

**REMUNERATION AND EMPLOYEE PERFORMANCE IN NAMAYINGO
DISTRICT UGANDA. A CASE STUDY OF LOLWE SUBCOUNTY**

BY

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BPA/41019/133/DU

**A DISSERTATION SUBMITTED TO THE COLLEGE OF HUMANITIES AND
SOCIAL SCIENCE AS A PARTIAL FULFILLMENT FOR THE AWARD OF
BACHELORS DEGREE IN PUBLIC ADMINISTRATION OF KAMPALA
INTERNATIONAL UNIVERSITY**

SEPTEMBER 2016

DECLARATION

"This Dissertation is my original work and has not been presented for a degree or any other academic award in any University or Institution of learning".


Sign. 

MUNYOLO DADDY.

Date. 23/09/2016

APPROVAL

This dissertation has been under my supervision as a University Supervisor and is now ready for submission to the college of Humanities and social sciences of Kampala international university for approval.

Sign.....

MISS.BIRUNGI SYLVIA.

Supervisor

Date.....

DEDICATION

I dedicate this dissertation to my beloved parents Mr.Wandera John Munyolo and Miss.Topister Ogutta Munyolo for their time, sacrifices, kindness and encouragement throughout my career.

ACKNOWLEDGEMENT

Completion of this work was as a result of explicit support of many people to whom I owe acknowledgement. First and foremost I thank God for the protection and strength towards the completion of this research report and the entire programme at large.

In a very special way. I extend my sincere gratitude to my supervisor Miss.Birungi Sylvia for her patience, dedicated attention, suggestions and encouragement that sustained my motivation to accomplish this research effectively and efficiently.

More thanks go to all my family members [Brothers, Sisters, uncles and aunties).All my friends especially at the university who have helped me in one way or the other towards the completion of this study and my classmates for the encouragement and cooperation they have exhibited towards me during the course of my study and most so, during the critical and difficult times at the University.

I also wish to thank all members of Lolwe Sub County who participated in this study for their precious time and cooperation

Finally, I would like to express my sincere appreciation for the patience, devotion, encouragement and support of my sister Akinyi Judith,Akinyi Carolyne and my brother Munyolo Odero and Okello Ajey during my course.

May the almighty God bless you all abundantly.

LIST OF ABBREVIATIONS

NLRB:	National labour Relations Board
HR:	Human resource
NGO:	Non-governmental organization
E.G:	Example
NAADS:	National agricultural advisory development strategy
WWW:	World Wide Web
ETC:	Et cetera

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ABSTRACT

The purpose of the study was conducted in order to investigate the effects of remuneration on employee's performance in Lolwe sub county Uganda. The study specifically aimed at assessing the extent of remuneration of employees in Lolwe Sub County, to examine the effect of giving remuneration to employees in Lolwe Sub County, to establish the relationship between remuneration and employees performance in Lolwe Sub County.

The literature review was conducted with the aim of establishing and giving more light on the effects of remuneration on employee's performance. Different authors clearly agreed that. Remuneration is a determinant of employee performance: however remuneration was not synonymous with employee performance. Remuneration does not wholly account for better employee performance but it is an important factor on bringing it about (Raymond et al 2004). Organizations that strive to meet the need of the employees reap certain benefits. Maslow's theory provides guidance with respect to the needs that employees are motivated to achieve.

The study used an exploratory methodology in collecting the necessary data which included questionnaires and interview methods of data collection. The data was tabulated and then analyzed in order to draw inference from the data collected. The information collected from the respondents through questionnaires and interview guide questions were used in order to answer the objectives of the study. More so, the study contained the summary of the findings, conclusions, recommendation. Various findings were obtained from chapter four where clear and satisfactory conclusions and recommendations were made on the basis of the research objective stipulated in chapter one. It was evident from the findings that there is a close relationship between remuneration and employee performance.

It was therefore found out that organizations cannot prosper if remuneration and employee performance are not catered for as an important elements in an organization. The study further noted that productivity/output, workers' relationship and standards of living among the employees had improved as a result of remuneration hence employee's performance. It was recommended that Lolwe sub county should create a culture of rewarding employees who meet the set expectations so that they attract employees hence effectiveness.

CHAPTER ONE

1.0. Introduction

The study is about remuneration and employee performance in Lolwe sub county which is one of the lower local government found in Namayingo district, Uganda. It is found in eastern part of Uganda on Lake Victoria. Lolwe is a sub county in namayingo district, in bukoli islands constituency and it is found in the south western part of Namayingo District. Lolwe sub-county borders Sagiti and Masuria islands in the North, Sigulu island in the north eastern, Hama, Wayasi and Siro islands in the East, Mungu and Remba islands in the South.

This local Government was initiated to operationalise the Local Government Act of 24th March, 1997 which was meant to give effect to Decentralization and Devolution of power, functions, and services. It is also meant to avail good Governance, Democratic participation and control of decision making by the people. This study contains background of the study, historical perspective, theoretical framework, conceptual framework, problem statement, purpose of the study, research objectives, and research questions, scope of the study and significance of the study.

1.1 Back ground of the study

In 1960, there was little migration from Uganda. In 1960s, there was gradual growth of Ugandans that migrated to Australia, Pakistan, and United States because of poor remuneration. Most Ugandans who emigrate go to the United States, United Kingdom, Canada, and Australia. The reason for migration is based on low economic remuneration in Uganda. Many public Administrators, Development practitioners migrate to United States, Canada and United Kingdom due to high rates of pay. Therefore, due to emigration for financial benefits in outside countries there are few nurses, public Administrators in

Uganda because those which the country had went for green pasture and 70% of other qualified human resources want to emigrate.

Uganda has tried to initiate some policies aiming at retaining human resource. On 1st October, 1999 remuneration commenced when salaries and allowances act was initiated. This Act provides for the pursuance of Article 158 of the constitution for the salaries, benefits and allowances to be paid to the holders of certain offices and human resources in public service. The salaries, allowances and benefits attached to which are charged on consolidated fund. That specified officers shall be paid such salaries and allowances and such benefits as prescribed respectively in relation to those offices in the second schedule to this Act. However, for the avoidance of doubts, the cost of any benefits, allowances extended to the specified offices shall be charged on the consolidated funds of local Government.

1.2. Historical perspective.

Performance management began around 60 years ago as a source of income justification and was used to determine an employee's wage based on performance. Organizations used performance management to drive behaviors from the employees to get specific outcomes. In practice this worked well for certain employees who were solely driven by financial rewards. However, where employees were driven by learning and development of their skills, it failed miserably. The gap between justification of pay and the development of skills and knowledge became a huge problem in use of performance management. This became evident in late 1980s; the realization that a more comprehensive approach to manage and reward performance was needed. This approach of managing performance was developed in the United Kingdom and United States much earlier than it was developed in Australia.

In recent decades, however, the process of managing people has become more formalized and specialized. Many of performance appraisal methods have been

absorbed into the concept of performance management, which aims to be more extensive and comprehensive process of management. Some of the development that have shaped performance management in recent years are the differentiation of employees or talents management, management by objectives and constant monitoring and review, its development was accelerated by the following factors;

a) The introduction of Human resource management as strategic driver and integrated approach to management and development of employees.

b) The understanding that the process of performance management is something that is completed by line managers throughout the year and it is not a once off annual event coordinated by personnel department.
(WWW.peoplestreme.com).

