature in line with the question earlier raised in the guide the study.

2.1 Conceptual frame work

Salary and performance have a greater relationship, according to Kochar (2000) the salary of teachers should be raised in to attract competent men to the profession and the salary of head teachers should be high

Payment was seen as the compensation of the employees with wages for their time worked as well as more indirect or direct benefits received as part of their relationship with the organization. According to Kathryn, Bartol and Martin (1998). This therefore means that payments improves the relationship of the employees with the organization, in the same magnitude the employee's attitudes, behavior, love for the organization and moulds. However with the complicities in the organizations particularly large ones, it is difficult to implement compensations and payments in the right line and order.

Yet in another view, Maicibi (2003), looked at promptness and appropriate salary as key issues in promoting job satisfaction. This is so because the workers have responsibilities at home therefore the timing and the amount of salary to be paid matters a lot. But when t comes to the amount of salary it is important to note that at times the employees pay nuch attention to leisure activities than work assigned to them, the research looked at uitable ways to handle productivity in a situation were salary is high.

Putting the compensation a side, Kathryn, Bartol and Martin (1998) asserts that a survey of the labor market to determine the current rates of pay to use as the benchmark of all jobs. The above move is so important. The researchers went a head to say that most of the pay surveys are made by mailing questionnaires or using telephones which are difficult to determine wage rates because of the mixture of scores. The researcher found out that there are schools carrying out the pay surveys and if they have done so what impact has been created to see that the teachers get satisfied

Further, the above researchers talked of the research based pay of which is based on the pre-determined skills that the employees mastered in. At this juncture qualifications come in, while setting the financial status of the workers, however so many forgeries have been reported and the research is all about the checks and balances to the above vice

On top of the above, gain sharing the employees are encouraged throughout the organization to become involved in problem solving and they are given bonuses tied to the organization based on performance improvement. The most important thing here is the work tasks. This was common with the Santa Clara, the California plant of the Northern telecom, the workers receive the pay rise whenever a skill is mastered in any field. The research is about the applicability of problem solving in Universal Primary schools of Bulamagi sub county

Differing from the above equity theory by Adams (1965) suggests that there are two forms of equity they include distributive equity which is concerned with the fairness which people feel that they are rewarded in accordance with the contribution and in comparison with others. While procedural equity or procedural justice is concerned with

perceptions that fairness with procedures like areas like performance appraisals, promotion and discipline are operated

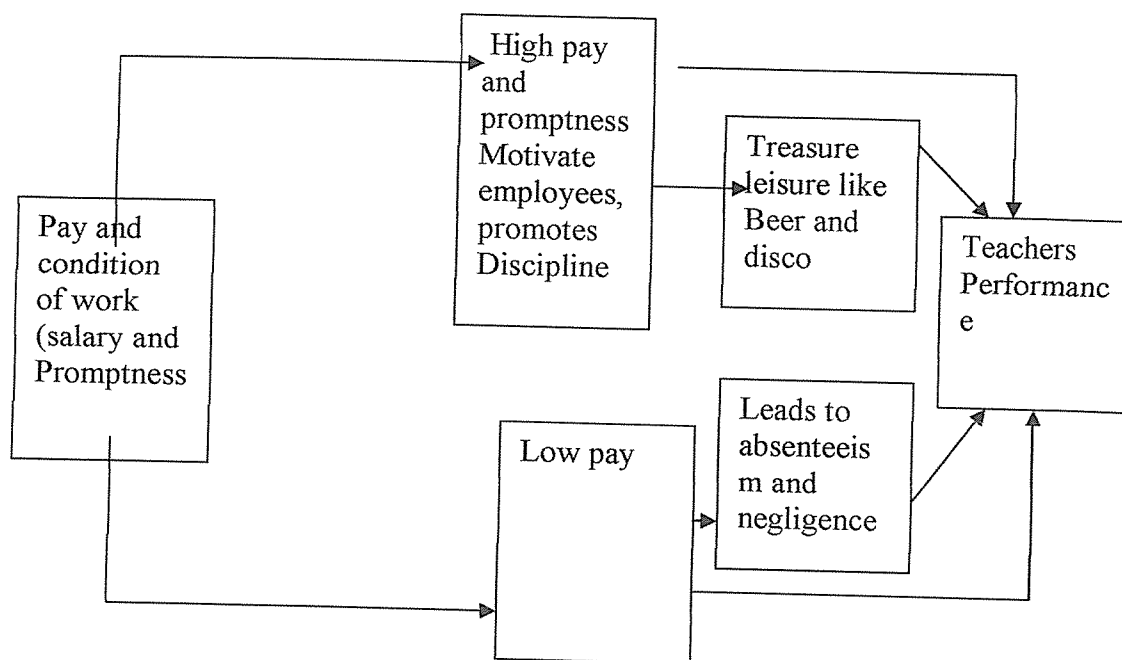
Further still, Shane (2003) explains equity theory in relation to how people develop perceptions of fairness in the distribution and exchange of resources. He says that people express inequity when they feel uncomfortable tension. If the tensions are strong, it motivates employees to take steps to reduce on the inequity.

Further more acting on the comparison outcomes or inputs restores equity. If you feel over rewarded then you might work at a leisurely pace. If you feel under rewarded then you have a feeling that then over rewarded should have a bigger workload. The researcher found out the mechanism used if such a scenario arises and to find an everlasting solution to such a problem

Most importantly many researchers have grown interest in the equity theory and they have substantiated that this explains the cause of theft, workers becoming hostile at their worker places and also the cause of other indecent behaviors.



CONCEPTUAL FRAME WORK ABOUT PAYMENT AND CONDITION OF SERVICE IN UNIVERSAL PRIMARY SCHOOLS



The above framework illustrates how payments if they are reasonable leads to high motivation and discipline of the teachers in schools that means that they will be always available at work and therefore their positive attitudes towards work automatically commands high performance. The same illustration tries to demonstrate that if pay and condition of work are not worth to the teachers then their attitudes towards work is not

always good, that leads absenteeism and negligence of work, with that performance of teachers becomes so low.

However high pay may not stimulate performance because if one is paid then the individual may decide to enjoy leisure at the expense of attending the to the class rooms in order to teach. The researcher found out the possible ways to improve on the performance of teachers in the Universal Primary Schools

2.2.1 The review of the related literature to the study

Ahujja(1997) ,the history of motivation dates back to 1800during industrial revolution .In Europe competition forced employers to use more efficient methods of producing high quality products ,quicker and at a lower cost .At that time money was used as a motivating incentive . All employees were uniformly motivated

Loontz and Weibrich (1998) further added that if money is to be considered as an effective motivator, people in various positions even though at a similar level must be given salaries and bonuses to reflect their individual performance

erry and Franklin (2000) categorically stated that many people work to get money but even those that work have the ambitions of getting more money to add on what they have

ebson and Palfreman(1999) assumes that people respond to the incentives if an employer raises an hourly wage , people will work hard other things being equal , they at if a piece of particular products is raised , people will buy a cheaper alternative

Rao V.S.P. (2000) Management has to formulate and administer the salary policies on the sound lines as most of the employee's satisfaction and work performance

According to the education review report (1998) Low remuneration had lowered the morale of teachers in Uganda. This resulted into teacher's negligence of work and therefore cheating of the learners

According to Maicibi (2003) promptness as in payment is important because the workers need to meet their home demands for example food , healthy care ,school fees , rent and leisure activities .He went a head to say that once salary is paid on time then the workers can do their work diligently because the stress rate will have been reduced . The research discovered the degree of promptness as in paying teachers salary that is needed.

