

REWARD SYSTEMS AND EMPLOYEES PERFORMANCE IN MINISTRY OF
TELECOMMUNICATION AND POSTAL SERVICE HERGIESA,
REPUBLIC OF SOMALILAND

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by

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DECLARATION A

I, Abdifatah Ibrahim Yusuf, declare that this thesis is my original work and has never been submitted in any higher academic institution for any academic award, or even published as a normal publication.

Signature.....

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DATE.

Approval

This thesis entitled "REWARD SYSTEM AND EMPLOYEES PERFORMANCE IN MINISTRY OF TELECOMUNICATION AND POSTAL SERVICE IN HERGEISA REPUBLIC OF SOMALILAND" was prepared and submitted by Abdifatah Ibrahim Yusuf in partial fulfillment of the requirements for the award of Bachelor of Business Administration and has been submitted to the undergraduate school for examination with my approval as the supervisor.

Signature

MR : RUTEGANDA MICHEAL

Date

DEDICATION

I dedicate this thesis to my lovely father Ibrahim yusuf with much love, for any effort and sacrifice they provided throughout my academic life and career development, also my respected friends for being supportive to me spiritually, emotionally, morally.

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First praise is due Allah who made me this book possible to be completed. Secondly I would like to acknowledge a number of people whose financial and moral support greatly contributed this piece of work.

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LIST OF APPREVIATION AND ACRONYMS

CBOs	Community based organizations
COCWO	Coalition of Grassroots Women Organizations
FGM	Female Genital Mutilation
GDP	Gross National Product
FLECs	Family Life Education Centre
ICD	International Co-operation for Development
NGOs	Non-governmental Organizations
SES	Socio-Economic Survey
STIs	Sexually Transmitted Infections
SGBV	Sexual and Gender-Based Violence
SOWRAG	Somaliland Women's Research and Action Group
SWDA	Somaliland Women Development Association
UNICEF	United Nations International Children's Emergency Fund

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ABSTRACT

The general objective of the study was to establish the relationship between Reward system and Employee Performance in Ministry of Telecommunication and postal service Mogadishu, republic Somalia.

Study used a cross-sectional study design on a sample of 105 respondents. Data was collected using a questionnaire and was presented using frequencies and percentages, mean and standard deviation, correlation and regression analyses.

The study found out that although there was a high level of use of a multiplicity of bonus schemes to reward employees, there was a low level of external pay equity or fairness, consideration of cost of living adjustment, meeting labor market trends, basic salary and merit pay in the monetary reward system usage.

The study found a very high level of opportunities offered by the organization in the non-monetary reward system and a high level of observance of non-monetary rewards. The non monetary rewards were low in areas of provision of challenging job opportunities and a very low level of fairness in the promotion and transfers in Ministry of telecommunication and postal service Mogadishu, Somalia.

The study found that employee performance was high in relation to being on duty in time but was low in relation to meeting performance targets, satisfaction of supervisors with the quality of work produced, quality of work outputs and attending to the required number of customers. The study found out that employee reward system had a high positive significant relationship with the level of employee performance.

The study recommends that to achieve the desired level of employee performance in the ministry of communications and telecommunication services, the government of the republic of Somalia should conduct job evaluations to establish the level of pay similar organizations in the private and public sector pay for similar positions to restored external pay equity or fairness, and meeting the labor market trends.

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background to the Study

Many managers believe that people only work for money. However, there are two basic types of reward.

There are extrinsic rewards, which cover the basic needs of income to survive (to pay bills), a feeling of stability and consistency (the job is secure), and recognition (my workplace values my skills). In Maslow's Hierarchy of Needs, these are at the lower end. These are also called the financial rewards.

On the other hand, there are intrinsic rewards, the most important of which is probably job satisfaction, a feeling of completing challenges competently, enjoyment, and even perhaps the social interactions which arise from the workplace. These are at the upper, self-efficacy end of the need hierarchy. We could also call these psychological rewards and the ministry of Postal and telecommunications has adopted a range of these rewards to support its staff.

Quite simply, the many studies give manager better human resource tools to define jobs, recruit and select employees, and conduct performance appraisals. Defining jobs in relationship to the knowledge, skills, abilities and behaviors that lead to successful job performance gives the manager elements to use in selection and hiring.

Used in employee performance evaluation, these can later form a basis for developing competency pay. By improving employee section and performance, managers can improve already high-quality service to different organizations.

Reward systems are the mechanisms that make this happen. However, reward systems are much more than just bonus plans and stock options. While they often include both of these incentives, they can also include other awards and recognition, promotions, reassignment, non-monetary bonuses (e.g. vacations,) or a simple thank-you. "The journey is the reward," (Steve. J, 2002).

Employee performance and job satisfaction are the twin holy grails of employee communication, often overlooked in the tactical rush to produce knockout publications, intranets, events and other internal banking methods. Building performance and satisfaction should serve as the foundation for all internal banking services .Performance is the rational choice employees (Slocum, 1987). Performance is what makes people say, "I'm proud to be working here; it's exactly where I belong." Engagement is what makes them say, "what we do matters. Lets go!" just imagine what your organization can accomplish if all employees had that attitude. Here is a proven three-part strategy to help you lead your people to have level of passionate involvement.

The study touches upon the origin of reward and performance relationship, different forms of reward, type of reward schemes, theories of motivation, among others. Research in different.

Statement of the problem

Ministry of Telecommunications and Postal Service has experienced some difficulties in its operation capacities in relation to service delivery ranging from, reduction in companies profit and this has greatly contributed to poor remuneration among employees in different departments in the company which has resulted into mistrust, perception, loss of interest poorly motivated staffs, absenteeism and labor turnover which led to poor performance, necessitating an investigation in order to apprehend the situation.

There are no specific rewards offered by the ministry and due to its inability to satisfactorily offer the right type and quality of the rewards, the study strived to examine the impact of reward systems on employee performance in the Ministry of Telecommunication and postal services.

Purpose of the study

This study examined the impact of reward system on Employee performance in Ministry of Telecommunications and Postal Service in Somaliland

1. To identify strength and weakness of respondents in terms of Reward system and Employee performance in the ministry of telecommunication and postal service in Mogadishu, Somalia Republic.
2. To test the hypothesis relevant in this study.
3. To generate new information on based the findings of this study.

4. To bridge the gaps identified from the related literature and related studies.
5. To refine existing information about the variables in this study.
6. To validate the theory on which the study is based

Objectives of the Study

General: To establish the relationship between Reward system and Employee Performance in Ministry of Telecommunication and postal service Hargeisa, Republic of Somaliland.

Specific: To be sought further in this study were the following specific objectives:

1. To determine the profile of the respondents in terms of age, gender, education level, and experience;
2. To determine the level of Reward system usage in Ministry of telecommunication and Postal service Hargeisa.
3. To determine the level of Employee performance in Ministry of telecommunication and postal service Hargeisa.
4. To determine whether there is a significant relationship between level of the Reward system and level of Employee performance.

Research Questions

1. What is the profile of the respondents in terms of age, gender, education level, occupation and experience?
2. What is the level of Reward system usage in Ministry of telecommunication and postal service Hargeisa, republic of Somaliland?
3. What is the level of Employee performance in ministry of telecommunication and postal service Hargeisa, republic of Somaliland?
4. Is there a significant relationship between reward system and employee performance in ministry of telecommunication and postal service Hargeisa, republic of Somaliland?

Hypothesis

H_0 : There is no significant relationship between the level of reward system and level employee performance in Ministry of telecommunication and Postal services Hargeisa, Somaliland

Scope of the Study

Geographical Scope

The study was carried out in Ministry of Telecommunications and Postal Service Hargeisa in Hargeisa, Somaliland.