1.3 Theoretical framework

Agency theory. This focuses on divergent interests and goals of the organization's stakeholders and the way that the employee remuneration can be used to align these interests and goals. This theory talks about two important stakeholders i.e. employer and employee. Employers play a role of principal whereas employees play a role of agent. Remuneration paid to employee (agent) is called agency cost. Agents want high agency costs whereas principals want to maximize it.

Agency theory says that principals must choose a contracting scheme that helps align the interests of agents with the principal's own interests.

Equity theory. This theory emphasizes pay structure of employee remuneration. It suggests that an employee who perceives inequity in his or rewards seeks to restore equity. When employees perceives inequity, it can result in lower productivity, high absenteeism, or increase in turnover.

1.4, Conceptual framework.

Remuneration. This is a set of processes that initiate, directs and makes people persist in their efforts to attain a goal (Wastoiyam, 2003). It is the way to exert high level of efforts to attain organizational goals, conditioned by the efforts/ ability to satisfy individual needs (Robbins and Deccnzo, 1998). The working definition in this study is to be the force that energies and behavior gives direction and underlies the tendency to persist (Bartok and martin. 1998).

Pay. This is a form of wage salary which represent the means by which employee are remunerated for attaining certain levels of work performance (Buckley and Ferris, 1996). This study is to show that remuneration is a main spring of employee performance

Benefits. These are all indirect payments which an employee receives for containing his employment with a firm (Dressier, 1998) this is to make employees satisfied hence increasing their productivity

Incentives. These are financial rewards given to workers whose production exceeds predetermined standards (Dressler, 2004) they are given to employees to motivate them to work a little harder to achieve the pre-determined goals.

However, Remuneration in Lolwe Sub County may not to a certain extent exhibit the above features and therefore may lead to poor performance of employees and hence the reason why the researcher will undertake this study.

1.5. Problem statement.

Effective remuneration is important to the functioning of Local Governments. Local Governments should have it in order to meet the objectives namely; to remain competitive in the labour market, integrate employee's future performance with Local Government services. Control remuneration budget attract employees and reduce turn over (Guppta 1996, Wayne 1998) the

demerits of not having remuneration program is that, it causes de-motivation hence leads to labour turn over. In Lolwe Sub County workers hardly receives Remuneration entitlements like medical facilitations, Allowances, incentives, benefits among others hence employees poor performance and there is need for good and fair remuneration to make them motivated hence increased performance.

1.6. Purpose of the study.

This study seeks to investigate the effect of remuneration on employee's performance in Lolwe Sub County.

1.7. Research objectives.

- i. The study seeks to assess the extent of remuneration of employees in Lolwe Sub County.
- ii. The study is to examine the effect of giving remuneration to employees in Lolwe Sub County.
- iii. The study is to establish the relationship between remuneration and employees performance in Lolwe Sub County.

1.8. Research questions.

- i. What is the extent of remuneration of employees in Lolwe Sub County?
- ii. What is the effect of giving Remuneration on employee performance in Lolwe Sub County?
- iii. What is the relationship between remuneration and employees performance in Lolwe Sub County?

1.9. Scope of the study.

Geographical scope.

The study will be conducted in Lolwe sub county Namayingo District. Lolwe Sub County is found on Lake Victoria in the south western part of Namayingo District, in Bukooli islands constituency. Lolwe sub county borders Sagiti and Masuria islands in the North, Sigulu Island in the North eastern; Hama, Wayasi and Siro islands in the East, Mungu and Remba Islands in the south.

Content scope

The research will be based on the remuneration and employee performance in Lolwe sub county, Namayingo District.

Time scope

The study investigated the remuneration on employee performance in span of three years that was 2008 to 2010 as appoint of reference. This time period is preferred because it is long enough to provide a comprehensive range of ideas to use.

The study itself will be carried out in the period of April 2016 to August 2016, totaling to five months within constraints of resources and time of the researcher.

1.10. Significance of the study

The study is significant in the following ways;

The study will help the Sub county to realize how employees can be motivated through remuneration and therefore understand the essences of giving remuneration to their employees as a way of achieving its goals for example through benefits, allowances, medical facilitations.

The results of the study will contribute to the existing theories in the effort of remuneration on employee's performance.

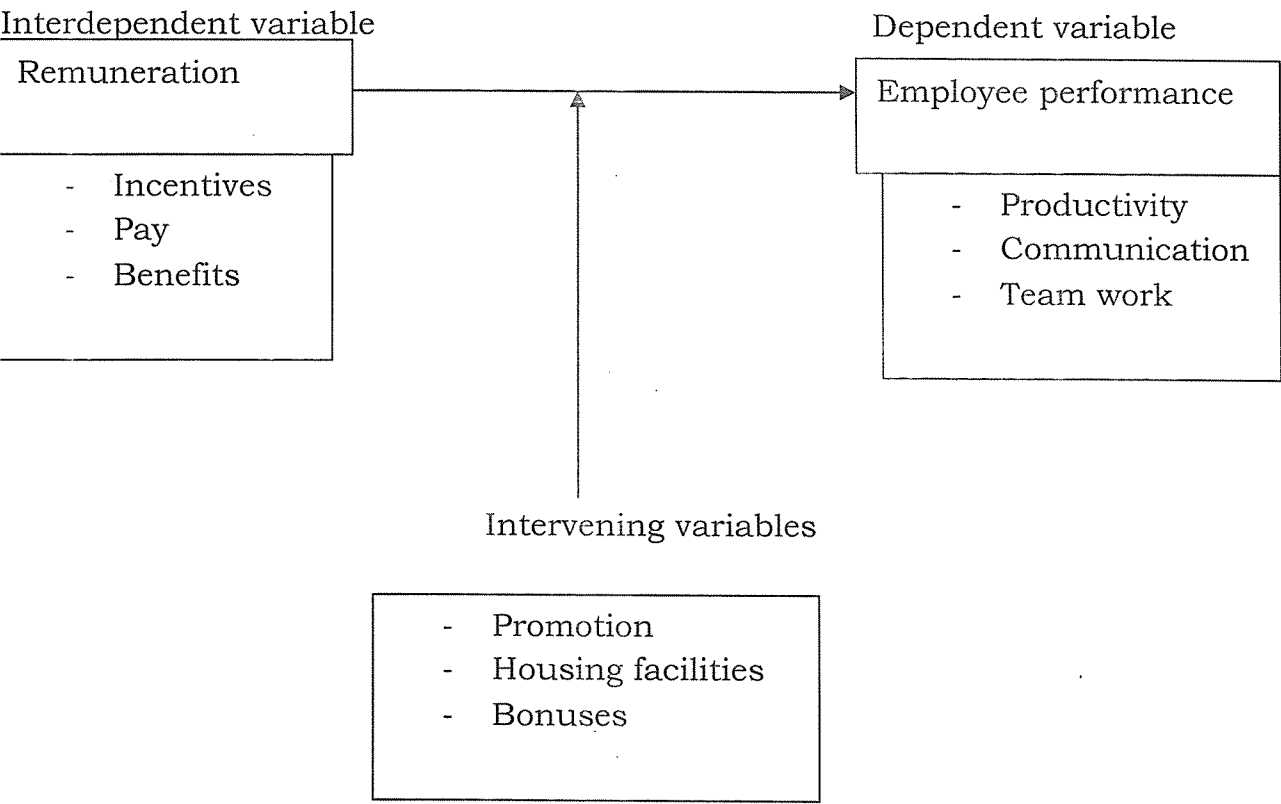
It will help academicians who wish to undertake further research on the topic to have enough literature from the study since it added value on the existing literature.