On top of the above, he found out that appropriate salary becomes number two after promptness. That the teachers should be paid enough salary to meet their demands as seen from above but he was skeptical about spending the much money on leisure that is going for night dances , shows and boozing so much that the aftermath would be hang over that affects performance . The researches found out the methods used to control teachers that fall in that category in such incidences do occur.

Shattertee(1996) argues that if an organization is willing to pay high wages ,it can attract well qualified workers .There are many motivating factors such as job security ,good working conditions , recognitions, advancement that influences personal feelings about the job . But his pay is still one of the fore most considerations. If his earnings are at an acceptable level based upon the evaluation of his worth, the other factor will become less important. If his earnings are inadequate, than there is a strong possibility he will become dissatisfied

Ivancevich (2001) mentioned that Herzberg concluded that changing pay will not motivate but if pay is inadequate or of the wrong type or mismatched to employees needs any way, dissatisfaction results. Motivation is greatly influenced by a fair pay of an employee that might be satisfied with pay and others may feel cheated and act accordingly. To reduce this feeling, the dissatisfied employee would change quality, quantity of his/her input the result would increase absenteeism, lower quantity and quality.

Arthur Pell (1998) believes that money like working condition is a satisfier. you might assume that offering more money generates high productivity but and you are probably right, for most people but not for every one . Incentive programs, in which people are given more chance to earn more by producing more, are part of many company compensation plans they work for some people but not others

Gareth R Jones et al (2000) mentioned that management can use pay to motivate employees to motivate employees to perform at high levels and attain high goals .Pay is used to motivate entry level worker first line and middle line managers . Pay can be used to people to perform behaviors that will help people to join and remain in an organization

Maslow's theory hierarchy of needs.

Abraham Maslow introduced an important step towards understanding the complexity of human needs. He argued that people are universally motivated to satisfy a sequence of variety of needs and he categorically stated that they are basically five steps that satisfy human nature .Also he stated that these stages are progressive in nature , according to Maslow ,Thill ,Buck wood & Doril (1993) . They are as follows:

Physiological needs ; these are the needs for survival such as food , clothing and shelter .He stressed that physiological needs are reflected in the means of pay ,rests , break and protection from harsh condition .This need is related to Maicibi's only that it didn't specify between appropriateness and promptness . Basically those are the two things that the research had to find out

Safety needs, this refer to the needs that make the employees to look safe from harm .These ones include job security, medical care and retirement plans. This means the retirement package and procedure have to be well prepared and do they meet line that the employees need

Social needs , at this stage the employee need to be loved , affection and acceptance .The teacher wish to be on the payroll not discriminated and deleted from the pay scheme .If that one is done then the worker gets satisfied and is encouraged to perform . The research found out the pay masters treatment of the workers at this hierarchy of needs

Esteem needs: This involves the need for respect and personal recognition within the organization; people try to satisfy their needs by seeking commendations, awards, promotions and other token of appreciation which can be in money form. The research found out the degree at which the teachers are rewarded for having done a commendable job like pupils passing highly in primary leaving examinations

Self actualization: This includes the need to realize ones full potential and to further personal capabilities. Maslow categorically stated that self actualization can't be completely satisfied as people wish to develop their talents, the ability and desire to grow longer continues. On the job people strive to tackle demanding tasks. Some one like Angela Azzarrete who handles a wide variety of communication tasks at the Caterpillar's

Mossville Illinois is motivated by self actualization. She turned down two promotions and high pay jobs because she says "In those jobs I would have a less responsibility and challenge" .According to Boree, Thill, Burk wood and Doree (1993). The researcher out teachers can decide to enjoy from the responsibility and challenge against pay

According to Maslow people must satisfy their lower needs before they can progress up the hierarchy to satisfy the higher needs .As needs are satisfied they no longer motivate behavior. The higher level needs emerge as the main motivators once lower levels needs have been fulfilled.

Designing the pay structure; Because of the complicities with in organizations particularly large ones the department of human resource management who over see the compensation system development process evaluation. Job evaluation is the systematic process of establishing the relative worth of jobs with in points assigned to the jobs are with in a single organization in order to determine equitable pay differentials among jobs

1.2.2 Performance appraisals

It is wastage of time to expect high performance from the workers if they are not given a feedback from their superiors giving them an occasional pat on the back. More arrangements about performance appraisals are here discussed below:

Chuler and Stuart (1986) defined performance appraisal as "a system of evaluating and influencing an employees job related attributes ,behavior ,outcome and the level of absenteeism to discover at what level the employee can perform on the job" This tells how the employee will work in the future so that the employee , organization and society can perform

Maicibi (2003) states that if employees are do not feel good, they are most likely to leave such jobs soon because they are denominated especially the un clear responsibilities or performance standards and also if the assessments that would to better pay are not clear then the productivity is un predictable .

Performance appraisal is a technique to determine deficit. Prasaad (2001) argued that “it is a process of evaluating the performance and the qualification of the employees in terms of requirements of the job which he is employed for, for the purpose of administration, selection, promotion and financial rewards which is payment .This is an indicative that must be used as collective measure to improve on performance by managers at different levels

Rao (2001) argued that “performance appraisal is a method of evaluating the behavior of employees in the spot of work, normally including both the qualitative and quantitative aspects of job performance” There fore performance refers to the accomplishment of the asks that make up individual’s job. Performance appraisal helps us to find out whether n employee is worth receiving a bonus, promotion and training .There fore performance eeds to be assessed from time to time .Rao (2001) Advanced that “performance ppraisal when properly conducted not only let the employee know how well he is erforming but should also influence the employee future levels of efforts, activities, sults and task direction”

erformance appraisal therefore gives us results about employee potential r development .This means that performance appraisal is the mirror used to detect the akness and strength of the workers

2.2.3 Payment as a measure for improved performance

The principal purposes of an organizational pay scheme is that it acts as a problem solving issue when it comes to individual satisfaction .It is believed in human resource management that the man power resource should be made happy at the expense of others and its what Maicibi (2005) states as follows :