Theoretical Scope

The study was underpinned by the expectancy, equity, and Job enrichment theories.

Content Scope

In terms of content, the study focused on Reward system and the Employee performance. Reward System was the independent variable in this study conceptualized as monetary and non-monetary rewards. The Employee performance was conceptualized as the dependent variable under the indicators of quantity, quality and timeliness of employee outputs in ministry of telecommunication and postal service.

Time Scope

The study covered the period 2009-2012 the time the Ministry of telecommunication and postal services was implementing its strategic plan but experiencing problems with its reward systems and employee performance.

Significance of the Study

The study is intended to benefit the following categories of people;

The results of the study will benefit policy makers, management and staff in the Ministry of Telecommunications and Postal Service and other organizations by providing information on how to improve their methods of rewarding work performance, in order to achieve the company's goals.

To the study will help policy makers like the parliamentarians, district councilors at both local and national levels in planning, monitoring and evaluation of rewards with the ministry and beyond.

I am hopeful that the study findings will to a large extent improve my profession in researching and enable me to have a practical approach to solving Human Resource related problems, as the course requires.

The study will also be useful to the other researchers in the field of human resource management to those who would wish to expound on the area of employee performance to obtain a foundation in the form of literature review

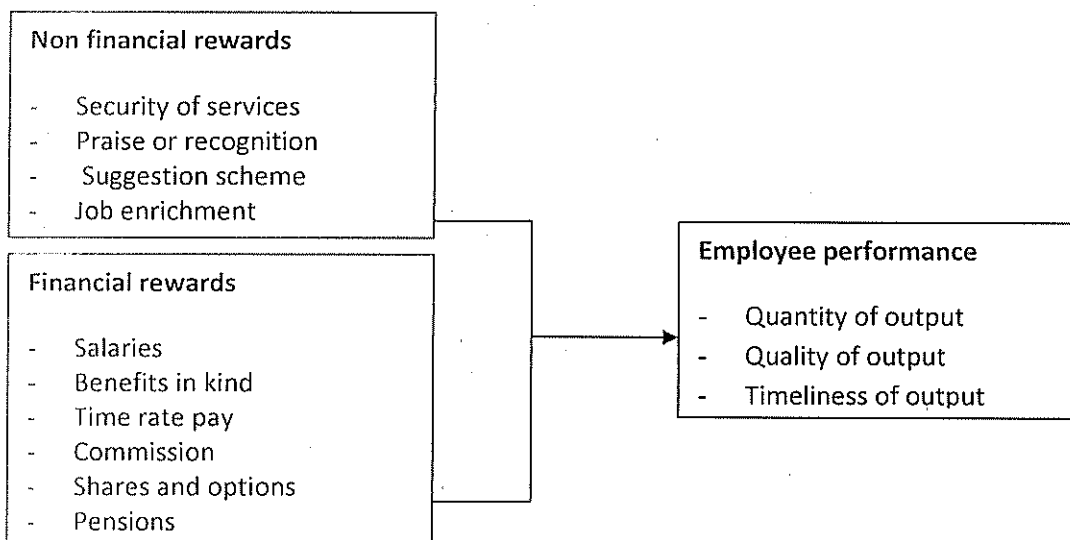
Operational key terms definitions:

Reward Systems are the mechanisms that make this happen. However, reward systems are much more than just bonus plans and stock options. While they often include both of these incentives, they can also include other awards and recognition, promotions, reassignment, non-monetary bonuses (e.g. vacations,) or a simple thank-you.

Employee performance refers to the level of achievement of the set quantity, quality and time outputs for the individual employees.

Conceptual Frame Work

Conceptual framework explain the relationships between reward and performance ; reward improved performance, productivity and also reduce turnover and absenteeism at work place in order to performed effectively to impart knowledge skills abilities and attitudes to perform well in an organization.



Source: adopted from the expectancy, equity, and Job enrichment theories.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Authors/ Experts

This chapter therefore, presents a review of literature, theoretical framework, concepts of rewards and motivation and effects on Employees' performance. The chapter has mainly focused on the types of organization rewards given to Employees, Employees perception on the effects of organization rewards on their motivational levels and the effects of rewards on performance of Employees.

This chapter reviewed the existing body of knowledge that is, concepts of reward and motivation and theoretical literature relevant to the study.

Theoretical Framework.

Different scholars have identified some important theories showing how motivation would affect Employees: performance. It is most likely for a organization to perform higher if members of its staff performed better. Employees perform better if they think they are treated fairly. At the same time, the fairer the reward and compensation, the more Employees think they are treated fairly. Johnson (1986:55) states that, there are three theories of motivation and productivity that employee motivation is based on:

Expectancy theory: It is probable for a person to struggle for work if there Es an expected reward such as a bonus or a promotion that is worth working.

Equity theory: Unfair treatment for their effort and achievements makes individual displeased

Job enrichment theory: The more varied and challenging their work is, the more productive employees became.

“The need to avoid pain and the need for psychological growth” are two basic elements found in job enrichment theory.

It is important to note that this study was based on two theories namely; Expectancy theory and Equity theory

Expectancy theory

Expectancy theory of work motivation states that, people look at their various alternatives such as going to organization versus not going to organization and choose that alternative which they believe is most likely to lead to those rewards which they want most. This theory rests on the assumptions that motivation is a conscious process in which decisions awfully relate to psychological events that occur simultaneously with behaviours and that, forces in the environment combine to determine behavior. Victor Vroom explained that motivation is a product of three factors which he referred to as attractiveness (valence), performance linkage (expectancy) and effort performance linkage (instrumentality). Attractiveness is the importance that the individual attaches on the potential outcome or the reward that can be achieved on the job. This considers the unsatisfied needs of the individual. For example, if an employee strongly wants a promotion, then promotion has high valence for the employee. Valence for a reward is

unique to each employee, is conditioned by experience and may vary substantially over a period as old needs become satisfied and new ones emerge. An outcome is positively valiant when a person prefers attaining it to not attaining it. An outcome is considered to have zero valence, when a person is indifferent to attaining or not attaining it which becomes a negative valence.

Performance reward linkage is the degree to which the individuals believe that performing at a particular level will lead to the attainment of a particular desired outcome.

Effort performance linkage refers to the perceived probability by the individual that, exerting a given amount of effort will lead to performance. It represents the belief by the employee that a reward will be received once the task has been accomplished. The key to expectancy theory is to understand an individual's goal and linkage between effort, performance and rewards, and finally between rewards and individual goal satisfaction.

Okumbe (1999) states that, the expectancy theory provide educational managers with a strong conceptual framework for understanding how motivation and performance can be improved".

Supervisors are more effective when they are able to help workers clarify the paths to achieving goals and link them to meaningful incentives. This path-goal theory of effective leadership means the supervisor must reduce road blocks and increase the rewards for workers in reaching goals. This encourages employees to work hard not

only for their personal growth, but also for the successful achievement of educational objectives.

Equity theory-Jacques and Adams

Equity theory suggests that, it is not the absolute value of the reward that motivates, but rather the individual's view of how fair (equitable) that reward is. Workers consider fairness of reward both in relation to effort expended and in relation to what other people are getting. This study supports the thesis that the reward structure should be related to the demands of the job and the efforts of the individuals.