This study will be useful and will add contribution to the academic career of the researcher to understand on how to remunerate employees for performance especially with matters regarding local Government for efficiency and effective management.

The study will make the Government employees and individuals appreciate the role of being played by remuneration on employee performance as far as service delivery is concerned for example increased output hence efficiency and effectiveness, quality services among others.

Conceptual Framework

Is a diagrammatic structure which shows relationships and interactions between variables in this study and it also shows other factors that intervened in between independent variable and dependent variable.



Is a conceptual framework indicating the remuneration and employees performance. It reveals or shows that interdependent variable in this study is remuneration while the dependent variable is employee performance. Remuneration is operationally defined as benefits, pay and incentives. Employee performance is operationally defined as teamwork, communication and productivity. The figure further shows that a part from remuneration, other factors such as promotion, housing facilities also have an influence on employee performance.

Interdependent variables, is a variable which causes, explains or predicts changes in dependent variable. Dependent variable is the variable of most interest to the researcher, and therefore is a variable whose changes are explained or influenced by interdependent variable.

Intervening variable is a variable which comes in the between or middle to influence the dependent variable and independent variable. They are invisible but exist in research against the dependent variable and as such researcher will have to know and fight against them. It will be the duty of researcher to control intervening variables because they can give wrong information.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

In this chapter the researcher acknowledge what other researchers put forward about the topic of study which enables the study get more data on the topic which is mostly from secondary sources of data.

2.1. Theoretical literature.

Psychological Contract Theory of Remuneration, Rousseau (1995) states that, the understanding of people whether written or unwritten regarding the commitments made between themselves an' their generations". This is what psychological contract theory is all about; it is the changing nature of the employment relationship which is an important contextual feature that shape individual responses to the rewards offered by organizations. This can also influence the overall levels of motivation and commitment of employees. The psychological contract theory can manifests in two distinct employment relationships, these are; A. The transactional relationship, is based on a clear statement of the expectations of both parties to the employment relationship, the exact requirement may be specified in a written contract with a finite end. A fixed term temporary employment contract to provide specific service is an example of transactional relationship. B. The relational relationship, this is based on a long term relationship between the employer and employee and the organization requirements of the employee are more open ended and continually negotiated.

Researchers in this field argued that employers desire the transactional model because of environmental context of heightened uncertainty in which organization must function. They argued that this will provide greater flexibility and make the contribution of individual workers to the organizational performance to be more explicit.

In practice of the transactional model, job security is not emphasized and career horizons may be limited and the balance of reward to risk is more heavily weighted with high level of remuneration in form of incentives and performance payments, these payments are likely to be short term in nature and linked to specific short term goals and objectives. But, in relational model long term incentives and deferred payments are used in order to align individual interest with the long term performance of the organization. Structural internal labour markets with career ladders, promotion criteria and fair transparent process for determining progression can be achieved. It has been argued that the introduction of new reward system can severely damage the psychological contract in organization particularly in public sector

Reinforcement and Expectancy Theory.

Reinforcement theory suggests that behavior which has rewarding experiences is likely to be repeated. Implication of remuneration in this theory is that high employee performance followed by a reward will make future employee performance more likely.

Expectancy theory is a link between rewards and behavior. According to this theory, motivation is product of valence instrumentality and expectancy. Remuneration system-differ according to their impact on these motivation components. Pay system differ most in their impact on instrumentality (The perceived link between behavior and pay. Valence of pay outcome remains the same under different pay system. Expectancy perception often has more to do with job design and training than pay system.

2.2. Conceptual.

Remuneration

This refers to the compensation/rewards that one receives in exchange for the work done or service performed [www.Businessdictionary.com]. It also means the payment received for services or employment. This include the base salary

and any bonuses or other economic benefits that an employee or executive receives during employment. www.investopedia.com.

Employee performance

According to this research, this refers to the job related activities expected of workers to finish and how well those activities were executed to meet organizational goals. Many Administrators and business personnel among others assess the employee performance of each staff member on annual or quarterly basis in order to help them identify suggested areas for improvement [[www.businessdictionary.com/employee performance](http://www.businessdictionary.com/employee%20performance)].

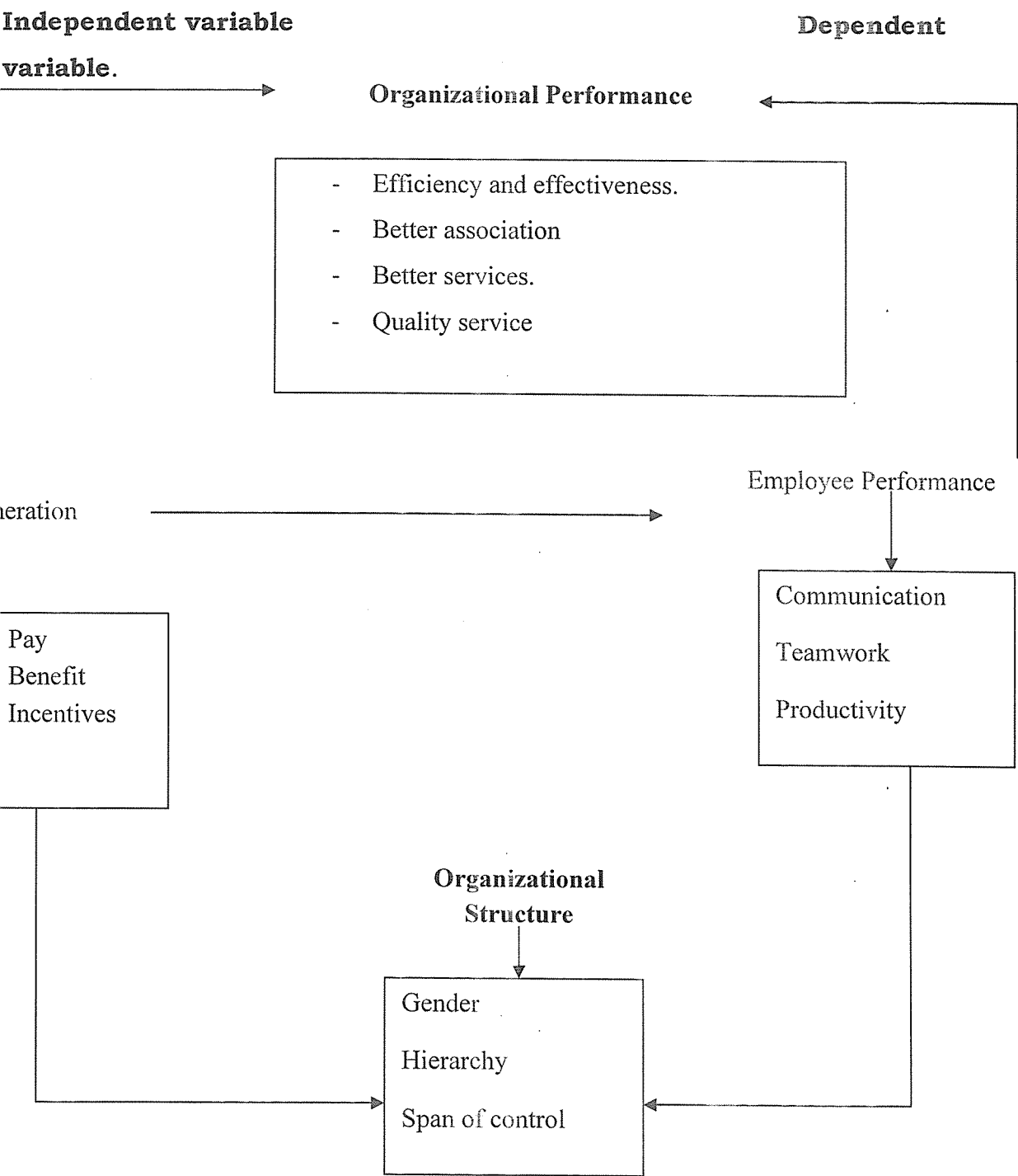
Local Government

This is a form of public Administration in a majority context, exists as the lowest tier of Administration within a given state. (www.localgovernment.nz).