Jupta Alka (1998) if the worker feel motivated his behavior will result in the performance of the desired action. Therefore workers should be paid honestly by management to keep their dissatisfaction at the open door steep of the enterprise

attraction of suitable and sufficient employees , since this is a capitalistic world where people look for green pastures .Therefore schools that satisfies the teachers would not only attract better teachers but also mult-tasked ones that can perform other duties like music ,dance and drama

esides that, rewards employees for effort royalty, experience and achievements. This means that discipline is maintained in the system and therefore issues of strikes and absenteeism from work is minimized

ot only that but, encourage optimum productivity and to ensure high quality level output. This is because there will be less stress because home pressure for demands could have been minimized.

ducation watch (2004), the position of the primary school head teacher should be made substitutive to the head accorded his proper recognition. This is one of the issues that the Kenya primary school head association (K.E.P.S.H.A.) is fighting to have addressed. Head teachers in Kenya are given little allowances. This is according to the chairperson

of KEPSHA, Titus Kinyanjui Walthaka. This has caused a lot of frustration on head teachers so much and so is the situation in Uganda

2.2.3 An appraisal of the literature

According to Koontz and Weibrich (1998) money alone can never be looked at as a motivator, whether in forms of wages, piece of work or any level of incentives , pay bonuses and may be given to people for performance . The money is important but other factors should be considered, therefore small and big trees has to make a forest .As a different idea apart from payments as seen below:

Aswathapa k. (2002) further concludes that, money can motivate some people under some conditions. Put in another way, money can not motivate all people under all circumstances

Linda James (1998) argues that employees are not motivated solely by money their attitudes are linked to their attitudes. The need and motivation of the employees become the primary focused of the managers. Of all the functions a manager performs motivating employees is arguably the most complex. This is due in the fact that motivates employee's changes centrally

Jalyani et al (2001) further asserts that non monetary incentives are need to satisfy the social psychological needs which cannot be gratified by money alone .It has mental or notional satisfaction rather than financial .At a lower level people may be motivated or influenced by money incentives but time will come when money will cease to be a motivating source

Training, according to Birungi (2003) “is the process of imparting employees of an organization with the body of knowledge and skills that are necessary for them to understand the overall working of the organization and to be able to perform certain tasks with high level of performance” This means that training should enable the employee understand the operations of the organization hence it must be tailored to the achievement of the organizational objectives

Aswathapa k (2001) money is understood to be powerful motivation for more than one reason. In the first place money is fundamental for the completion of tasks. Work, unless voluntarily or pay involves contract between two parties guaranteed by the payment of money. The employee takes a pay as the reward for his work and the employer view it as a price for using the service of the employees

Schermerborn (1993) argued that “training is a set of activities that provide learning opportunities to acquire and improve on the job skills” This applies to both to the initial training of an employee and to the upgrading or improving some skills to meet changing job requirements

Besides that Mc Gregor in his book published in 1960 on the behaviors work talked of the y and x theory which states that the X theory works on the assumption which says human beings are naturally lazy so they are supposed to be coerced through threatening and issuing directives while theory Y says that mans efforts are directed towards work but the only way is by motivating them once they benefit. According to www.accel.team on 16th /09/2008 at 12:24

In final analysis, although so many scholars say that money is a motivator others say that high pay can demotivate and also other issues like Mc Gregory the X and Y theory of can act as a motivator

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter covers the research design, sampling procedure, samples, instruments, the research procedure, data analysis and limitations of the study

3.1 Research Design

The major emphasis was put on the non experimental research Burney (2001) stated that it is an answer to the theoretical questions for example the research on physiological and behaviors that on alcoholism which in most cases referred to as observational research it is also used to determine whether there is a difference in a certain behavior

Descriptive research design will be used in the study .This type of design will help the researcher to describe and explain issues that are with in the school environment. Qualitative research approaches like the Focus Group Discussion will be used in order to obtain information at greater length and depth about the study or the views of the respondents which cannot be recorded quantitatively. Quantitative research will be used to obtain the data that can be measured numerically

2 Sampling procedure

The teaching staff, directors of study and financial controller of each school was used in the study. The teachers will be helpful in finding the system of payment used in those schools; the directors of study shall be used to evaluate performance and the financial controllers will be helpful in making relationship between payments and condition of service towards attitudes of work.

3.3 Samples.

The study included five financial controllers from all the selected schools, eight teachers from each school totaling to forty and one director of studies. The total of respondents was fifty but since teachers are under the guidance of head teachers, they will have to be put at the fore front. There were 29 male respondents making it 65.9 %and 15 females making it 34 %.

The response according to age bracket as follows 21-30 years ,they were 13 which is 29.5% ,31-40 were 22 which is 50% and finally 41-50 were 9 and that is 20.43

3.4 Instruments

The following instruments will be selected in the study

3.4.1 Interviews guides

The questionnaire were to utilize the open ended and close ended questions will be used to express their deeper views of the real life situations about payments in the Universal Primary Schools while the close ended questionnaires will be used to tap additional information about payments with the mentioned schools. Burney (2001) gave several advantages of closed ended questions and among these includes the following. They are easy to code and analyze. That there always few off wall responses and that there is little time wasting as compared to open ended questionnaire since in most cases time is not the best ally to the academician

4.2. Interview Guides

The interview guides were used by the respondents that have time to discuss with the interviewer. Amin (2005) gave the following advantages.
creates friendship between the interviewer and interviewee as data is being collected.

It gives chance to the researcher to re adjust questions that the listener can understand

The researcher remained in command of the situation interviewer can reveal information to the interviewer in clear manner and they are useful in closing the gaps left by questionnaires

3.4.3 Focus Group Discussion

These were used mainly with the supervisors and the field officers who had little time to attend to the researcher because of the nature of their work. People can clarify on their issues. They preferred it because it looked to them as a different thing because interviews and questionnaires looked like they were still at work continuing with normal duties. The instrument helped in the collection of qualitative data and the in-depth feeling of the respondents. They are important for discovering healthy and attitudes of people, according to (Kvale 1996) as surfed from [www.bmj\(cgi\)](http://www.bmj(cgi)) content on 16th /09/2008 at 2:20 PM

3.5 Research Procedure

The researcher received a letter from the director of Postgraduate studies introducing him to the schools to act as the centre of reference that it is an academic research. The researcher had to seek permission from the concerned authorities depending on the nature of the school that enabled him to go down departments. In order to manage time and authenticity of the information, the questionnaires were administered by the researcher himself and others were sent to head of departments while the rest will be given to the teachers

3.6 Data analysis

The data that will be collected from the field will be analyzed using statistical methods like the regression analysis in order to see the relationship between the two variables and the other statistical methods while measuring quality in geometry and to analyze quantitative data. Content or thematic analysis will be used to analyze qualitative data that will be collected to give support to quantitative data. And the SPSS computer package was used According to www.mjcce.org.mk , on 16th /09/08 at 2.02 pm

Regression analysis

Where by $y = a + bx + \sum$

Where y = dependent variable and it is teacher

Performance / Attendance

X = independent variable and it is the teacher pay

a = is a constant

that represents

non – payment factors influencing teachers performance

b = the relation ship between teacher payment and teacher performance.

