

**EMPLOYEE REWARDS AND EMPLOYEE PERFORMANCE IN  
ORGANISATIONS: A CASE STUDY OF ROOFING'S  
UGANDA LIMITED.**

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**A RESEARCH REPORT SUBMITTED TO COLLEGE OF APPLIED ECONOMICS  
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KAMPALA INTERNATIONAL  
UNIVERSITY**

**MAY, 2015**

### DECLARATION

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

Signature  .....

DATE 28/06/2015 .....

### APPROVAL

This is to certify that the research Of Abagar Emmanuel has been under my supervision and is now ready for submission to the school of business and management for the award of the degree of HUMAN RESOURCE MANAGEMENT of Kampala international university.

Signature Kanyangabo Date 08/06/2011

Mr. Kanyangabo Edward

**SUPERVISOR**

## **DEDICATION**

I dedicate my research report to my late father and mum and My dear uncle Hon. AZIZ ATARRI who has been my provider and is responsible for my academic life, May almighty accord you reasonable value.

## **ACKNOWLEDGEMENT**

In the first case, I would like to accord gratitude to GOD who has accorded me all I possess.

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## **TABLE OF CONTENTS**

DECLARATION .....	i
APPROVAL .....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT .....	iv
TABLE OF CONTENTS .....	v
LIST OF TABLES.....	viii
ABSTRACT .....	ix
 <b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.0 Introduction .....	1
1.1 Back ground to the study.....	1
1.2 Statement to the problem.....	3
1.3 General Objective.....	3
1.4 Research objectives .....	3
1.5 Research questions.....	4
1.6 The scope of the study.....	4
1.6.1 Content scope .....	4
1.6.3 Time scope.....	4
1.7 Significance of the study.....	5
1.8 Conceptual frame work .....	6
 <b>CHAPTER TWO .....</b>	<b>7</b>
<b>LITERATURE REVIEW.....</b>	<b>7</b>
2.0 Introduction .....	7
2.1 Theoretical Review.....	7
2.2 Employee promotion and employee performance .....	8
2.4 Employee training and employee performance in organizations.....	13
 <b>CHAPTER THREE.....</b>	<b>18</b>
<b>METHODOLOGY .....</b>	<b>18</b>
3.0 Introduction .....	18
3.1 Research Design.....	18
3.2 Research Population .....	18
3.3.1 Sample Size .....	18
3.3.2 Sampling procedure .....	19

3.4 Sources of data.....	20
3.4.1 Primary Data collection .....	20
3.4.2 Secondary data Collection .....	20
3.5 Data collection methods.....	20
3.5.1 Questionnaires .....	20
3.6 Reliability and validity .....	21
3.7 Data Processing and Analysis.....	21
3.8 Ethical Considerations .....	22
3.9 Limitations of the Study .....	22

#### **CHAPTER FOUR..... 24**

##### **DATA PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS 24**

4.0 Introduction .....	24
4.1 Demographic information .....	24
4.2 Employee promotion on employee performance at roofing's Uganda limited. ...	26
4.2.1 Whether Employee promotion affect employee performance at roofing's Uganda limited. ....	27
4.3 Effect of wages on employee's performance in Roofing's Uganda limited. ....	29
4.4 Effect of employee training on employee performance in organizations.....	31
4.5 Whether employee's performance is high at Roofing's Uganda limited .....	34

#### **CHAPTER FIVE ..... 36**

##### **SUMMARY, CONCLUSION, RECOMMENDATIONS AND AREAS OF FUTHER STUDY ..... 36**

5.0 Introduction .....	36
5.1 Summary of the findings.....	36
5.1.1 Effect of employee promotion on employee performance at roofing's Uganda limited. ....	36
5.1.2 Effect of wages on employee's performance in Roofing's Uganda limited. ....	37
5.1.3 Effect of employee training on employee performance in organizations.....	37
5.2 Conclusions .....	38
5.3 Recommendations.....	39
5.1.1 Effect of employee promotion on employee performance at roofing's Uganda limited. ....	39
5.1.2 Effect of wages on employee's performance in Roofing's Uganda limited. ....	40
5.1.3 Effect of employee training on employee performance in organizations.....	40
5.4 Areas of further research.....	41

REFERENCES.....	42
APPENDICES .....	44
Appendix I: Questionnaire.....	44
Appendix B: Research Time .....	48
Appendix C: Budget of the study .....	49



## LIST OF TABLES

Table 1: Showing the demographic information of respondents .....	25
Table 2: Showing responses to whether Employee promotion affect employee performance at roofing's Uganda limited. ....	27
Table 3: Showing responses to how employee promotion affect employee performance at roofing's Uganda limited.....	28
Table 4: Showing responses challenges faced in employee promotion at roofing's Uganda limited. ....	29
Table 5: Showing responses on whether employee wages affect employee's performance in Roofing's Uganda limited.....	30
Table 6: Showing the types of wages available for rewarding employees in your organization.....	30
Table 7: Showing the responses on effects of these wages on employee's performance at Roofing's Uganda limited.....	31
Table 9: Showing responses to the effect of training on work performance.....	32
Table 8: Showing responses on whether training affects the performance of employees...	32
Table 10: Showing responses to the relevance of training content to achieving personal needs, goals and self development. ....	33
Table 11: Showing responses on the contributions of training to employee performance. .	33
Table 12: Showing responses to employee's performance is high at Roofing's Uganda limited. ....	34
Table 13: Showing responses on the level of employee performance at Roofing's Uganda limited. ....	35

## ABSTRACT

The purpose of the study is to establish the effect of employee rewards on employee performance at roofing's Uganda limited. It was guided by three research objectives which included the effect of employee promotion on employee performance at roofing's Uganda limited. Examining the effect of wages on employee's performance in Roofing's Uganda limited. And to explore the effect of employee training on employee performance in organizations. The study adopted a cross sectional research design on both qualitative and quantitative research approaches, it involved the respondents chosen from Roofing's Uganda limited located in Kanjansi wakiso district. The sample of 30 people was chosen from the field.