Local Government also refers to a system of locally elected members representing their communities and making decision on their behalf This is because of local factors such as Geography, the environment, ethnic makeup, economic opportunities and health can be better taken account of by locally elected leaders charged with making decisions that affect their communities in order to pursue community goals. However, the local Government work closely with central Government and other organizations, public bodies, citizens among others.

2.3 Conceptual frame work

Figure 1: Conceptual frame work



Sources: Wastoiam Chuck (2003)

From the two variables that is Remuneration and Employee performance, it can be seen that if employees are rewarded in form of pays, benefits and incentive there can be improved efficiency and effectiveness of employee, there can be better association, better organizational service delivery and quality service. Therefore, all these factors depend on Remuneration and it also leads to good communication among the employees, good team work and improved productivity and output. On the other hand organizational structure should base on gender, Hierarchy and span of control.

2.4 The effect of pay on employee's performance

Pay is the basic compensation received usually as a wage or salary (Matias and Junction, 1998) it has an effect on employee performance since it makes them to persist in their work. According to scientific management theory managers believe that money acts as motivators (Ricky 2002, Prasad, 2001).

The lower acts as motivator in Abraham Maslow's hierarchy of needs theory motivate employees and they are satisfied. Earning direct rewards to provide for basic needs (French 2003). Pay affects employee performance especially when they are not compensated above or per market value. The equity theory regards individual as existing in social environment where they make compensation or what they and others receive and determine whether it's fair or suitable (scarpello and Ledvinka, 1988) there are two types of equity. Internal equity which is the fairness of the pay structure within a firm and external equity which is the fairness of pay relative to what other employees pay for similar labour (Mejia et al 2002).

2.5 Effect of benefits on employees performance.

Benefits are indirect rewards given to employee as part of organizational memberships. (Leslie et al 2000) which include, unemployment insurance, paid holiday, and unemployment benefits. Competitive benefits offer safety needs according to Maslow theory. The hierarchy arranges needs from physiological through safety, social and self-esteem to self-actualization. A high level need

becomes a motivator when a lower need is satisfied. Benefits were to help an employee move from one level to another in the Hierarchy. Local Governments like Lolwe Sub County in the alternative classification and pay system generally starts with at least a couple assumptions. One assumption is that management has an interest in alternative pay methods, such as competency-based pay, or market-based pay, or other methods available in the broad band pay system. The other assumption is that an agency's top leadership supports management's interest in alternative pay methods. Approaches for initiating a project may vary, but one constant in the unionized workplace is the legal obligation to bargain with the employees' exclusive representative over proposed pay changes.

Cannon- Bower, (2003) argued that, in factories, the union and management developed, through collective bargaining every component of the new system. These mutual labour- management efforts included the initial building of the competency pay link. In other projects, generally where time lines were shorter and greater numbers of employees were involved, management developed the competency model and the performance appraisal tools as a management proposal for collective bargaining over pay and promotion opportunities. Generally, extensive employee involvement in the development stage seems to pay off in the form of smoother negotiation and better employee buy-in at the implementation stage. Any efficiency that might be perceived or associated with minimal employee involvement in the early design stage could be offset by protected or contentious when management eventually submits its proposed system to the union. Employees and unions were to have difficulty buying into a proposed system if they had no role in its development. Different approaches have different costs and benefits to be weighed in analyzing the technical aspects of the future pay system and in determining a productive bargaining strategy.

Additionally, Experts seem to agree that involving employees with their union representatives in the early design and implementation process helps the alternative pay system and eases the agency's transition to a new pay program. In response to a survey conducted by the American Remuneration association, about one third of organization that were reforming their pay systems felt that employee participation in the design process was a large factor in the success of the program. Majority of the organizations felt that employee participation in the ongoing administration of the program was crucial to its success (Blickensderfer, 1999).

However in a non-union workplace, many non-supervisory and non-managerial employees who are not in collective bargaining units still may be covered by collective bargaining laws and entitled to certain bargaining rights. The Montana Board of personnel Appeal uses case law of the federal court and precedent of the National labour Relations Board in interpreting and enforcing Montana's collective bargaining statute. In the well publicized electromation case, National labour Relations Board (NLRB) found an employer guilty of unfair labour practice in a non-union environment when employer established employee committees to discuss mandatory subjects of bargaining. The board determines the employer unlawfully dominated the committee by selecting the size, structure, topics procedure and number of employee committees. In other words, the board held that the committee constituted a labour organization, because they were created to address issues that were mandatory subjects of bargaining. The board found that employer's domination of the committee created an employer-dominated union, which is prohibited under collective bargaining laws. The Montana board of personnel appeals holds public employers to standards similar to those of the NLRB because of similarities between the state and federal bargaining laws.

2.6. The effects of incentives on employee performance,

Incentives are compensation that rewards an employee for performance expectation.

Armstrong (2009), whether individual or group performance. They have an effect on Employee performance as illustrated by expectancy theory which leads to outcomes that they value (John 2001, Mick et-al 2006).thus performance base rewards are valued by employees since they believe that their hard work was to lead to attainment of these reward hence engage in behavior directed to hard work. According to reinforcement theory which assumes that behavior is a function of consequence (Denise and Griffin, 2001) performance can be reinforced through incentives which makes the employee motivated to perform.

2.7 Organizational performance

Today performance is not on individual terms but it emphasizes on the organization as whole. (Derrick et al 2002) asserts that performance variation are as a result of system that are put in place by Administrator or managers not individual. There should be a critical perspective on the importance of systems, process and culture for organizational performance (Richard2002).

Total quality management should be emphasized for building quality under everything that's undertaken such as customer service (Thomas et al 2004) customer needs should be identified and important to a maximum possible level, Continuous process improvement theory refers to substantive and systematic change. Team building should be advanced as a means of improvement and continuously improved. Work place teams such as quality circles to seek for high level organizational performance and improvements continually.

2.8. Organizational structures.

French et.al (1999) defines organizational structure as the overall design of an organization, within which organizations does its work (Jenifer et.al 1999). There is a study migration towards team building and collaboration. It however takes note of the fact that expectation of the organization has been out stripped by their structures which do not facilitate team objective. The structure works well and adds charity, stability and discipline to the coordination effort while organizational life span of control and responsibility provide guidance (Robert 1988).it should not be assumed that clear and disciplined structure promote the necessary team building that leads to effective decisions but these dynamics are the heart of an organization(Gates 1995). Front(1999) equally argues that an entrenched structure can come to serve itself rather than organizations goal because it can over control decision eventually dismantling efforts geared toward collaborations on task accomplishment and team building.

2.9 Work force diversity

According to comings et.al (1993) diversity from people bring different resources and perspective to work place and have destructive needs, expectations and life styles. Local Governments must design human resource systems that cater for these differences so as to attract and retain production, labour and diversity in to a competitive advantage seeks to build on many good initiatives undertaken through equal opportunities. However, this concept was to not only consider ethic origin and gender but was to also consider issues like age, personal work preference and corporate back ground (Stephen, 1996).