If it is negative, it implies that higher pay causes less performance

$$y = a + bx$$

$$\sum y = an + b \sum x$$

$$\begin{bmatrix} \sum xy & a \sum x & b \sum x^2 \\ n & \sum x & a \end{bmatrix} = \begin{bmatrix} \sum y \end{bmatrix}$$

$$\begin{aligned}
 & \frac{\sum x}{n} \quad \frac{\sum x^2}{n} \quad b = \frac{\frac{\sum x^2}{n} - \left(\frac{\sum x}{n}\right)^2}{\frac{\sum xy}{n} - \frac{\sum x}{n} \frac{\sum y}{n}} \\
 a = & \frac{\frac{\sum x^2}{n} \frac{\sum y}{n} - \frac{\sum x}{n} \frac{\sum xy}{n}}{\frac{\sum x^2}{n} - \left(\frac{\sum x}{n}\right)^2} \\
 b = & \frac{\frac{\sum xy}{n} - \frac{\sum x}{n} \frac{\sum y}{n}}{\frac{\sum x^2}{n} - \left(\frac{\sum x}{n}\right)^2}
 \end{aligned}$$

3.7 Ethical considerations

The research first obtained permission from the authorities before beginning with the process of conducting the research. The consent of the respondents was also sought before they were given questionnaires or being interviewed. The research made it sure that the responses of the respondents were not interfered with by the authorities and they freely express their views. To attain this, the researcher had to interview or submit the questions to respondents individually, in case of group focus discussions the researcher made the respondents of the same administrative level to avoid fear of expression. The respondents' views will also be treated confidential and will only appear in this report.

3.8 Limitations

The limitations that were encountered by the researcher include the fear from the administrators that the researcher might be investigating for the government and the organization that fund them.

The lower cadres among the respondents feared to give information because of being implicated by the research, which will affect their jobs in future

CHAPTER 4

4.0 Data presentation, analysis and Interpretation

This chapter representation the findings of the study in the accordance of the objectives and questions as state in the first chapter. The state in the first chapter. The outcome was the respondents reactions as in line to the topic of payment and condition of service as determinants on the performance of teachers in the universal primary education a case study of Bulamagi Sub-county in Iganga district (Uganda), the practice of performance appraisal in the education system, payment as a means of improving the performance of teachers in the U.P.E schools.

4.1 Background

A total of 44 questionnaires were returned out the fifty. Which represents 88% of the respondents did not do the needful when it came to responding.

Table 4.1 showing response of the respondents

Respondents	Rate	Percentage
Returned Questionnaires	44	88%
Non Returned Questionnaires	06	12%
Total	50	100%

Source: primary data

Although the majority 88% returned the questionnaires filled in, the minority 12% didn't respond.

Table 4.2 Response pleased with the current timing of payments.

Yes	05	11.4
No	39	88.6
Total	44	100

Source: Primary data

Much as the majority 88.6% were not pleased with the timing of payment, 11.4 were pleased, however research has it, that their were holding some portfolios s of bursars and directors of studies that have access to other to other finances registration and purchasing of school incentive but those ones on school salary alone pay high price.

Table 4.3 Specify the period when payment is effected.

Period	Identification	Frequent	Percentage
last 3days of month	A	07	15.9
The last day of month	B	08	18.1
Following month	C	21	47.7
Un decided	D	08	18.1
total		44	100

Source: primary data

Although 47.7% were in support of the last three days of the month 18.1% were in for the last day of the month and the same percentage of the undecided. Finally 15.9 were the first week of the next month.

Table 4.4 Does the money delivery affect you, when it comes to making queues during the recreating actual cash.

	Frequency	Percent6age
Yes	10	100
No	0	0
Total	10	100%

Source: Primary data

t was unanimously accepted that money delivery affected the teachers work and this was 100%

Table 4.5 Does payment reflect that majority of the workers are satisfied.

es	1	10%
verage	03	30%
o	06	60%
otal	10	100%

Source: Primary data

Majority of the respondents, 10 % said yes but no doubt these were the bursars and director of studies that seem not to have wanted to portray their weakness in the system because they have extra benefits a part from salary, however 30% had an average thought and finally 60% said no this is because they were just guanine.

Table 4.6 If No what measures can be used to improve performance.

	Item	Frequency	Percentage
A	Training	1	10%
B	Motivation	05	50%
C	Un decided	40	40%
Total		10	100%

Source: primary data

Letters A, B and C represents training, motivation and un decided subsequently .

According to the findings 10% said that performance can be improved through training, 50% of the respondents say that performance can be improved through motivation and lastly 40% were un decided

able 4.7 How teachers maintain performance

	Frequency	Percentage
	01	10%
	05	50%

C	04	40%
Total	10	100%

Source: Primary data

A represents those in favor of training ,B for motivation and C were undecided Much as the majority 50 % claimed that performance is maintained through motivation, the minority 10% said it was training while the others 40% were undecided.

Table 4.8 The relationship between work load and pay

	Frequency	Percentage
Yes	07	15.9%
No	37	84%
Total	44	100%

Source: Primary data

Much as the majority 84% said that there is a positive relationship between pay and workload, the minority said yes there is not, but these are the administrators who might wanted to defend their positions that the human resource is happy.

4.9 The degree at which workload and pay don't relate

	Response	Frequency	Percentage
A	Good	01	2.7%
B	Fail	21	56.7%
C	Worse	15	40.5%
Total		37	100%

Source: primary data

Much as the 56.7% said that the work load and relationship is fair, 40.5% said there was no relationship at all, while 2.7% said that there was actor relationship. However, these ones are characterized by the fact that they are from one of the first world school which consider motivation at all levels than the rest.

Figure 4.10 show less qualified and low responsibilities that earning than those above them.

	Frequency	Percentage
1 - Yes	21	61.7
3 - Average	08	23.5
5 - No	05	14.7
Total	34	100%

Source: primary data

61.7% believe that teachers with less responsibilities and qualifications earn more than the rest, 23.5 say it is at average rate yet 14.7 say it is completely not there.

Table 4.11 the names missing on payroll

	Frequency	Percentage
A	05	11.3
B	39	88.66
Total	44	100

Source: primary data

In the table above 88.66 percent claim that their names miss on the pay roll but 11.3% say that it does not happen completely.

Table 4.12 Names missing on pay roll being inspired by superiors

A	Yes	02	40%
B	No	03	60%
otal		05	100%

Source: primary data

Although majority 60% said No but 40% the minority said that names missing on the payroll is inspired by the superiors.