The basic components of equity theory are inputs, outcomes, and referents. Inputs are the contributions employees make to the organization. Inputs include education and training, intelligence, experience, effort, number of hours worked and ability. Outcomes are rewards employees receive in exchange for their contribution to the organization. Outcomes include pay, fringe benefits, status symbols, job titles and assignments and even leadership style of their supervisors. And since perceptions of equity depends on how one is being treated compared to others, referent are others with whom people compare themselves to determine if they have been treated fairly. Usually, people choose to compare themselves to referents who hold the same or similar jobs or who are otherwise similar in gender, race, age or tenure.

A growing equity issue in organizational research is organizational justice. Two major sub areas are: procedural justice and distributive justice.

Procedural justice is the perceived fairness of the process and procedures used to make decisions about employees, including their pay. The process of determining the base for jobs, the allocation of pay increases, and the measurement of performance must be perceived as fair.

Distributive justice on the other hand refers to the perceived fairness of the amounts given for performance.

Therefore, while rewarding and compensating employees, organizations need to follow equity theory.

Concepts of Rewards and Motivation

Rewards are materials and psychological payoffs to employees for performing tasks in the workplace. They are the material and psychological 'motivational force' or incitement' that influences people's action towards an intended desired goal (Maicibi, 2007). Rewards therefore, denote something good that happens or which a person receives for something he/she has done properly and possibly timely. Needless to state that rewards are awarded with intended goals in mind such as; to improve performance, to motivate the employees, to build a feeling of confidence and for effective compliance, just to mention a few. Motivation on the other hand is a concept which includes various terms like motive, need, drives, wants, wishes and incentives among others. Therefore, motivation refer to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. According to Robbins (2001), motivation is the process that account for an individual's

intensity, direction and persistence of effort towards attaining a goal. Motivation is broadly classified into two groups; intrinsic or natural; and extrinsic or external and artificial. Intrinsic means the origin of motivation is natural and compels the individual to act, while extrinsic motivation refers to forces outside the individual originating from the environment which pulls the individual towards the desired activity. Companies use extrinsic rewards to motivate employees to perform four basic behaviours; joining the organization, performing their jobs well and staying with the organization. The same thing would apply to the education industry. Employees must extrinsically be rewarded in order to perform successfully and stay with their organizations cheerfully. Motivation has received great attention of the academics, researches and practicing managers because motivated employees are always looking for better ways to do a job, are quality oriented and highly productive.

Types of Organization Rewards

There are three main types of performance-based reward systems (Owen, 2003)

1. Knowledge and skill-based compensation

In knowledge and skill-based compensation schemes, Employees are compensated for the acquisition of specific knowledge and skills required to meet higher expectations for performance (Odden, 2000 b). This might be in the form of formal certification or undertaking specific professional development units. Another example might be taking an additional work such as mentoring or curriculum development. The concept of knowledge- and skill-based pay in education was adapted from the private

sector, where it was developed to encourage workers to acquire new, more complex or employer-specific skills. Knowledge- and skills-based pay was also intended to reinforce an organizational culture that values employee growth and development and to create a clear career path linked to increasing professional competence.

Knowledge- and skills-based pay is regarded as appropriate to education because Employees have a complex and changing knowledge and skill set, thus, this increases Employees' ability (Odden and Kelly, 2002)

2. MeritPay, "Payforperformance" or "Performance pay"

Merit pay adjusts salaries upward or provides compensation for higher levels of performance. It is based on work performance and performance observation (McColumns, 2001) A standard for individual performance is set, such as increased work achievement. If an employee meets or exceeds this standard, they receive a bonus or a salary increase. Merit pay is frequently used in the private industrial and commercial sector as a management tool to achieve organizational goals. The majority of large companies in the United States offer some kind of merit pay to at least a proportion of their employees. The main argument in favour of merit pay is that it can foster individual motivation by recognizing effort and achievement and rewarding it in a concrete way. The bonus plan is focused on Employees for participating in extra-curricular activities, or conducting in-service training (Johnson, 1986:61)

3. Organization-based compensation

Organization-based compensation is another variant of merit pay, with more of an emphasis on the team's results. In these schemes, incentives are created that encourage educators to work together to achieve collective goals (Work performance, Odden and Kelly, 2002). An example is an organization performance award that links bonuses to organization goals and benchmarks.

There are different types of rewards that are accorded to employees as they perform their assigned tasks. These include:

I. Direct financial monetary rewards

They are rewards in form of cash which include wages raise and bonus, health plan, free meals, vacation convention trips and use of organization facilities.

II. Indirect (non financial) rewards

They include other non cash benefits in addition to basic pay. For instance, food basket, insurance and health for workers as well as other welfare services. It also includes comp-time which is time off given to an employee instead of money because; he/she has worked extra hours. The time gained by the employee could be used by him to earn extra money (Maicibi, 2007).

III. Satisfying work content which include all that which Herzberg in his two-factor theories

Suggest to motivate a worker on the job (Maicibi, 2003:50), gave some of them like, achievement, recognition challenging work and advancement (promotion). Others include certificates, trophies, acknowledgement and pat on the back.

4. Affiliation with an admirable organization

Employees usually like comparing the ratio of their input to rewards received, with the input or reward ratio of others in the organization of their equals.

The ratio were similar, the employees would feel fairly rewarded; hence feel satisfied with the treatment given to them. This is where Stacy Adam's Equity Theory of Motivation applies.

5. Long term career opportunities

These are strategies designed to utilize the strength and overcome weaknesses of an individual in order to take advantage of the career opportunities. Employees would feel properly rewarded if managers' designed related work activities that provide continuity, order and meaning in their life. Career goals and personal ambition can be considered in selecting, promoting staff as well as designing training and development programmes. (Maicibi, 2007).

6. Task rewards

That includes enriched job, new job responsibility and improved work conditions (Ivancevich et al, 1994).

Employee's perception on the effects of organization rewards on their motivational levels. A research on the effect of rewards on performance of Employees found out that while the desirability of receiving a bonus was rated high; Employees were not certain that if they achieved the goal, they could actually receive a bonus. The doubt about receiving the earned bonuses appeared attributable either to past experience with bonuses being reneged or to beliefs that funding for the bonuses would discontinue. However, despite the general suspicion about actually receiving an earned bonus, Employees in organizations that had achieved reward status were more likely to believe that if they met the goals they would be rewarded again (Kelly et al 1999b)

Most studies find that Employees believe financial rewards to be appropriate and that they believe them to have a positive impact on motivation. The findings of different studies differ in the relative weight respondents give to financial rewards as opposed to peer esteem, satisfaction and other intrinsic rewards, and in the mechanism by which financial rewards are believed to affect behavior. Studies conducted by Kelly in Kentucky and in the Charlotte — Mecklenberg district of North Carolina found that Employees believed that their primary motivation came through intrinsic rewards, such as seeing students achieve and public recognition. (Kelly and Protisk 1997 Kelly, 1998 and 1999)

Most Employees in the study reported by Kelly (1999) placed a higher value on intrinsic rewards, including satisfaction of seeing improvements in pupils and the opportunity to work collaboratively. However, this study also found that most Employees believed bonuses were desirable, and when offered a choice, preferred to receive a reward in form of a bonus rather than have it given to the organization improvement fund (Burgess et al 2001).

A study conducted in Kentucky and Charlotte Mecklenberg, found that Employees did Not believe that changing the bonuses would alter their motivation (Burgess et al, 2001).

Employees also perceived rewards differently. For instance, a mathematical set given to history employee may not have an effect, but the same phze given to a mathematics employee may do.

The effects of rewards on performance of Employees

Employees believed that payment of a bonus was appropriate for improvements in organization performance, however in some cases the bonus was not deemed large enough to be a meaningful incentive for Employees to be motivated by it.