Aghazader (2004) notes that in order to fully compete in the market place there is need to consider working towards attracting, recruiting and developing a diverse work force.

2.10. Remuneration and Employee performance.

Remuneration is a determinant of performance: however Remuneration is not synonymous with performance. Remuneration does not wholly account for better performance but it is an important factor on bringing about it (Raymond et al 2004). Organization that strives to meet the need of the employees reaps certain benefits. Maslow's theory provides guidance with respect to the needs that employees are motivated to achieve.

Local Governments that have taken action that was suggested by the theory have been successful. However it cannot be concluded that there are only, five needs that motivates individual, and that they follow a certain order. (Gray 1994). However Maslow provides a variable theory is that a goal serves as a motivator because it makes people compare their present performance required to achieve a goals so having a goal enhances performance, because the goal makes exactly what type and level of performance is expected (Stephen 1997, Robertson et al 1985).

2.11 Remuneration in organization (employees incentives, benefits important ingredients in performance management practice).

They are provisions that are provided to the normal salary to motivate people to work more than the salary allocated. They can be financial or non-financial. Pius (1993) observed that a large percentage of workers cherish their job even if financial attachments are not attached. Individual employee needs are different and therefore it was to be sensible to relate benefit package to those needs by giving employees an incentives to select from, Dewey (2000) Micibi (2004) presents example such as cars, health insurance and long service awards.

Armstrong (2001) present benefits to include time off, sabbatical leave, social facilities and subsidized mortgage, from the above Gashaijas (1007) point was to bring right to say that the current thinking is based on single opinion that pay should be seen as part of the wider relationship between management and

employees and reward system applied should act as medium for the expression of management style.

Bratton (1988) presents salaries as the most widely recognized type of employee payment. It is a fixed periodical payment given to employees usually in form of cash(Herbert et al 2000) salary structure should comprise job grade, responsibility, status and authority with corresponding pay incentives (Bowey, 1976) incentive such as shift pay and over time are also important to compensate than for inconvenience or hardship during employment (Richard et al 1998). Special additions of incentives should be paid to risks involves in the job and dirty jobs that is conditions regarded as abnormal in the Armstrong(2006) this suggestion is also supported by(George 2005).

Rotundo. (2002) argues that the reward systems ought to be a significant sphere of innovation for employers. The increasing diversity of the workforce, she says, suggests the need for more creative approaches to tailing the right rewards to the right people. It would, however, be impossible to list all of the various types of recognition and rewards that Local Government for example actually gives their workers, and experts in the HR literature address.

Nevertheless, it is clear that recognition and rewards-as part of the more comprehensive efforts at keeping workers or adopting good work practices-can all phrase as it includes a diverse range of formal and informal, financial and non-financial, incentives given to individual employees, groups of employees or to an entire staff. They come in all shapes and sizes; small employee of the month (e.g., gift certificates, recognition plaques), Bank-sponsored sports teams, Bank parties, prizes, clothing, and etc.

Morale was to plummet if employees see you as arbitrary, unfair or playing favorites. As with many other authors (Harris and Brannick, 1999) offer the general principal that “what get rewarded gets done and they emphasize that

principal must be connected to the organization's core culture. Our own observations of Canadian plastic companies suggest that recognition and rewards are strongly tied to the 'culture' of a particular workplace they support that culture, and they are consistent with that culture, whether or not that culture is something consciously managed or iterated by the Bank. Rewards must, in other words 'fit in' with people's perception of their employer and their workplace. In work places where labour- management relations are strained or workers are distrustful of management's intentions, people were to always react with skepticism when rewards are suddenly introduced. Writing from the employer's perspective, Suzan Dibble (1999) does include money in her discussion of financial incentives but she also points out that money is not always an appropriate reward. In a survey that she conducted, almost a quarter of respondents said that they left their previous jobs because they did not feel valued or appreciated.

According to Harris and Brannick (1999), people are the key asset that firms trade on, especially within the management consulting industry. However, the ability to leverage the internal knowledge that resides within them and encourage best practice is more difficult than might be expected. Linked in with the firm's corporate and HR strategies, reward management becomes an integral tool to encourage the active sharing of knowledge. However, it is also important in reducing labour turnover, especially in tight labour markets, as well as rewarding employees to improve organizational performance. This dissertation proposal examines the linkage between corporate, human resource and reward strategy, as well as some key aspects of financial and non-financial reward management. Next it asks the question; to what extent can Senior Assistant Secretary [SAS] use remuneration as a means of reducing turnover and increasing employee performance. The analysis involves understanding the competitive environment within which Accentor competes through to the emphasis the firm places on different types of remuneration package. A dissertation proposal will be useful for anyone interested in the linkages

between corporate, HR and reward strategy, as well as those interested in reward management, the psychological contract and work-life balance and their application to real life case.

2.12. Conclusion

Therefore, basing on the objectives and research questions which are acting as a guide in exploring the works of other scholars in relation to the study topic, the literature reviewed shows and agree with the researcher that there is always need for Local Government to look into its Remuneration policies if it is to achieve its set goals. This is due to the fact that researchers like Harris and Brannick (1999), Bratton (1988) and others all agreed on the contribution of Remuneration as a motivator on employee performance in the organization.

CHAPTER THREE

METHODOLOGY

3. 0. Introduction

This chapter presented and described the methods and techniques of data collection and data analysis.

3.1. Research design

The study adopted a quantitative approach. It was mainly employee exploratory design. It was quantitative because the study involved descriptive findings that ensured people's ideas/opinions about the problems under investigation were clearly expressed. In other words the descriptive method was employed to secure non statistical information through the use of interviews. Quantitative approach was used to capture quantitative information on different variables in the study such as the background characteristics of the respondents in order to get sufficient and relevant data (Russell 1999) on the effect of remuneration and employee performance.

3.2. Population of the study

The population was 60 employees from which a sample of 50 employees was drawn. They included the Administrators, Finance Department, NAADS Department, Agriculture and Production, Public Health, Community Development, among others within the Sub County.

3.3. Sample sizes

For this case, the sample comprised of 50 respondents and the study population ranged from the Administrators, Finance Department, NAADS Department, Political representatives and other employees within the Sub County.

3.3.1. Presentation of the respondent

Table 1: Nature of respondents that was considered for the study

Departments	Number of Respondents	Frequency
Administration	5	5
Finance	4	4
NAADS	6	6
Agric and Production	6	6
Public Health	8	8
Community Development	6	6
Political staffs	15	15
Total	50	50

Source: Researcher's conceptualization 2016

3.4. Sampling procedure.

The selection of respondents used both probability and non-probability sampling methodology. Random sampling technique was used whereby the size of respondents was predetermined before the research was conducted without bias. A sample size of 50 was arrived at and was randomly selected from the sheets of papers spread.

3.5. Data collection methods

3.5.1 Questionnaires

A Questionnaire was employed as one method of data collection and it was both structural and opened ended , Sekoran 2003 defined it as pre-formatted written set of questions which respondents records their answers usually within closely defined alternatives. The questionnaire enabled researchers to cover the large population quickly and at a minimum cost. Researcher explained what was needed in their local languages that they understood in order for the respondent to provide the required information and therefore

those who were literate filled it by themselves but those who were illiterate were administered inform of an interviews and the researcher was visiting the field to see how far the respondents had gone with questionnaire in order not to get unbiased information when the researcher was present.