Table 4.13 part of the national social security fund.

	Frequency	Percentage
A	01	9.0
B	43	90.9
	44	100

Source: primary data

Table above shows that 90.9% of the National Social Security Fund while the minority 9% is part of it.

Table 4.14 qualification and rise in pay

	Frequency	Percentage
A – Yes	01	2.27%
B – No	43	97.7%
Total	44	100

Source: Primary

The figure above shows that 97.7% who are the majority say that although get more qualification takes place, no rise in pay. While 2.27% say that their increment in salary is perfected soon.

TABLE 4.15

The easiness to access gratuity

	Frequency	Percentage
A – Yes	00	00
B – No	44	100%
Total	44	100%

Source: primary data

The above states that 100% of the respondents claim that it is really hard to access gratuity once one retires from service and there is no one voted against that.

Table 4.16

The performance of teachers' duty once they are paid

	Frequency	Percentage
– Yes	10	100%
– No	0	00%
otal	10	100%

Source: Primary data

The table above says that 100% of the respondents that once teachers are paid and reduce stress, their ability to perform their duties stabilizes. However, it makes one think that they may not perform. Once they are not paid.

TABLE 4.17
REGRESSION ANALYSIS

Descriptive Statistics			
	Mean	Std. Deviation	N
Attendance/performance	.8186	.06458	44
Salary	254772.73	87669.799	44

TABLE 4.171

Correlations

		Attendance/performance	salary
Pearson Correlation	Attendance/performance	1.000	.286
	salary	.286	1.000
Sig. (1-tailed)	Attendance/performance	.	.030
	salary	.030	.
N	Attendance/performance	44	44
	salary	44	44

TABLE 4.172

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	salary(a)		Enter
a All requested variables entered.			
b Dependent Variable: Attendance/performance			

TABLE 4.173

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
	.286(a)	.082	.060	.06261	.082	3.737	1	42	.060
Predictors: (Constant), salary									

TABLE 4.174

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.015	1	.015	3.737	.060(a)
	Residual	.165	42	.004		
	Total	.179	43			
a Predictors: (Constant), salary						
b Dependent Variable: Attendance/performance						

TABLE 4.175

Coefficients(a)

Model	Un standardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	.765	.029			26.100	.000
Salary	.000	.000		.286	1.933	.060
Dependent Variable: Attendance/performance						

Salary as a factor that motivates workers is marginal because $p = 0.06$

Other factors are significant $p=0.000(a=0.765)$ Table 4.175 clearly explain that the stated results

$$Y = a + bx$$

0.765 for other factors, $p=0.06$. Therefore other factors are significant especially coercion by the Head teachers, coordinating tutors and the district inspector of schools as it was stated. Besides that table 4.17 says that the average salary as being of Shs .254772.73 against 0.8186, therefore salary is not significant at to command performance but the issue of coercion comes in by focused group discussant eight

"There is always teachers registers to monitor the attendances

and the schemes of work are under serious checking by

both the director of studies and at times a team from

District Education Office, so no doubt

Teachers do their work because of

fear of stigma and

professional ethics" **Head teacher**

Although it was appeared that better pay could result into better services, majority of respondents from the field did not only record

the fact that salary they earned was very small but also cited was very small but related to the payment some of which where external to the education sector (but check table 4.17 which states that the average salary which is Shs. 254772.73 cannot command average attendance which is 0.8186 there fore this brings into the research one thinking that coercion as stated by focused group discussant seven that

"There is always teachers registers to monitor the attendances

and the schemes of work are under serious checking by

both the director of studies and at times a team from

District Education Office, so no doubt

Teachers do their work because of

"Quote focused group discussion six here to begin with all discussions pointed out that the salary terms as offering voluntary service irritating substance and miserable over with they had lost hope of improvement. One discussion displayed loss of hope thus *"We always humble our selves in respect for the arrival Of the messiah who know that a sheep eat from where it is tied"* **eight year experienced teacher**

The re-enforced loss of hope was further achieved by the fact that the Uganda teachers Association Teachers was formed here to act as a voice of teachers but in most cases it is outclassed by the government and up to now no important results yielded yet Quotation of the focused group discussion ten *"The genesis of this is that we are naïve starting from our association"* four year teaching staff cited no hope for the teacher currently, it did not exist in the future as one discussed said thus.

The hopelessness of teachers however, did not cause poor teacher performance as a result of checking by head of schools and

While the direct link was a stated between teachers motivation and performance, it was evident that the link was also indirect depending on other infrastructure serves such as Banks in the district one discussed expressed the entire links to this:

"At times teachers bribe police officers on duty in order

to secure the first positions at the bank

ATMs" two year experience teacher

According to focused group discussion seven

accidentally, insufficient burning services led to the hells in society such as corruption as expressed by one discussed number fourteen ying thus

"Head teachers have high pay and for them they are happy

*especially those that acquired these posts of recent who
are green about the government reluctance to revise
Salary structures"*
Seven year experience teacher

Incidentally, it was not the amount Salary that was the only problem but also issues related to it such as lateness, failure to pay overtime complaints about head teacher being better off and ignoring their starring teachers and failure to provide for the future explained next.

Lateness

Concerning lateness of salaries one discussed and thus
The open ended question 22 roman number ten brought it all that
Most teachers were of the view that they would tolerate if it did not
exceed 28 – 30 it was roman number ten "Employees should be paid salary between
28th – 30th of every month", **head teacher of one school**

Overtime, the teachers through the 22 which was open ended had to
comment on work load and pay which they vehemently laid emphasis
that it should be considered as one was quoted as saying "(vi) "Teachers
deserve motivation according to their workload and they need to be promoted as per qualification and
experience plus duration in service" **Ten year experience teacher**

TABLE 4.18

ATTENDANCES OF TEACHING STAFF OF SCHOOLS "A-E" DURING THE MONTH OF MAY 2008 SALARY ACCORDING TO THE CURRENT MINISTRY OF FINANCE AND ECONOMIC PLANNING TO UNIVERSAL PRIMARY EDUCATION LABOUR FORCE