Employees value salary bonuses, value outcomes that contribute to personal satisfaction from meeting program goals and seeing improved students performance, opportunities to work with other Employees, public recognition for organization success in meeting goals and opportunities to work towards clear organization wide goals.

Organization based performance award can also produce negative consequences. Employees indicated that in the process of trying to achieve the goals, they experienced a number of negative outcomes, including pressure and stress and increased working hours (Kelly et al, 1999b)

Employees agreed that larger bonuses would be more motivating and that if bonuses were too small they might view them more as insults than incentives (Heneman, H.G 111 and Milanowski, A. 1999)

The magnitude of the established effects and the evidence concerning Employees' differential efforts under an incentive program suggests that Employees' incentives are a very promising path towards the improvement of organization quality (Lavy, 2004). Giving immediate feedback for an excellently performed task is a powerful way to motivate employees.

Motivation is of a particular interest to educational psychologists because of the crucial role it plays in student learning. Motivation in education can have several effects on how students learn and their behavior towards subject matter.

Motivation can direct behavior towards particular goals, lead to improved performance, increased effort and energy, enhanced cognitive processing and an increase in initiation of and persistence in activities.

A research article on the effect of incentives on student performance on the mile marker examinations indicated that monetary incentives for organizations and

Employees have casual effect on improving student achievements. Incentives provided to Employees have helped improve student academic outcomes (Sujit et al 2003-2006).

Low employee motivation is reflected in deteriorating standards of professional conduct, including serious misbehaviours and poor professional performance. Employees' absenteeism is unacceptably high and rising, time on task is low and falling and teaching practices are characterized by limited effort with heavy reliance on traditional employee-centered practices. Employees are devoting less and less time to extra curriculum activities, teaching preparation and making (Bennel, 2004). The World Bank 2004 report neatly summarizes these concerns about Employees. "Cases of malfeasance among Employees are distressingly present in many settings; Employees, show up drunk, are physically abusive or simply do nothing. This is not low-quality teaching, this is not teaching at all" (World Bank 2004).

Therefore where employee morale is very low, there is normally common recognition that the "labor force" in organizations has been organized in such a way to generate additional income. Secondary employment activities are likely to both directly and indirectly lower the motivation of Employees in their jobs (Bennell, 2003)

CHAPTER THREE

METHODOLOGY

Research Design

This study was conducted using a correlation design. Correlation is a research design where a researcher predicts dependent variable (DV) using independent variable (IV), and examines the effect of IV on DV (Oso & Onen, 2005). Correlation research design is suitable for studies where independent variable can be manipulated to predict the dependent variable. In this study the independent variable (reward system) can be manipulated into monetary and nonmonetary to examine its relationship with employee performance. The researcher therefore traced the influence of reward system on employee performance using a correlation research design to enable the researcher to test the study hypothesis.

Research Population

The research population of the study comprised a total of 150 managers and employees of Ministries telecommunications In Hargeisa republic Somaliland, who were deemed to possess Information about employees. The study population consisted of head of departments, especially from the Human Resource section and the entire workers within factory both in different departments, then other authorized person.

Sample size

Respondents were selected from the target population as sample size, according to the solven's Formula:

$$n = N / (1 + Ne^2)$$

Where; n= sample size

N= population size

e= level of significance (0.05).

$$150 / (1 + 150(0.05^2)) = 108$$

Therefore for this case, the sample comprise of 108 respondents as shown in table 1 below.

Table 1: Category, population and sample used in the study

Categories	Population	Sample
Managers	20	18
Officers	130	90
Total	150	108

Source: Ministry of Telecommunications and Postal Service staff establishment

Data Collection Method and instrument

The study collected primary data regarding the effects of reward system on employee performance at workplace using a questionnaire. A self administered questionnaire with close ended questions scored on four point liker scale was used to collect data on monetary, nonmonetary and employee performance in the ministry of telecommunication and postal services in Hargeisa.

Procedure for Data Collection

After the approval of the proposal by the responsible authority at the Faculty, the researcher got an introductory letter from KIU to progress to the field for data collection i.e. Ministry of telecommunications and Postal Service Somaliland in Hargeisa. The researcher then took the questionnaires to respondents proceed by briefing them about the purpose of the questionnaires and ask them to fill them on their convenience to allow them more time and flexibility. Later the researcher made a follow-up to pick the filled questionnaires. Careful observation of respondents from the area of study will also be carried out by the researcher.

Validity and Reliability of the Instruments

Validity of the study questionnaire was established through expert knowledge, and the researcher made sure that at least validity coefficient 70% was reliable before field work was conducted though continuous improvements on the questionnaire. However, validity means in research the ability to produce findings that are agreement with

theoretical or conceptual values. In other words, to produce accurate results and measure what is supposed to be measured. Finally, a research instrument is said to be valid if it actually measures what is supposed to measure. There are many methods to be assured whether your study is valid or not but this study used the Content Validity Index (CVI) using the formula:

$$\text{CVI} = \frac{\text{No of items declared valid}}{\text{Total no of items}}$$

The results of the content validity index are shown in table 2 below.

Table 2: Content Validity Index results

Variable	Total No of items	Number of valid items	CVI
Reward systems	20	17	0.85
Employee performance	9	8	0.88

Source: Expert Judgments

Table 2 shows that reward systems yielded a CVI of 0.85 while employee performance yielded a CVI of 0.88. Since all variable yielded a CVI above 0.70 accepted for social sciences, it was concluded that the instrument was relevant in measuring reward

system and employee performance in the ministry of telecommunications and postal services.

On the other hand, reliability is trustworthiness and in the context of a measuring instrument, it is a degree to which the instrument consistently whatever it's measuring (Amin, 2005). In this study, the Cronbach's Alpha coefficient values of 0.70 were accepted as the minimum accepted for social sciences (Amin, 2005) and the results are shown below as generated from SPSS.

Table 3: Reliability results

Variable	Total No of items	Cronbach' alpha
Reward system	20	0.83
Employee performance	9	0.82

Source: Primary data

Table 3 above shows that reward system yielded Cronbach's alpha value of 0.83 while employee performance yielded Cronbach's alpha value 0.837. Since all variable yielded alpha values above 0.70 accepted for social sciences, it was concluded that the instrument had a good reliability.

Data Gathering Procedures

Before the administration of the questionnaires

An introduction letter was obtained from the College of Applied Economics and Management Sciences for the researcher to ask for approval to conduct the study from respective managers of postal service.

When approved, the researcher secured the staff list from the telecommunication and postal services director to establish the names of the respondents to participate in the study. The respondents were then explained about the study and were requested to sign the Informed Consent Form (Appendix 3). Two research assistants were used to assist in the data collection after they had been briefed in administering the questionnaires.

During the administration of the questionnaires

Sufficient questionnaires were distributed and the respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.

The researcher and assistants emphasized retrieval of the questionnaires within five days from the date of distribution. On retrieval, all returned questionnaires were checked if all are answered.

After the administration of the questionnaires

After receiving the questionnaire back, the researcher coded the data entered them using the Statistical Package for Social Sciences (SPSS).

Data Analysis

The researcher used frequency and percentage for demographic background on the respondents. Mean and standard deviation descriptive statistics for the study variables and a correlation coefficient to analyze the relationship between the relationship between reward systems and employee performance. A correlation is statistical technique that enables the researcher to measure the relationship between the variables under study. A regression analysis using the adjusted R^2 was used to test the extent to which the rewards systems predicted the variance in employee performance in the ministry of telecommunication and postal services.