3.5.2. Interviews

This technique was used to supplement on the questionnaire to help get in-depth data which was not possible to acquire while using questionnaires. Interviews had various advantages such as yielding high rate since respondents sometimes completely refused to answer some questions. There were face to face interviews with the respondents (Carl et al 2002).

3.6. Data control and measurement

3.6.1 The validity of the study

Validity is the ability of research instrument to measure what it is intended to measure and does so correctly (Kakinda Mbaga, 1990). The validity of data was measured through content validity, where the researcher determined validity using his own judgment whether the instrument in question actually contained what it was supposed to measure.

3.6.2 Reliability of the study

Reliability of research instrument refers to the degree to which respondent can answer it consistent (consistency). Reliable data collection instrument was with the same score even when it was used several times of measurement. The reliability of data was measured through test-retest technique which was administered twice to the same subject after appropriate groups of the subject were selected to ensure the initial condition was kept consistent (Treece and Treece, 1973).

3.7. Data processing and analysis

The data collected was raw in nature. Therefore the data was post coded so that it can easily be understood and be conformed to the study. This led to a

new data that was presented and the true findings was represented by tabulation.

3.8 Ethical considerations

Before I went to the field, I began with getting authorization letter from the dean of faculty of social sciences then took to the respondents and this enabled the researcher attain adequate information from respondents.

During the process of data collection, confirmation was given to the respondents in that the researcher assured respondents that the reason for the research was for only academic purposes and that no information was to be given out side.

It was important during the process of research for the researcher to make respondents to understand that participation was voluntary and that participants were free to refuse to answer any question and to withdraw from participation at any time they were chosen.

Another important consideration involved getting the informed consent of those going to be met during the research process, which involved interviews and observations on issues that may be delicate to some respondents. The researcher was able to undertake this seriously in mind.

Accuracy and honesty during the research process was very important for academic research to proceed. A researcher treated the research project with utmost care, in that there was no temptation to cheat and generate research results, since it jeopardize the conception of the research.

Personal confidentiality and privacy was very important since the report was public. Individuals were used to provide information, it was important for their privacy to be respected. If private information was accessed then confidentiality could be maintained (Stephen, P. 2002). All respondents are therefore, reassured of this before being involved.

3.9 Limitations of the study

In the process of carrying out this investigation, a number of limitations were met. These limitations obstructed the speed at which the study was carried out. These included;

- i. Some targeted respondents were not able to set aside enough time to respond to the investigator's questions, this ended up frustrating the researcher's efforts to collect substantial data.
- ii. The researcher faced a problem of some rude and hostile respondents.
- iii. The study required a lot of time to be dedicated to collecting of substantial data from one respondent to another making observations, continuous review of literature, data analysis and report writing which was affected by other factors.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents the facts, which the research discovered. The findings were presented in line with the objectives of the study whereby the raw data in form of questionnaires was analyzed and interpreted which ensured uniformity, legibility and consistency. The data-filled questionnaires were copied and analyzed by tallying and tabling in frequency polygons while identifying how often certain responses occurred and later evaluation was done. The information was then recorded in terms of percentages. Also, interview results were coded on frequency tables which were calculated in terms of percentages and presented in this study as illustrated below.

4.1 Background Characteristics of the respondents

The Background information of the respondents was important because they comprised of both sexes but of different marital status and age groups from various settings among others. This was intended in order to get a variety of views and unbiased responses which made the study a reality. The respondents were divided into the technical and political staffs of Lolwe Sub County. The findings are shown in the figures below;

Table 2: Gender of respondents

Responses	Frequency	Percentage
Male	22	44
Female	28	56
Total	50	100

Source: primary data, 2016

Table 2 shows that, female took a greater percentage in the survey as represented by 56% whereas 44% represented male respondents, implying that females to a greater extent participated in the study.

Table 3: Marital status

Responses	Frequency	Percentage
Single	10	20
Married	30	60
Divorced	07	14
Cohabiting	00	00
Widow	03	06
Total	50	100

Source:Primary data 2016

From the above table3; 20% of respondents represented those who were single,60%represents those who were legally married, 06% of respondents represented those who were widow and finally 14% of respondents divorced from their partners. This table imply that majority of respondents were married as represented by 60%.

Table 4: Classification of respondents by age

Age	Frequency	Percentage
20-25	5	10
26-35	35	70
36-40	07	14
41- and above	03	06
Total	50	100

Source: primary data, 2016

Table 4; shows that the biggest percentage of the interviewees were in the age bracket of 26-35 years as showed by 70%, 10% of the interviewees were in the bracket of 20-25 years while 14% represents interviewees who were in the age

bracket of 36-40 years, 06% of the respondents were in the age bracket of 41- and above, implying that it is to a greater extent that Lolwe sub county employees are still energetic who are in the age bracket of 26-35 years as portrayed in figure 4 above. This table implies that most of respondents were between 26-35 years which means that they were mature enough for the research study

Table 5: Respondents' level of education

Responses	Frequency	Percentage
Masters	02	04
Degree	08	16
Diploma	20	40
Certificate	13	26
Secondary	07	14
Total	50	100

Source; Primary data, 2016

The biggest percentage of respondents had completed Diploma in different fields as it was revealed by 40% of the respondents, then 26% represents respondents who had completed Certificate in different fields, 16% of the interviewees were Bachelors degree holders, whereas 14% also finished secondary and 4% enrolled Masters Degree as showed in the table above. Therefore, this means that most respondents had technical knowledge about the study as represented by 40%.

Table 6: Number of years of service of respondents at Lolwe Sub County.

Responses	Frequency	Percentage
1-5 years	17	34
6-10 years	24	48
11 years and above	9	18
Total	50	100

Source: primary data. 2016

From the table above, it was found out that the biggest percentage of the respondents had worked with the organization for a period between 6-10 years as represented by 48% whereas 34% shows respondents who had worked with the organization for the period between 1-5 years. 18% represents interviewees who had worked with the sub county for the period of 11 years and above. This implies that most of respondents have been in the area of study for a long period of time, thus possessing a lot of experience and information regarding the sub county as represented by 48%.

Table 7: Number of respondents who were aware of remuneration and employee performance in Lolwe Sub-County.

Responses	Frequency	Percentage
Yes	38	76
No	12	24
Total	50	100

Source: Primary Data, 2016

From table 7 above, it was found out that the biggest percentages noted with 76% were aware of remuneration and employee performance whereas 24% of the respondents were not aware of remuneration and employee performance of employees in Lolwe sub-county implying that those who were not aware may be they were either not active or not sensitized about remuneration in local Government.

Table 8: Respondents' responses about the extent of remuneration in Lolwe sub county.

Responses	Frequency	Percentage
Great extent	17	34
Lesser extent	27	54
Not at all	06	12
Total	50	100

Source: Primary data, 2016

Numerous responses were put forward when respondents were asked about the extent of remuneration as follows; 54% of respondents revealed that to a lesser extent there was remuneration in Lolwe sub county, 34% of respondents said it was to a great extent, 12% of respondents also revealed that remuneration does not exist at all in Lolwe sub county as shown in table 8 above.. However, according to the data analyzed implies that the majority were aware about remuneration in the station

Table 9: Effects of giving remuneration on employee performance in Lolwe sub county.

Responses	Frequency	Percentage
Increased output	15	30
Improved worker relationship	24	48
Increased absenteeism	04	8
Increased corruption	07	14
Total	50	100

Source: primary data, 2016

During the study in the field, it was found out from interviewees that remuneration had got various effects on employee performance whereby the biggest percentage noted with 48% said there was increased worker relationship and 30% of the interviewees noted that output had improved

because of remuneration hence performance.14% said remuneration increased corruption since the relationship that exists during the process could enable them to take bribes. Surprisingly, 8% of respondents said it increased on the absenteeism since employees trusted their fellows that they were to help them when they were absent as clearly shown in the table 9 above. Therefore, remuneration had more positive effect on workers relationship as represented by 48%.