TITLE OF SCHOOL A	NO. OF DAYS APPEARANCES A MONTH v22	NUMBER OF APPEARED IN %	SALARY SCALE	POSSIBLE REASONS FOR ABSENCE
1. Head teacher	20 days	0.91	Shs.660,000	Administrative reasons
2. Teacher (a)	17 days	0.77	Shs. 22,0000	ATM and finance problems
3. Bursar	21 days	0.95	Shs.280,000	Purchasing responsibility
4. Teacher (b)	17 days	0.77	Shs.22,0000	Solving children fees orally at their schools
5. Teacher (c)	20 days	0.91	Shs.200,000	Sickness and no finances
6. Teacher (d)	18 days	0.82	Shs.220,000	Maternity leave
7. Director of studies	19 days	0.86	Shs.280,000	Administrative reasons
8. Teacher (e)	20 days	0.91	Shs.200,000	Limited finances
9. Teacher (f)	16 days	0.73	Shs. 200,000	Financial stress
10. Teacher (g)	18 days	0.82	Shs. 200,000	Financial problems
SCHOOL B				
1. Head teacher	17 days	0.77	Shs. 480,000	Administrative factors
2. Teacher (a)	19 days	0.86	Shs. 220,000	Financial crises
3. Teacher (b)	20 days	0.91	Shs. 220,000	Financial stress
4. Bursar	19 days	0.86	Shs.300,000	Responsibility
5. Teacher (c)	16 days	0.73	Shs. 220,000	Finance problems
6. Teacher (d)	17 days	0.77	Shs. 220,000	Finance problems
7. Teacher (e)	17 days	0.77	Shs. 220,000	ATM and Account problems
8. Teacher (f)	18 days	0.82	Shs. 200,000	Struggling for arrears
9. Teachers	18 days	0.82	Shs. 200,000	Struggling for arrears
10. Director of studies	19 days	0.86	Shs.300,000
SCHOOL C				
1. Head teacher	19 days			
2. Teacher (a)	16 days	0.86	Shs. 400,000	Healthy and financial stress
3. Teacher (c)	18 days	0.73	Shs. 220,000	Financial stress
Bursar	19 days	0.82	Shs. 200,000	Healthy and financial stress
Teacher (d)	17 days	0.86	Shs.300,000	Responsibilities
Teacher (e)	17 days	0.77	Shs. 220,000	ATM and account problems
Teacher (f)	18 days	0.77	Shs. 220,000	Finance and home problems
Director of studies	21 days	0.82	Shs.200,000	Low salary issues
Teacher (g)	19 days	0.95	Shs.280,000
SCHOOL D				
Headmaster	17 days			Meeting loan obligations
Teacher (a)	16 days	0.77	Shs. 380,000	Financial inadequacy
Teacher (b)	18 days	0.73	Shs.220,000	Finance crises
Bursar	19 days	0.82	Shs. 220,000	Making queues for money
Teacher (c)	18 days	0.86	Shs.280,000	Responsibilities
Teacher (d)	17 days	0.82	Shs. 220,000	Finance problems
Teacher (e)	16 days	0.77	Shs. 200,000	ATM and finance problems
Director of studies	18 days	0.73	Shs. 160,000	Sickness
SCHOOL E				
Headmaster	20 days	0.82	Shs.280,000
Teacher (a)	16 days	0.91	Shs. 340,000	Finance problems
Bursar	18 days	0.73	Shs. 220,000	Not clear
Teacher (b)	17 days	0.82	Shs.280,000	Not clear
Teacher (c)	17 days	0.77	Shs. 260,000	Finance and sickness
Director of studies	20 days	0.77	Shs. 220,000	Accounts and finance case
		0.91	Shs.210,000	Normally misses signing

TABLE 4.19 A, ABOUT PAYMENT AND PERFORMANCE OF TEACHERS
IN BULAMAGI SUB COUNTY DURING THE MONTH OF MAY

FREQUENCY TABLE

PERFORMANCE ATTENDANCE IN DAYS	FREQUENCY	PERCENTAGE
16	07	15.9
17	11	25
18	10	22.7
19	08	18.1
20	05	11.3
21	02	4.545
TOTAL	44	100

TABLE 4.19 B, ABOUT PAYMENT AND PERFORMANCE OF TEACHERS
IN BULAMAGI SUB COUNTY DURING THE MONTH OF MAY

SALARY	FREQUENCY	PERCENTAGE
Shs.160,000	01	2.27
Shs.200,000	10	22.7
Shs.210,000	01	2.27
Shs. 220,000	17	38.6
Shs.260,000	01	2.27
Shs.280,000	06	13.6
Shs. 300,000	03	6.8
Shs.340,000	01	2.27
Shs.380,000	01	2.27
Shs.400,000	01	2.27
Shs. 480,000	01	2.27
Shs.660,000	01	2.27
Shs. 480,000	01	2.27
Shs.660,000	01	2.27
	44	100

tendance is seen in more than eight dimension as it was stated by one of the directors who was responding to open ended question when the researcher probed them number eleven had it all as follows

definition of attendance by administrators in Bulamagi sub county is as arriving on time take up co-curricular activities like directing pupils in physical education and cleaning of the school, take up lessons, follow the scheme of work, at times conducting morning classes and send pupils home” Director of studies

TABLE 4.20

FOCUSED GROUP DISCUSSION ABOUT PAYMENT AND CONDITION OF SERVICE OF TEACHERS IN BULAMAGI SUB COUNTY DURING THE MONTH OF MAY

1. "Imagine we work for twelve hours a day but no special considerations therefore it is important to first dig before we can come to school"
2. "U.P.E. funds take six months to come and so many issues are left in the hands of the headmaster and in most cases his pocket is the answer to the financial obligations"
3. There will be a clear difference between the first world And third world schools performance as it rimes from payments" ten year experience teacher
4. "We always humble our selves in respect for the arrival Of the messiah who know that a sheep eat from where it is tied"
5. "If I think of payments then I become stuck in my mind because it irritates" six year experienced teacher
6. "At times teachers bribe police officers on duty in order to secure the first positions at the bank ATMs, two year experience teacher
7. "There is always teachers registers to monitor the attendances and the schemes of work are under serious checking by both the director of studies and at times a team from District Education Office, so no doubt Teachers do their work because of fear of stigma and professional ethics" Head teacher
8. "This is a voluntary service , in fact the teachers of this great nation act as if it is a charitable organization" twenty year experience teacher
10. "The genesis of this is that we are naïve starting from our association"
- 11 "We work for air time and that's all"
- 12 "Imagine the only bank that we have in the district serves other public workers including other districts and this leads to absenteeism in schools because it takes some days without accessing money "
- 13 'Since gratuity can't be accessed easily ,then we are forced look for other alternatives since the book of rich daddy, daddy says that wealthy is what one remains after retirement but it is normally absent , therefore we look for the otherwise "
- 14 "Head teachers have high pay and for them they are happy especially those that acquired these posts of recent who are green about the government reluctance to revise Salary structures"
15. The only way to maintain my self is to have a side generating income But at times it affects the performance in class"
- 16 "We work for subsistence earnings and there is no we shall act as Workers for capital status"
- 17 "We work for subsistence earnings and there is no way we shall act as worker for capital

TABLE 4.21 ABOUT PAYMENT AND CONDITION OF SERVICE OF TEACHERS IN BULAMAGI SUB COUNTY DURING THE MONTH OF MAY RESPONDENT'S REACTIONS TO QUESTIONS 22-27