Limitation of the study

The study anticipated threats to validity in this study as follows:

1. The research environments are classified as uncontrollable setting where extraneous variables influence on the data gathered such as comments from other respondents, anxiety, stress, motivation on the part of the respondents while in the process of answering questionnaires. Although these were beyond the researcher's control, effort was undertaken to request the respondent to be as objective as possible in answering the questionnaire in relation to the reward systems and their performance.

2. Secondly, the researcher tool was not standardised hence validity and reliability tests was done to arrive at a reasonable measuring tool before rolling out the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Introduction

This chapter presents, analyses and interprets the study findings arising from the field information collected from respondents on rewards systems and employee performance in the ministry of telecommunications and postal services. This is followed by a presentation and analysis of the study findings in relation to the research questions.

Response rate

A total of 108 questionnaires were distributed but 105 useable questionnaires were returned making a response rate of 97.2% which according to Amin (2005) is a good representation of the sample used in the population of study. The rest of the distributed questionnaires were not returned in time by the respondents to be considered in the study report.

What is the profile of the respondents in terms of gender, age, education level, experience and time worked with the Company?

The first research question of the study asked about the profile of the respondents. This section gives the profile of the respondents using a questionnaire filled by the respondents themselves. The profile of the respondents included aspects of gender, age, level of education, time worked with the organisation and experience all filled on the questionnaire and the results are presented and analyzed in table 4 below.

Table 4: Profile of the respondents used in the study

	Demographic	Frequency	Percent
Gender	Male	77	73.3
	Female	28	26.7
	Total	105	100.0
Age group	20-30	29	27.6
	31-40	22	21.0
	41-50	49	46.7
	51+	5	4.8
	Total	105	100.0
Education level	Certificate	7	6.7
	Diploma	7	6.7
	Bachelors	56	53.3
	Masters	35	33.3
	Total	105	100.0
Time worked	less than one year	42	40.0
	1-2 Years	21	20.0
	3-4 Years	25	23.8
	5-6 Years	12	11.4
	More than 6 Years	5	4.8
	Total	105	100.0

Experience	Less than /below one year	21	20.0
	1-2 Years	35	33.3
	3-4 Years	15	14.3
	5-6 Years	22	21.0
	7 years and above	12	11.4
	Total	105	100.0

Source: Primary data

Table 4 above shows that the male respondents constituted the highest number of respondents representing 73.3% of the respondents while the female constituted only 26.7%. This finding revealed that the Ministry of telecommunication and postal service Hargeisa, republic of Somaliland did not have an affirmative action of promoting rewards system usage through encouragement of women employment in the different levels of the organisation a form of none monetarily rewards for the female gender.

Table 4 above also shows that a majority of 46.7% of the respondents were aged between 41-50 years followed by 27.6% who were aged between 20-30 years and 21.0% who were aged between 31-40 years. Those who were aged 51+years constituted only 4.8% of the total number of respondents. This finding revealed that the respondents were mature enough to understand issues of rewards system usage

and Employee performance in Ministry of telecommunication and postal service Hargeisa, republic of Somaliland.

On the education level, table 4 above shows that a majority of 53.3% had attained a Bachelors degree as their highest level of education followed by 33.3% who had attained a Masters degree, 6.7% who were Diploma holders and 6.7% who had attained certificate as their highest level of education. This finding suggested that the respondents had attained a reasonable level of education to understand issues of rewards system usage and employee performance to give a very objective view of the statusquo.

On the time worked, majority of 40.0% of the respondents had worked for less than one year followed by 23.8% who had worked for 3-4 years and 20.0% who had worked for 1-2 Years while those who had worked for More than 6 Years constituted 4.8% of the total number of respondents. This finding revealed that the respondents worked with Ministry of telecommunication and postal service Hargeisa, republic of Somaliland majority were still learning the system so need a reasonable time to understand their rewards and their contribution to employee performance.

On the experience, majority of 33.3% of the respondents had experience for 1-2 Years followed by 21.0% who had experience for 5-6 Years and 20.0% who had experience for Less than /below one year while those who had experience for 3-4 Years constituted 14.3% of the total number of respondents, and 11.4%of the respondents had experience of 7 and above years.

What is the level of Reward system usage in Ministry of telecommunication and postal service Hargeisa, republic of Somaliland?

The second research question of the study related to the level of rewards system usage in Ministry of telecommunication and postal service Hargeisa, republic of Somaliland. Reward system usage was measured using monetary and none monetary score on a five point Likert Scale of scale 4= strongly agree; 3= agree, 2= disagree; 1 = strongly disagree and the findings are presented here using mean statistics. The first table shows the results for monetary rewards

Table 5: Mean and standard deviation results for level monetary rewards

Monetary rewards	Mean	S.D	Rank	Interpretation
1. I receive a worth basic salary	2.25	0.93	5	Low
2. My cost of living adjustment is sufficient to support my living	2.33	0.70	7	Low
3. I feel my current salary is equivalent to my job	2.47	1.09	9	Low
4. My current salary reflects the market trend.	2.28	1.24	6	Low
5. My take home pay is reasonable	2.03	1.15	3	Low
6. My performance bonus reflects my productivity in organization	1.35	0.66	1	Very Low
7. My performance bonus reflects my job quality in organization	2.11	1.00	4	Low
8. I receive a fair salary given from organization	2.40	0.73	8	Low
9. I receive merit pay which reflects my productivity in the organization	1.99	1.01	2	Low
10. There are many types of performance bonuses offered by my organization that motivate my productivity	2.60	0.88	10	High

Mean Range	Response Mode	Interpretation
3.50-4.00	strongly agree	Very high
2.50-3.49	Agree	High
1.50-2.49	Disagree	Low
1.00-1.49	strongly disagree	Very low

Table 5 above shows that the respondents agreed that there were many types of performance bonuses offered by their organization that motivated their productivity (Mean = 2.60) a finding which revealed a high level of use of a multiplicity of bonus schemes to reward system employees in Ministry of telecommunication and postal service.

On the contrary, the study found out that the respondents disagreed that their current salary was equivalent to their job (Mean = 2.47) while they also disagreed that they received a fair salary given from organization (mean = 2.40). The respondents also disagreed that the cost of living adjustment were sufficient to support their living (Mean = 2.33); disagreed that their current salary reflected the market trend (mean=2.28); disagreed that they received a worth basic salary (mean=2.25); disagreed that their performance bonus reflected their job quality in organization (mean=2.11). The respondents further disagreed that their take home pay was reasonable (mean=2.03) while they also disagreed that they received merit pay which reflects their productivity in the organization (mean=1.99). These findings suggested a low level of monetary

reward system usage in Ministry of telecommunication and postal service Hargeisa, republic of Somaliland in relation to external pay equity or fairness, consideration of cost of living adjustment, meeting labor market trends, basic salary and merit pay.

In addition, respondents strongly disagreed that their performance bonus reflected their productivity in organization (mean=1.35) a finding which suggested very low level of consideration of performance bonuses in the rewards system usage in the Ministry of telecommunication and postal service Hargeisa.

The study also accesses the level of usage of none monetary rewards and the findings are presented below.