Table 10: Responses of whether the effects are felt in the entire organization or on the individual basis

Responses	Frequency	Percentage
Organizational basis	28	56
Individual basis	15	30
Not sure	07	14
Total	50	100

Source: primary data, 2016

When the respondents were asked about whether effects are felt in the entire organization or individual basis. From their responses the biggest percentage noted with 56% pointed out that effects are felt on organizational (sub county), 30% of respondents clearly noted that it is felt on individual level whereas 14% of the respondents said that they were not sure whether the effects of reward system are felt in the entire organization or individual level which was shown clearly in the previous table 10 above. This table implies that if remuneration is not given enough attention, it may affect the organization as it was put forward by 56% of respondents.

Table 11: Responses on whether every employee undertakes his or her assignment with the view of seeing Lolwe Sub County better

Responses	Frequency	Percentage
Strongly agree	16	32
Agree	27	54
Not sure	03	06
Disagree	04	08
Strongly disagree	00	00
Total	50	100

Source: primary data, 2016

An assessment on whether every employee undertake his or her assignment with the view of seeing the organization better was as follows; 54% of the interviewees agreed with the statement, 32% of the interviewees strongly agreed that assignments are done with the view of seeing Lolwe sub county better whereas surprising 06% of the interviewees were not sure, and lastly 08% of the interviewees disagreed that assignment are undertaken with the view of seeing Lolwe sub county better. This implies that majority of respondents' aims at seeing Lolwe Sub County better as represented by 54%

Table 12: Nature of employee performance in Lolwe Sub County

Responses	Frequency	Percentage
Poor	04	08
Fair	17	34
Better	12	24
Good	15	30
Excellent	02	04
Total	50	100

Source: Primary data, 2016

During the interviews and data collected in the field where respondents were asked to comment on the nature of employee performance in Lolwe sub county and responses were as follows; 8% said that the nature of employee performance is poor, 34% of the sample population said it was fair, better was noted with 24% , 30% also noted that employee performance in Lolwe sub county was good and lastly 4% of the sample population finalized noting that employee performance was excellent as shown in the table 12 above. This implies that the employee performance were fair as represented by the majority of respondents as represented by 34%

4.3 Relationship between remuneration and employee performance in Lolwe sub county.

Table 13: Is there relationship between remuneration and employee performance

Responses	Frequency	Percentage
Yes	42	84
No	08	16
Total	50	100

Source; Primary data 2016

Different responses were collected about whether there is a relationship between remuneration and employee performance as follows; 84% were of the view that there is relationship whereas 16% clearly said there is no relationship between remuneration and employee performance as shown in the table above. According to the data analyzed, there is a big relationship between remuneration and employee performance as represented by 84%.

Table 14: Responses on whether objectives of Lolwe sub county been achieved as a result of remuneration

Responses	Frequency	Percentage
Strongly agree	02	04
Agree	26	52
disagree	06	12
Strongly disagree	04	8
Neither agree nor disagree	12	24
Total	50	100

Source: Primary data, 2016

An assessment of 04% of the respondents strongly agreed that the organization's objectives of Lolwe Sub County have been achieved as a result of remuneration system, whereas the biggest percentage noted with 52% of the interviewee also agreed with the statement. Surprisingly 12% of the interviewee disagree with the statement and said that the organization has not achieved its objectives as result of remuneration system, similarly 8% of respondents responded strongly disagreeing that remuneration has totally achieved nothing in relation to the objectives of Lolwe Sub County, and lastly 24% of respondents neither agreed nor disagreed with the question. The analyzed data implies that the objectives of Lolwe Sub County were achieved as a result of remuneration as shown by 52%.

Table 15: Responses on whether respondents had a positive attitude that increased productivity is as a result of remuneration

Responses	Frequency	Percentage
Strongly agree	10	20
Agree	24	48
disagree	10	20
Strongly disagree	06	12
Neither agree nor disagree	00	00
Total	50	100

Source: primary data, 2016

Skeptics arose when this question was asked during the field study where interviews were conducted from, where by 20% strongly agreed with the statement, this was followed by 48% of the respondents who also agreed with the statement whereas surprisingly 12% the other group of the respondents disagreed as one of the employees was quoted to have said "I have a negative attitude towards increased productivity s a result of remuneration,"finally only 20% of respondents neither disagreed nor agreed or in other wards they were neutral to the statement. The majority of respondents agreed that increased productivity is as a result of remuneration as represented by 48%

Table 16: Responses on other factors that affect employees' performance other than remuneration

Responses	Frequency	Percentage
Long working hours	06	12
Staff related factors	08	16
Nature of the environment	16	32
Strict rules	06	12
Long distance to workplace	08	16
Others	06	12
Total	50	100

Source: primary data, 2016

Among the factors that affect employees' performance other than remuneration ranged from; 12% attributed to long working hours as shown in the table above, followed by 16% of the respondents said that staff related factors like discrimination, females being harassed by males employees, then 32% emphasized on the nature of environment that sometimes does not favor employees and 12% represented respondents who said that strict rules demotivated them especially from their seniors, 16% were affected by long distance to work place and lastly, 12% represented those who said others like personal factors, family factors, cultural factors i.e. working on Saturday when you are an Adventist portrayed in the table above. Therefore, nature of the environment also affected employee performance as it were pointed out by 32% of respondents.

Table 17: Responses on what should be done to improve employee's performance

Responses	Frequency	Percentage
Salary increment	17	34
Incentives	08	16
Paying in time	12	24
Over time pay/allowances	06	12
Others	07	14
Total	50	100

Source; primary 2016

According to data collected and interviews had with respondents, the following responses were found; 34% proposed salary increment in order to improve performance of workers, 16% noted that availing incentives to employees is the way to go if employee performance is to improve, 24% were of the view that employee performance should be addressed by paying employees salaries and entitlement in time, then 12% of respondents yearned for overtime pay/Allowances and lastly 14 % represented those who said others like piece rate system, providing houses to staffs. However, the majority of respondents proposed that there should be salary increments if employees' performance is to be put at hand as represented by 34%

CHAPTER FIVE

SUMMARY OF KEY FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter mainly dealt with summary of key findings, conclusion and recommendations related to remuneration and employee performance in Lolwe

Sub County drawn from the finding and analysis made after conducting the study. The remuneration aspect were characterized by salary, benefits, allowances and incentives among others while employee performance was characterized by self-drive, increased output, increased work relationship, and motive/desire to work.

5.1 Summary of the key findings

The summary of the findings were presented in accordance with the research objectives of the study as follows; the first objective was to assess the extent of remuneration in LolweSub County. The study conducted revealed that remuneration was fair in Lolwe Sub County as shown in table 8. Most of the respondents expressed that if Lolwe Sub County had a good working condition and fully extending remuneration entitlement to the workers, there would be improved organization and employee performance. It was also noted that remuneration affects a lot employee and organization performance if not paid in and on time.

Examining the effects of giving remuneration on employee performance in Lolwe Sub County was the second objective of the study and the outcome of the study indicated that remuneration improves employee's performance for example; it increases output and relationship between workers as shown in the table 9 and 13. Respondents said that the performance remained low when there were not paid their allowances and benefits.