22. Covers any relevant information the respondents would wish to add about payments?

- (i) "The in charge teacher salary should update the salary every year and also consider the teachers that have gone up grading
- (ii) "The government should increase to sh. 400,000 or let the teachers to their qualifications
- (iii) "Annual increment needed
- (iv) "other issues like houses should be put into considerations
- (v) "School heads and deputies are paid following 2003/4 budget structure in the public service and heavily taxed
- (vi) "Teachers deserve motivation according to their workload and they need to be promoted as per qualification and experience plus duration in service" Ten year experience teacher
- Vii) "Teachers should be paid to the salary scale of U4"
- Viii) " if the government doesn't encourage parents to pay money to feed pupils then performance will not improve
- ix) " Employees should be paid salary between 28th – 30th of every month ,head teacher of one school
- x) "Civil servants that have retired should be get their payments in time and not to wait not until they die"
- xi) "Definition of attendance by administrators in Bulamagi sub county is as arriving on time take up co-curricular activities like instructing pupils in physical education and cleaning of the school, take up lessons, follow the scheme of work, at times conducting evening classes and send pupils home" *Director of studies*

23. What is the position of P.T.A. on payment?

- (i). "The parents are against teachers salary"
- (ii) "It has lost meaning"
- (iii) "some parents advocate for increment

24. Do you have record of payment in order to assess the graphical changes in payment?

- i) "Refer to the headmaster"
- ii) " yes we do have them"
- ii) "No we don't have

5. What payments in particular do you need to be improved?

- i) The monthly salary

i. What negative consequences are derived from the present structural payments?

- "No morale"
- "There is a lot of stress"
- "minimizes quality"
- "poor performance"
- i) "Sluggish development on the side of teachers"
- i) "The result is that there is no difference between teachers and skeleton only that we move and breath"

Whenever you perform better in academics and sports are you rewarded for it?

- "Not really"
- i) " just a word of appreciation"
- i) "At least our school not like others have the potential to reward all that"

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.0. INTRODUCTION

This chapter discusses the main findings according to research objectives and questions, draws conclusion to the study from the findings and proposes the possible recommendations that will improve performance of the community based organization in service delivery to the communities.

5.1. DISCUSSION OF THE FINDINGS

This section discusses the findings linking in line with research objectives, questions and in collaboration with literature reviewed as seen in chapter two.

5.1.1. THE TIMING OF PAYMENTS

According to the findings, 11.4% claim that they their salary on time while 88.6 % say at the salary of teachers under U.P.E. is paid late and this does not rime with the theory of Maicibi (2003) promptness as in payment is important because the workers need to met their home demands for example food , healthy care ,school fees , rent and leisure activities .He went a head to say that once salary is paid on time then the workers can do ir work diligently because the stress rate will have been reduced . The research covered the degree of promptness as in paying teachers salary that is needed.

5.1.3. Measuring the degree of meritocracy.

According to the findings 61.7 % of the respondents said that teachers with less qualifications and responsibilities tend to earn more than those that are better than them well as 23.5 % said that it is not common though it happens at times but 14.7 % say that it is completely not there .The truth of the matter is that majority said that it happens as contradicting to the equity theory

Rao (2001) argued that “performance appraisal is a method of evaluating the behavior of employees in the spot of work, normally including both the qualitative and quantitative aspects of job performance” There fore performance refers to the accomplishment of the tasks that make up individual’s job. Performance appraisal helps us to find out whether an employee is worth receiving a bonus, promotion and training .There fore performance needs to be assessed from time to time .Rao (2001) Advanced that “performance appraisal when properly conducted not only let the employee know how well he is performing but should also influence the employee future levels of efforts, activities, esults and task direction of the organization especially the schools

urther still, Mc Shane (2003) explains equity theory in relation to how people develop erceptions of fairness in the distribution and exchange of resources. He says that people press inequity when they feel un comfortable tension .If the tensions are strong, it otivates employees to take steps to reduce on the inequity.

1.5 THE SATISFACTION OF THE WORKERS

According to the findings, 60% of the teachers are not satisfied with the payments and se ones have a longer working experience of not less than five years while 30% say

that that satisfaction is moderate while the 10% say that they are satisfied and mostly these ones have one year working experience. Since the majority say that they are not satisfied then it is centrally to the theory of Arthur Pell (1998) believes that money like working condition is a satisfier. You might assume that offering more money generates high productivity but and you are probably right, for most people but not for every one. Incentive programs, in which people are given more chance to earn more by producing more, are part of many company compensation plans they work for some people but not others

5.1.6 THE ROLE OF TEACHERS ASSOCIATIONS

According to the findings 100% of the focused group discussions said that there is no impact yet made through these associations as it was to the Kenyan side. Education watch (2004), the position of the primary school head teacher should be made substitutive to the head accorded his proper recognition. This is one of the issues that the Kenya primary school head association (K.E.P.S.H.A.) is fighting to have addressed. Head teachers in Kenya are given little allowances. This is according to the chairperson of KEPSHA, Titus Kinyanjui Walthaka. This has caused a lot of frustration on head teachers so much and so is the situation in Uganda

5.2 CONCLUSION

From the data collected and analyzed, the following conclusions were made:

It is quite clear that teachers fail to appear in classes because of not sure of pension and gratuity and these couples with making queues on banks and as a result it affects their attendance in schools

Teachers are paid low salary as compared to the work done right from the licensed teachers to head teachers despite their efforts in upgrading at different levels

The salary of teachers does not come on time and some teachers say that it can go beyond 45 days and this leaves them with a lot of stress and suspicion because of both domestic and external pressure

Teachers work because of strictness of the authorities which include district educational officers and the school daily routine of coercion but there is no clear motivation and if a better alternative comes then it will automatically lead to high labor turn over which will affect the millennium goals

There are a lot of loopholes in the service commission in that some teachers with less responsibilities and qualifications earn more than those that tend to be above them. This implies that there is unfairness and this is the abuse of the equity theory

The associations claiming to fight for teacher's rights has done little in lobbying for the salary increase and this makes the teachers to be in an unhealthy state

5.3. RECOMMENDATIONS

The following recommendations were proposed basing on what the study has revealed.