Table 6 Mean and standard deviation results for level of monetary rewards

Non- monetary rewards		Mean	Standard deviation	Rank	Interpretation
1	I get the recognition I deserve when I do a great job	2.50	0.97	3	High
2	I received recognition for my job accomplishment	2.67	1.08	5	High
3	I feel that I have chances of getting ahead on this job	2.93	0.86	8	High
4	Promotion and transfer are made fairly	1.47	0.83	1	Very Low
5	Good exposure of the challenging of the job	2.47	1.09	2	Low
6	Good potential career in my organization	2.79	0.98	6	High
7	Possibility of grow in my organization	2.87	1.09	7	High
8	Opportunity to grow through learning new things and skills	3.07	0.78	9	High
9	Good learning opportunities	2.73	0.86	5	High
10	Opportunities for advancement to higher level jobs	3.56	0.92	10	Very High

Mean Range	Response Mode	Interpretation
3.50-4.00	strongly agree	Very high
2.50-3.49	Agree	High
1.50-2.49	Disagree	Low
1.00-1.49	strongly disagree	Very low

Table 6 above shows that the respondents strongly agreed that there were opportunities for advancement to higher level jobs (Mean = 3.56). This finding revealed a very high level of opportunities offered by the organisation as a none monetary

reward system in Ministry of telecommunication and postal service Hargeisa, republic of Somaliland.

Similarly, the respondents agreed that there were opportunity to grow through learning new things and skills (Mean = 3.07), also agreed that they had chances of getting ahead on their job (Mean = 2.93), agreed that there were possibility of growing in their organization (2.87) while they also agreed that there were good potential careers in their organization (Mean = 2.79). The respondents agreed that there were good learning opportunities (mean=2.73) while they also agreed that they received recognition for their job accomplishment (mean=2.67) yet they agreed that they got the recognition they deserved when they did a great job (mean=2.50). These finding revealed a high level of observance of non-monetary rewards significant in possibility of career growth, good learning opportunities and recognition for their job accomplishment in the Ministry of telecommunication and postal service of Somaliland.

On the contrary, the respondents felt that there were no good exposure of the challenging job opportunities (mean=2.47) while they strongly disagreed agreed that promotion and transfer were made fairly (mean=1.47). These findings revealed a low level of provision of challenging job opportunities and a very low level of fairness in the promotion and transfer non monetary reward system in Ministry of telecommunication and postal service Hargeisa, republic of Somaliland.

These study findings and observations are supported by McColumns (2001) who highlights the use of merit pay: adjusts salaries upward or provides compensation for higher levels of qualifications and performance when an employee meets or exceeds set standard and the majority of large companies in the United States offer some kind of merit pay to at least a proportion of their employees. The main argument in favour of merit pay is that it can foster individual motivation by recognizing effort and achievement and rewarding it in a concrete way.

Odden and Kelly (2002) highlights the use of knowledge and skill-based compensation schemes, where employees are compensated for the acquisition of specific knowledge and skills required to meet higher expectations for performance. Similarly Maicibi (2007) observed the commonly used compensation practices include non cash benefits in addition to basic pay. For instance, food basket, insurance and health for workers as well as other welfare services, satisfying work content which include all that which Herzberg in his two- factor theories, use of recognition challenging work and advancement, certificates, trophies, acknowledgement and pat on the back.

Similarly, employees would feel properly rewarded if managers' designed related work activities that provide continuity, order and meaning in their life. Career goals and personal ambition can be considered in selecting, promoting staff as well as designing training and development programmes. (Maicibi, 2007). Most Employees in the study reported by Kelly (1999) placed a higher value on intrinsic rewards, including satisfaction of seeing improvements in pupils and the opportunity to work collaboratively. However, this study also found that most Employees believed bonuses

were desirable, and when offered a choice, preferred to receive a reward in form of a bonus rather than have it given to the organization improvement fund (Burgess et al 2001).

What is the level of Employee performance in ministry of telecommunication and postal service Hargeisa, republic of Somaliland?

The third research question of the study related to the level of Employee performance in Ministry of telecommunication and postal service Hargeisa, republic of Somaliland. Reward system usage was measured using monetary and none monetary score on a five point Likert Scale of scale 4= strongly agree; 3= agree, 2= disagree; 1 = strongly disagree and the findings are presented here using mean statistics.

Table 7: Mean and standard deviation results for level of Employee performance

Employee performance	Mean	Standard deviation	Rank	Interpretation
1. I Attend to the desired number of customers in this telecommunication company	2.25	1.06	5	Low
2. I submit all required daily and weekly reports	2.10	1.01	8	Low
3. I always achieve my set performance targets	2.37	1.27	7	Low
4. I have recorded a low defects/failure rates in performing my roles	1.15	0.87	1	Very low
5. My work outputs meets the specified standards in this telecommunication company	2.11	1.17	9	Low
6. My supervisors in this telecommunication company are satisfaction with the quality of work I produce	2.29	1.12	6	Low
7. I attend to the required number of customers in time	2.04	1.11	3	Low
8. I am always on duty in time	3.33	0.60	9	High
9. Always meet deadlines for the tasks assigned	1.53	1.06	2	Low

Source: Primary data

Mean Range	Response Mode	Interpretation
3.50-4.00	strongly agree	Very high
2.50-3.49	Agree	High
1.50-2.49	Disagree	Low
1.00-1.49	strongly disagree	Very low

Table 8 above shows that the respondents agreed that they were always on duty in time (Mean = 3.33) a finding which revealed a high degree of employee performance in relation to time management in Ministry of telecommunication and postal service Hargeisa, republic of Somaliland.

On the contrary, the respondents disagreed that they always achieved their set performance targets (Mean = 2.37), disagreed that their supervisors in this telecommunication company were satisfaction with the quality of work they produce (Mean = 2.29), disagreed that they attended to the desired number of customers in this telecommunication company (Mean = 2.25). Furthermore, the respondents disagreed that their work outputs meet the specified standards in this telecommunication company (mean = 2.11), disagreed that they submitted all required daily and weekly reports (mean = 2.10) while they also disagreed that they attended to the required number of customers in time (Mean = 2.04). These findings revealed a low level of employee performance in relation to meeting performance targets, satisfaction of supervisors with the quality of work produced, quality of work outputs and attending to the required number of customers in the Ministry of telecommunication and postal service Hargeisa.

The respondents further strongly disagreed that always meet deadlines for the tasks assigned (Mean = 1.53) while they also strongly disagreed that they recorded a low defects/failure rates in performing their roles (Mean = 1.15). These findings generally revealed a very low degree of employee performance significant in failure to meet deadlines for the tasks assigned and elimination of waste in form of defect rate in the Ministry of telecommunication and postal service Hargeisa, Somaliland. In the next sub section we examine the study findings on the relationship between rewards systems and employee performance.

Is there a significant relationship between reward system and employee performance in ministry of telecommunication and postal service Hargeisa, republic of Somaliland?

The fourth research question asked if there was any significant relationship between reward system and employee performance. To answer this question, a co-relation and regression analyses were conducted using Pearson's correlation and ANOVA statistics and the findings are shown below.

Table 8: Relationship between reward system and employee performance

Variables correlated	Computed r-value	P-value	Interpretation of Correlation	Adjusted R ²	Decision on Ho
Monetary rewards vs employee performance	0.603**	0.000	There is a significant relationship between monetary rewards and employee performance	0.357	Not accepted

$P \leq 0.05$

Source: Primary data

Table 8 above shows Pearson's correlation coefficient $r = 0.603^{**}$ and $p = 0.000$ suggesting that reward system had a high positive significant relationship with the level of employee performance in the Ministry of telecommunication and postal service Hargeisa, Somaliland.

The regression analysis revealed an adjusted R^2 value of 0.357 at significance $p= 0.000$ suggesting that reward systems was a significant predictor of the variance in the level of employee performance as it predicted only 35.7% while other variables predicted 64.3% of the variance of employee performance in Ministry of telecommunication and postal service Hargeisa, republic of Somaliland. This implied that the low levels of reward system resulted into low levels of employee performance in the Ministry of telecommunication and postal service Hargeisa, Somaliland.