Respondents noted that remuneration should be emphasized in order to realize better organizational performance, also to note was that incentives which is related to remuneration should be given to every worker supporting the sub county without discrimination and favor but on merit to improve performance.

According to the answers received, the study revealed that remuneration had folded impacts on employee performance. This is because most of the respondents agreed to the fact that they were committed to the organization's objectives as a result of remuneration system.

5.2 Conclusions

In accordance with the second objective of the study which was to assess effects of remuneration and employees performance in Lolwe Sub County, the researcher concluded that indeed remuneration had a positive impact when it comes to employee performance in Lolwe Sub County. The analysis made revealed that remuneration had a great importance attached to it that even some employees decided to quit the station due to issues related to remuneration.

It was found out that the two are related in way that organizational objectives have been achieved as a result of remuneration. Also it was noted by the researcher that there is improved relationship, increased productivity at the sub county as a result of remuneration system.

5.3 Recommendations

In accordance with the findings and conclusion of the study of the researcher findings it was vital to make the following recommendations which could help in bringing about a positive change in regards to remuneration on employee performance.

Lolwe Sub County should encourage remuneration as system which will put into consideration about the type of work an employee is doing, level of

education, the skills needed to execute such tasks among many. This will avail justice during remuneration process hence improving employee performance.

The Government should also avail salary increment (pay) to employees in order to increase their motivation hence workers performance. By doing this, it can help to lift their standards of living for instance meeting their basics like health facilitation food housing among others. Remuneration which is related to employee performance should be administered because it had shown a positive impact on the employee performance. However, senior assistant secretary should ensure that the system is consistent and should explain the remuneration policy program to all employees for them to be aware of what to do in order to receive remuneration which will boost their motivation hence increased productivity.

5.4 Further research areas

Impacts of remuneration being wide and vital areas in as far as employee performance is concerned, the researcher cannot claim that he has exhaustively and accurately looked into this area. This is because of the limitations by the scope of the study and therefore the areas below could warrant further research.

The above completed study mainly followed on the effects of remuneration and employee performance in Lolwe sub county, Namayingo District. However, it was discovered that not only remuneration could be used to improve employee performance at Lolwe sub county but also factors like management styles, working environment for the employees, good communication and many others but not only narrowing down to remuneration commitment.

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APPENDICES
APPENDEX 1:
QUESTIONNAIRE

QUESTIONNAIRE FOR RESPONDENTS AT LOLWE SUB COUNTY

Dear sir /madam

I am Munyolo Daddy, a student of Kampala International University conducting a research study on Remuneration and Employee Performance in local Government Lolwe Sub County; as requirements for the award of a bachelor's degree in Public Administration. Sir /madam, please I kindly request you to spare some time and fill in this questionnaire. The information given will be purely for academic purposes only and will be treated, with utmost confidentiality. Your cooperation is highly appreciated.

Yours sincerely

.....

Munyolo Daddy

BPA/41019/133/DU

Researcher

(1.0) Background information

(1.1) What is your job title?

.....

(1.2) In which department are you?

.....

(1.3) Name

(1.4) Sex

a) Male ☐

b) Female ☐

(1.5) Age bracket

a) 20-25 ☐

b) 26-35 ☐

c) 36-40 ☐

d) 41 and above ☐

(1.6) what is your marital status?

a. Single ☐

b. Married ☐

c. Cohabiting ☐

d. Widow ☐

e. Divorced ☐

(1.7) Your highest level of education

a. Secondary. ☐

b. Certificate. ☐

c. Diploma. ☐

d. Degree. ☐

e. Master degree. ☐

(1.8) For how long have you been in this sub county?

- a) 1-5 ☐
- b) 6-10 ☐
- c) 11 and above ☐

(2.0) The extent of remuneration in Lolwe sub county

(2.1) Are you aware of remuneration and employee performance in Lolwe Sub-County?

- a) Yes ☐
- b) No ☐

(2.2) If yes, what is the extent of remuneration in Lolwe Sub County?

- a) Great extent ☐
- b) Less extent ☐
- c) Not at all ☐

(2.3) what is the effect of giving remuneration in relation to employee performance in Lolwe Sub County?

- a. Increased output ☐
- b. Improved work relationship ☐
- c. Increased absenteeism ☐
- d. Increased corruption ☐

2.4) According to the above effect mentioned, is it felt in the entire organization or on individual basis?

- a. On organizational basis ☐
- b. Individual basis ☐
- c. Not sure ☐

(2.5) Do you undertake your assignment or roles with a view of seeing Lolwe Sub County better and developed?

- a. Strongly agree ☐
- b. Agree ☐
- c. Disagree ☐
- d. Strongly disagree ☐
- e. Not sure ☐

(2.6) what is the nature of employee performance in Lolwe Sub County?

- a. Poor ☐
- b. Fair ☐
- c. Better ☐
- a. Good ☐
- b. Excellent ☐

(3.0) Relationship between remuneration and employee performance

(3.1) Do you think there is a relationship between remuneration and employee performance?

- a) a)Yes ☐
- b) b)No ☐

(3.2) if yes, do you think the objective of Lolwe Sub County have been achieved as a result of remuneration system?

- a. Strongly agree ☐
- b. Agree ☐
- c. Disagree ☐
- d. Strongly disagree ☐
- e. Not sure ☐

(3.3) Do you undertake your assignment or roles with a view of seeing Lolwe Sub County better and developed?

- a. Strongly agree ☐
- b. Agree ☐
- c. Disagree ☐
- d. Strongly disagree ☐
- e. Not sure ☐

(3.4) what is the nature of employee performance in Lolwe Sub County?

- a. Poor ☐
- b. Fair ☐
- c. Better ☐
- d. Good ☐
- e. Excellent ☐

(3.0) Relationship between remuneration and employee performance

(3.1) Do you think there is a relationship between remuneration and employee performance?

- a) Yes ☐
- b) No ☐

(3.2) if yes, do you think the objective of Lolwe Sub County have been achieved as a result of remuneration system?

- a. Strongly agree ☐
- b. Agree ☐
- c. Disagree ☐
- d. Strongly disagree ☐
- e. Not sure ☐

(3.3) Do you have a positive attitude that increased productivity is as a result of remuneration?

- a. Strongly agree ☐
- b. Agree ☐
- c. Disagree ☐
- d. Strongly disagree ☐
- e. Not sure ☐

(3.4) what are other factors that affect employee's performance other than remuneration in Lolwe Sub County?

- a. Long working hours ☐
- b. Staff related factors ☐
- c. Nature of the environment ☐
- d. Strict rules ☐
- e. Long distance to work place ☐
- f. If others specify ☐

.....

(3.5) lastly, what should be done to improve employee performance in Lolwe sub county?

- a. Salary increment
- b. Incentives
- c. Paying in time
- d. Over time pay/Allowances
- b) If others specify

Thanks for your cooperation and being part of this study

Office of the Head of Department

September 12, 2016

Dear Sir/Madam,

**RE: INTRODUCTION LETTER FOR MR. MUNYOLO DADDY REG.
NO.BPA/41019/133/DU**

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Bachelor's Degree in Public Administration.

He is currently conducting a field research for his dissertation entitled, **REMUNERATION AND EMPLOYEE PERFORMANCE IN NAMAYIGO DISTRICT, UGANDA. CASE STUDY OF LOLWE SUB-COUNTY.**

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

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

Any assistance rendered to him will highly be appreciated.

Yours faithfully,


Gerald Muzaare,
HOD-Administrative and political studies