The government should increase the salary of teachers and head teachers by at least 50 % in order for them to have the ability to work as well as to have a piece of mind on top of meeting their basic needs because they may not work under low pay conditions for long

The salary should be so prompt in that within the last three days of the month one should have received the salary so as to be able to meet their demands on time

All the activities concerning promotions and salary should be based on merit so as to reduce on the stress of teachers and high labor turnover

The teachers associations and organizations should be vibrant in fighting for salary rise since every thing in the world over depends on lobbying

APPENDIX A

REFERENCES

Action Aid, (2004) *Gender based violence in educational institutions* .Kampala: communication unit

Action Aid (2005) *Dynamics in school l environment*. Kampala

Amin, E. (2005). Social Science Research: Concepts, Methods and Analysis. Kampala:Makerere University Press

3irungi, m. (2003) *Human Resource management simplified text, questions and cases* India: Kampala: Hoonkab printers

3oree,l.c , l.c ,Thill, buckwood ,mand Doril(1993). *Management* .New york : Irwin mc raw hill inc

athryn, u.Bartland martin, c.(1998) *management*. New York .Irwin Mc graw hill

laicibi , N.A. (2003) *pertinent issues in employee management*. Kampala: M.P.K. blishers

laicibi, N.A and Nkata, J.L.(2005) *Introduction to Human Resource Management* : ampala : Masah publishers

itional Resistance Movement / Museven's manifesto; 2006 Kampala

Prasaad L.M. (2001) *Principle and Practice of Management* (7th Ed) .India: Sultan Chanda and sons

Schermerborn, J.R. (2003) *Management: for productivity* (4th ed) .New York: John Wiley and Sons

Schular, S.K. AND Stuart, A.Y. (1986) *Effective personal Management*. New York: publishing company

WWW. Google. Co .Ug.

JOURNALS

Aronson Richard “feed back on performance” wall street journal 5th June (1996)

Hapaz I “the importance of work goal” An international perspective journal of international business studies vol.21 (1990)

Hollman “the human side of enterprise” the journal of business horizon Vol. number 1 (1992)

Linda James “understanding employees motivation” June volume 36 ,number 3 (1998)

APPENDIX B

CLASSIFICATION OF SCHOOLS AND WORKERS PAYMENT

ACCORDING TO MINISTRY OF EDUCATION AND SPORTS

GRADING OF PRIMARY SCHOOLS UNDER U.P.E.

Grade one	580 - 2000 Pupils
Grade two	450 -550 Pupils
Grade three	300-490 pupils
Grade four	50- 299 Pupils

The above is the classification yardsticks by the Ministry of Education and Sports
2006-7.

SALARY SCALE OF HEAD TEACHERS

Grade one Head teachers	Shs. 620,000 - 660,000 (U3 Lower and Upper)
Grade two Head teacher	Shs. 400,000 - 480,000 (U4 Lower and Upper)
Grade three Head teacher	Shs. 340000 - 380,000 (U5 Lower and Upper
Grade four Head teacher	Shs. 220,000 -260,000 (U6 Lower and Upper)

Ministry of Education and Sports finance fact file 2006

SALARY SCALE OF TEACHERS

Senior Assistants	Shs. 220,000
Education Assistants	Shs. 200,000 (U7)
Licensed Teachers	Shs. 138,000-180,000 (U8 Lower and Upper)

Ministry of Education and Sports finance fact file 2006-7

TEACHERS UNDER GOVERNMENT PROGRAM IN U.P.E. SCHOOLS

GRADE OF SCHOOL

NUMBER OF TEACHER

Grade one school	18-30 Teachers
Grade two school	10 Teachers
Grade three school	7 Teachers
Grade four school	5 Teachers

Ministry of Education and Sports fact file 2006-7

PERFORMANCE APPRAISAL TEAMS

1. Head teachers and P.T.A	: on regular basis
2. Coordinating centre tutor	: external supervisor
3. County inspector of schools	: at the county level
4. District inspector of schools	: the highest figure

istrict Education Office Report Iganga

PERFORMANCE MEASUREMENTS

1. Attendance of teachers
2. Time of coming to school , especially late coming
3. Content delivery , the scheme of work
4. Performance of pupils

District Education Office Report Iganga

REWARD SYSTEMS

PERFORMERS	NON PERFORMERS
Promotion	Demotions/ No promotions
Transfer to a better school especially the grade one	Transfer to rural and fourth grade school
Always on the payroll	Missing on the payroll

THE NUMBER OF LABOUR FORCE UNDER U.P.E IN BULAMAGI SUBCOUNTY

Lead teachers	23
Bursars	No one under U.P.E program
Teachers	383

District Education Office Report Iganga

APPENDICE C

Questionnaires

Dear respondents,

This serves to introduce to you a set of questionnaires about the study which is to be conducted for academic purposes. By completing this questionnaire you will provide valuable information to the study which is on payment and condition of service as determinants of the performance of teachers in Universal primary schools a case study of Bulamagi Sub County

All the information will be treated confidential and will be for the purpose of this study only

Section A. Qn 1-5 covers collection of personal data on the respondent

1. Surname.....other names.....(optional)
2. Age (Tick appropriate)

Below 20

21-30

31-40

41-50

50 above
3. Gender

Male

Female

4. Designation

5. Duration in the school.....

Section B. Qn 6 -8 Answers Research questions 1

6. Are you given money on time?

A. Yes

B. No

7. If not specify when the money should be paid?

A. Last three days of the month

B. The last day of the month

C. With in the first week of the following month

D. Any other (specify).....

8. Does the money delivery affect you, when it comes to making queues during the process of receiving actual cash?

A. Yes

B.No

Section c. Qn 9- Qn 12 Answers the research question (For bursars and directors of studies only)

9. Are teachers performing their duties once they are paid?

- a. Yes
- b. No

10. Do the payments reflect that majority of the workers get satisfied?

- A. Yes
- B. Average
- C. No

11. If no what measures can be used to improve on performance?

- A .Training
- B. Motivation
- C. Promotion
- D. Others (specify).....

12. If yes how do you maintain the performance?

- A .Training
- B. Motivation
- C. Promotion
- D. Others (specify).....

Section D. Qn 13-Qn 14 Answers the research question

13. Is there a relationship between workload and pay?

A. Yes

B. No

14. If not, what is the degree?

A. Good

B. Fair

C. worse

Section E. Qn 15- Qn 21 Answers the research questions

15. Do you suspect that some employees with less qualifications and responsibilities earn more than those that measure with the standards?

A. Yes

B. Average

C. No

16. In case money is paid, do you have any problem with your name missing on the payroll?

A. Yes

B. No

17. If yes, is it inspired by your superiors?

A. Yes

B. No

18. Whenever you go for up grade and get more qualifications, do the service commission respond immediately in improving your payments as soon as possible?

A. Yes

B. No

19. Are you part of the National Social Security fund?

A. yes

B. No

20. Whenever teachers retire, is it easy to access their gratuity?

A. Yes

B. No

C Any other view (specify).....

21. Whenever you go for upgrade and get more qualifications, does service commission respond immediately in improving your payments as soon as you present the papers?

A. Yes

B. No

Section F. Qn 22 covers any other relevant information the respondent would wish to add about payment in schools.

22. Give any other information you think that has been left out about payment and condition of service

.....

.....

.....

.....

.....

INTERVIEW GUIDES

What is the position of parents Teacher Association on payments?

Do you have records of payments in order to asses the graphical changes in payments?

What payments in particular do you need to be improved?

What negative consequences result from the current structural payments?

Whenever you perform better in academics and sports, are you rewarded for it?