The study therefore rejected the Null hypotheses that:

H₀: There is no significant relationship between the level of reward system and level employee performance in Ministry of telecommunication and Postal services Hargeisa, Somaliland.

and accepted the alternative hypothesis that:

H_A: There is a significant relationship between the level of reward system and level employee performance in Ministry of Telecommunication and Postal services Hargeisa, Somaliland.

These study findings are supported by Bennel (2004) who noted that Low employee motivation is reflected in deteriorating standards of professional conduct, including serious misbehaviors and poor professional performance. Employees' absenteeism is unacceptably high and rising, time on task is low and falling and teaching practices are characterized by limited effort with heavy reliance on traditional employee-centered practices.

In support of the relationship between reward systems and employee performance Heneman and Milanowski (1999) noted that employees agreed that larger bonuses would be more motivating and that if bonuses were too small they might view them more as insults than incentives. Similarly, Lavy (2004) noted that the magnitude of the established effects and the evidence concerning Employees' differential efforts under an incentive program suggests that Employees' incentives are a very promising path towards the improvement of organization quality (Lavy, 2004) especially through use of differential efforts undertaking an incentive program which have proved to be very promising towards the improvement of organization quality.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter states the major study findings on Ministry of Telecommunications and Postal Service in Hargeisa, Somaliland. It also presents the conclusion and recommendations of the study arising from the study findings. The first section presents the summary of findings. This is followed by a presentation of the conclusion and recommendations in relation to the study research objectives.

Summary of findings

Profile of respondents

The study found out that the male respondents constituted the highest number of respondents representing 73.3% of the respondents while the female constituted only 26.7%. Similarly, study found out that a majority of 46.7% of the respondents were aged between 41-50 years followed by 27.6% who were aged between 20-30 years. On the education level, the study found out that a majority of 53.3% had attained a bachelor's degree as their highest level of education followed by 33.3% who had attained a Masters degree. On the time worked, majority of 40.0% of the respondents had worked for less than one year followed by 23.8% who had worked for 3-4 Years. A majority of 33.3% of the respondents had experience of 1-2 Years followed by 21.0% who had experience of 5-6 Year.

The level Reward system usage in Ministry of telecommunication and postal service Hargeisa.

The study found out that although there was a high level of use of a multiplicity of bonus schemes to reward employees in Ministry of telecommunication and postal service, there was a low level of external pay equity or fairness, consideration of cost of living adjustment, meeting labor market trends, basic salary and merit pay in the monetary reward system usage in Ministry of telecommunication and postal service Hargeisa, Somaliland.

The study found a very high level of opportunities offered by the organisation in its none monetary reward system and a high level of observance of non-monetary rewards of offering possibility of career growth, good learning opportunities and recognition for their job accomplishment in the Ministry of telecommunication and postal service of Hargeisa, Somaliland.

The non monetary rewards were low in areas of provision of challenging job opportunities and a very low level of fairness in the promotion and transfers in Ministry of telecommunication and postal service Hargeisa, Somaliland.

The level of Employee performance in ministry of telecommunication and postal service Hargeisa, Somaliland.

The study found that employee performance was high in relation being on duty in time but was low in relation to meeting performance targets, satisfaction of supervisors with the quality of work produced, quality of work outputs and attending to the required

number of customers. The study found a very low degree of employee performance significant in failure to meet deadlines for the tasks assigned and elimination of waste in form of defect rate in the Ministry of telecommunication and postal service Hargeisa, Somaliland.

Relationship between reward system and employee performance

The study found out that employee reward system had a high positive significant relationship with the level of employee performance implying that the low level of reward system resulted into low levels of employee performance in the Ministry of telecommunication and postal service Hargeisa, Somaliland.

Conclusions of the study

The study concluded that the Ministry of telecommunication monetary rewards only emphasized use of a multiplicity of bonus schemes to reward employees.

The study on the other hand concluded that monetary rewards did not provide for external pay equity or fairness and it did not adequately consider the cost of living in its pay adjustment.

The study also concluded that the basis pay received by the staff in the ministry of telecommunication and postal services did not meet or equal the labor market trends yet there was no efforts to offer merit pay in the monetary reward system practices.

The study concluded that the Ministry of telecommunication and postal services was only good in offering nonmonetary rewards related to possibility of career growth, good learning opportunities and recognition for their job accomplishments.

On the other hand the study concluded that the ministry of communication and postal services did not adequately provide challenging job opportunities and fair promotion and transfers practices in its nonmonetary reward systems

The study found that employee performance in the ministry of communications and postal services was only good in relation to routine reporting on duty and in time.

The study however concluded that there was a low level of employee performance in relation to meeting performance targets, satisfaction of supervisors with the quality of work produced, quality of work outputs and attending to the required number of customers in the ministry of communications and postal services.

The study further concluded that employee performance in the ministry of communications and postal services was very low in areas of meeting deadlines for the tasks assigned and elimination of waste in form of defect rate.

The study concluded that employee reward system had a high positive significant relationship with the level of employee performance and to achieve the desired level of employee performance, there was need to improve on the monetary and none monetary rewards in the ministry of telecommunication and postal service Hargeisa, Somaliland.

Recommendations of the study

To achieve the desired level of employee performance in the ministry of communications and telecommunication services, the government of the republic of Somalia should:

1. Conduct job evaluations to establish the level of pay similar organisations in the private and public sector pay for similar positions to restored external pay equity or fairness, and meeting the labor market trends
2. Make salary adjustments which meet the cost of leaving of the staff in Mogadishu
3. Offer merit pay by paying employees based on their qualifications and competencies possesses in the monetary reward system practices
4. Adequately provide challenging job opportunities, observe fairness in the promotion and transfers practices in its nonmonetary reward systems

Recommendations for other studies

The study found that reward system predicted 35.7% of the variance in employee performance while other variables predicted 64.3% of the variance of employee performance in Ministry of telecommunication and postal service Hargeisa, Somaliland. Other studies need to examine the influence of training, management style and organizational culture on employee performance in the public sector of Somalia under post conflict rebuilding.

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APPENDICES
APPENDIX 1 A
TRANSMITTAL LETTER

OFFICE OF THE DEPUTY VICE CHANCELLOR (DVC)
COLLEGE OF APPLIED ECONOMICS AND MANAGEMENT SCIENCES

Dear Sir/Madam,

**RE: INTRODUCTION LETTER TO CONDUCT RESEARCH IN YOUR
INSTITUTION**

Mr. Abdirisaaq Said Abdilahi is a bonafide student of Kampala International University pursuing Bachelor of business administration.

he is currently conducting a field research for her dissertation entitled, ***"Reward System and Employees Performance in Ministry of Telecommunication and Postal Service Hargeisa, Somaliland."***

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

Any data shared with her will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

Novembrieta R. Sumil, Ph.D

Deputy Vice C

APPENDIX 1
TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a student of Bachelor of business administration and candidate of Kampala International University. Part of the requirements for the award is a dissertation. My study is entitled, "***Reward Systems and Employees Performance in Ministry of Telecommunication and Postal Service. Hargeisa, Somaliland***". Within this context, may I request you to participate in this study by answering the questionnaires. Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within five days (5)?

Thank you very much in advance.

Yours faithfully,

Mr. Abdirisak Said Abdilahi

APPENDIX II
CLEARANCE FROM ETHICS COMMITTEE

Date _____

Candidate's Data

Name _____

Reg.# _____

Course _____

Title of Study _____

Ethical Review Checklist

The study reviewed considered the following:

- ___ Physical Safety of Human Subjects
- ___ Psychological Safety
- ___ Emotional Security
- ___ Privacy
- ___ Written Request for Author of Standardized Instrument
- ___ Coding of Questionnaires/Anonymity/Confidentiality
- ___ Permission to Conduct the Study
- ___ Informed Consent
- ___ Citations/Authors Recognized

Results of Ethical Review

- ___ Approved
- ___ Conditional (to provide the Ethics Committee with corrections)
- ___ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Members _____

APPENDIX III
INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. Abdirisaq said Abdilahi that will focus on Reward System and Employees performance in Ministry of Telecommunication and Postal Service.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

APPENDIX 1VA

QUESTIONNAIRE

FACE SHEET: PROFILE OF THE RESPONDENTS

Dear respondent, I am student in Kampala international university pursuing Bachelor of business administration and management and conducting a research on the impacts of reward system on employee performance at work: case study: Ministry of Telecommunications and Postal Services.

This study has been prepared for academic purpose and you have been selected to provide reliable information according to your knowledge. I kindly request you to answer the following questions honestly. The results of this study will be useful for organizations.

Information you offer will be used for academic purpose and also kept confidential.

Your cooperation will be highly appreciated.

Section A: Profile of the respondents

Gender (Please Tick): ☒ (1) Male ☐ (2) Female

Age (Please Tick):

☐ (1) 20-30

☐ (2) 31-40

☐ (3) 41-45

___ (4) 51+

Education level (Please Specify):

___ (1) Certificate

___ (2) Diploma

___ (3) Bachelors

___ (4) Masters

___ (5) Ph.D.

Other qualifications other than education discipline _____

Experience (Please Tick):

___ (1) less than/Below one year

___ (2) 1- 2yrs

___ (3) 3-4yrs

___ (4) 5-6yrs

___ (5) 7 years and above

How long have you been working with the Company:

___ Less than one year

___ 1-2 years

___ 3-4 years

___ 5-6 years

___ More than 6 years

APPENDIX IV B

QUESTIONNAIRES TO REWARD SYSTEM

(For Monetary Rewards and Non Monetary Rewards)

Direction 1: Please write your rating on the space before each option which corresponds to your best, Kindly use the scoring system below:

Response Mode	Rating	Description	Legend
Strongly Agree	(4)	You agree with no doubt at all.	SA
Agree	(3)	You agree with some doubt	A
Disagree	(2)	You disagree with some doubt	D
Strongly disagree	(1)	You disagree with no doubt at all	SD

SECTION B: MONETARY REWARDS

Scale		1	2	3	4
1	I receive a worth basic salary				
2	My cost of living adjustment is sufficient to support my living				
3	I feel my current salary is equivalent to my job				
4	My current salary reflects the market trend.				
5	My take home pay is reasonable				
5	My performance bonus reflects my productivity in organization				

7	My performance bonus reflects my job quality in organization				
8	I receive a fair salary given from organization				
9	I receive merit reflect that my productivity in organization.				
10	There are many types of performance bonuses offered by my organization that motivate my productivity				

NON- MONETARY REWARDS

Scale		1	2	3	4
1	I get the recognition I deserve when I do a great job				
2	I received recognition for my job accomplishment				
3	I feel that I have chances of getting ahead on this job				
4	Promotion and transfer are made fairly				
5	Good exposure of the challenging of the job				
6	Good potential career in my organization				
7	Possibility of grow in my organization				
8	Opportunity to grow through learning new things and skills				
9	Good learning opportunities				
10	Opportunities for advancement to higher level jobs				

APPENDIX IV C

QUESTIONNAIRE TO EMPLOYEE PERFORMANCE

Direction: Please write your preferred option on the space provided before each item.

Kindly use the rating guide below:

Response Mode	Rating	Description	Legend
Strongly Agree	(4)	You agree with no doubt at all.	SA
Agree	(3)	You agree with some doubt	A
Disagree	(2)	You disagree with some doubt	D
Strongly disagree	(1)	You disagree with no doubt at all	SD

Scale		1	2	3	4
1	I Attend to the desired number of customers in this telecommunication company				
2	I submit all required daily and weekly reports				
3	I always achieve my set performance targets				
4	I have recorded a low defects/failure rates in performing my roles				
5	My work outputs meets the specified standards in this telecommunication company				
6	My supervisors in this telecommunication company are satisfaction with the quality of work I produce				
7	I attend to the required number of customers in time				
8	I am always on duty in time				
9	Always meet deadlines for the tasks assigned				

APPENDIX VI
PROPOSED BUDGET

<i>No</i>	<i>Description</i>	<i>Unit cost (Ug sh)</i>	<i>Total</i>
1	Transport		200,000/=
2	Writing and typing the materials		35,000/=
3	Printing		100,000/=
4	2 Research assistants	1,500	15,000/=
5	Ream of white papers	10,000	10,000/=
6	Binding Materials		50,000/=
7	Pens	500	5,000/=
8	Files	1,000	3,000/=
9	Refreshment	10,000	150,000/=
Grand Total			568,000/=

APPENDIX VI

TIME FRAME

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Conceptual Phase												
Chapter 1												
2. Design & Planning Phase												
Chapter 2-3												
3. Thesis Proposal												
4. Empirical Phase												
Data Collection												
5. Analytic Phase												
Chapter 4-5												
6. Journal Article												
7. Dissemination Phase												
Viva Voce												
8. Revision												
9. Final Book Bound Copy												
10. Clearance												
11. Graduation												

APPENDIX IIV

CALCULATION OF CONTENT VALIDTY INDEX

$$\text{CVI} = \frac{\text{No of judges declared item valid}}{\text{Total No of judges}}$$

Section: A

$$\text{CVI} = \frac{4}{5} = 0.8$$

Section: B

$$\text{CVI} = \frac{3}{5} = 0.6$$

Section: C

$$\text{CVI} = \frac{4}{5} = 0.8$$

Section: D

$$\text{CVI} = \frac{5}{5} = 1.0$$

Therefore, Average of content validity index is:

$$\text{CVI} = \frac{3.20}{4} = 0.8$$

APPENDIX IV: INTERPRETATION OF MEANS

Range	Description	Interpretation
3.26- 4.00	strongly agree	Very high
2.51- 3.25	Agree	High
1.76- 2.50	Disagree	Low
1.00- 1.75	strongly disagree	Very low

CURRICULUM VITAE

Abdirisaq Said Abdilahi

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PERSONAL DETIALS

Date of birth : 23th 11/1987

Nationality : Somalilandwe

Marital status : Single

Languages : Somalia, Arabic and English

Religion : Muslim

EDUCATION BACKGROUND

2009 – 2013 Kampala International University

Bachelor Of Business administration t (BBA)

OTHER COURSES

- 18-Aug-2011: *Professional Report Writing Skills Course*
Makerere Institute For Social Development which is conducted in Makerere University, Kampala-Uganda.
- 11-Nov-2011: *project planning and management*
- July- 2012: *Conflict Resolution and Peace Building Management Course*
Africa Population Institute which is conducted in MAKARERE University, Kampala-Uganda
- Feb-02-2012: *Statistical Package of Social Scientists (SPSS) Course*
Family Business Network which is conducted in Kampala International University (KIU) Kampala, Uganda.
- 22-Jan-2012: *Financial Management and Accounting Course*

Africa Population Consult which is conducted at Makerere University.
- 29-March-2012: procurement and logistics management in makerer cooperate institute

EXPERIENCE BACKGROUND

2007-2009: coordinator of Young Development Organization

Hargeisa, Somaliland.

2010-2011 cashier of canshur form factor

LANGUAGES

- English Good (Both written & Spoken)
- Arabic Good (Both written & Spoken)
- Somali Mother Tongue.

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