The study findings were that Employee promotion affects employee performance at roofing's Uganda limited. The study findings were that 55.3% of the respondents agreed that promotions motivates other employees for hard work with 20% of the agreement, improved job experience had 16.1%, Employees will be ambitious had 14.6%, Retention of key employees had 12.3%, Employer Promotion Policies will be adhered had 11.6%, Improved seniority and reduction of labour turnover had 10.7%, Improved organizational reputation had 9.2% and attraction of external seniorities had 6%.

It was established that employee wages affect employee's performance in Roofing's Uganda limited. The findings were that 51.5% of the respondents agreed (yes), 33.1% of the respondents disagreed and 15.4% were not sure. The results were that salaries given according to 46.1% of the respondents, allowances had 23.2% while Extra-ne pay had 30.8%. Effects of wages on employee's performance at Roofing's Uganda limited. The study findings were that enhanced managerial and control had 23.8% of the respondents, improved responsiveness to management had 22.3%, Enhanced work ethics had 18.4%, Solving employee requirements had 14.6% of the respondents, Improved employee productivity had 12.3% and providing facilitation in work had 8.4% of the respondents.

It was established that 70% of the respondents agreed that people are training are inducted and influence the performance of employee in organization, 30% was not aware and none were not sure. Data analysis from table 9 indicates that a maximum of 36% of sampled respondents agreed that the impact of training on their work performance was excellent. (36) respondents representing 27.6% mentioned that the impact of training on their work performance was very good whilst 26.2% said the impact of training on their work was better than before. Contributions of training to employee performance indicate that Quality improvements in performance had 20%, Improved technical expertise and output had 20%, Employee management had 12.3%, Improved organizational commitment 18.4%, Consistency in work had 17.6%, Effectiveness in operation had 11.5%

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

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

#### **1.1 Back ground to the study**

In today's environment characterized by rapid socio-economic and technological advancement, only the fittest organizations can flourish, organizations in such an era rely on employee performance to achieve their goals. Employee rewards were defined to include all types of benefits, from cash payments to working conditions (Eric 1994: 46). Organizations offer intrinsic and extrinsic rewards to members for the purpose of improving human resources outcomes (Mahaney and Lederer 2006). The reward system should be aligned to motivate employee performance that is consistent with the firm's strategy, attract and retain people with the knowledge, skills and abilities required to realize the firm's strategic goal, and create a supportive culture and structure (Allen and Killman 2001). Furthermore, the literature argues that alignment of the reward system with organizational strategy helps to determine organizational effectiveness.

Reward systems are strategically designed when rewards are linked to activities, attributes and work outcomes that support the organization's strategic direction and that foster the achievement of strategic goals. Such linkages can lead to increased employee knowledge or skill development, flexibility, commitment, retention and productivity (Howard and Dougherty 2004: 41). Reward systems are likely to have a direct effect on the direction of employees' individual attention and effort (Bamberger and Levi 2009: 303).

Employee rewards in the whole world are looked at as the fundamental part of the employment relationship in organizations and its employees. Employee rewards try to align individual goals with cooperate objectives and provides return for the individuals

contributions (Meshane and Glinow 2003) this concept of rewarding employees can be found across cultures. Organizations distribute rewards in exchange for employee's availability, competencies and good behaviors. In African perspective of understanding rewards give meaning and significance to goals of the organization. The ultimate improvement in performance in any organization is based on the proper rewarding of the employees. (Daft 2000). Employees are thought to be motivated to work hard to produce quality results when they have pride in their work, they believe their efforts are important to the success of the team, and their jobs are fun, challenging, and rewarding (Mahaney and Lederer 2006: 50).

Frederick Herzberg found intrinsic rewards to be much stronger than financial rewards in increasing employee motivation. Effective managers find ways to combine extrinsic rewards with intrinsic ones. In sub-Saharan Africa, the concept of employee reward system has not firmly grown root as most organizations consider it at the financial perspective only and do not recognize the concept and this has created a state of need for the intervention of intrinsic and fringe reward forces in order to enhance motivation.

In Uganda different organizations have adopted the different rewarding systems to employees' especially high performance. The rewarding systems of employees has led to development of organizations, increased productivity, reduced labor turn over and has reduced strikes (conflicts between employees absenteeism at the work place leading to high performance in their respective areas of operations. according to daft (2003) the ultimate responsibility of managers is to achieve high performance, which is the attainment of organizations goals by using resources in the efficient and effective manner. Organizations adopt the system so as to achieve high performance.

Employee performance refers to the ability and effort achieved in terms of quality and quantity productivity by an individual and the organization in general towards the set goals and objectives. Employee performance refers to how well an employee is doing a job in relation to the set standards of the organization. If the performance is low then it means that an employee put less effort in doing the job but exhibition of high effort

leads to high performance (Dalton, Holyle, 2000). In many organizations, it has been realized that increased rate of strikes, absenteeism of employees, poor relationship between the employers and the employees, lack of implementation of important decisions, high labor turnover have affected the performance of many employees and the performance of the organization in terms of production.

### **1.2 Statement to the problem**

In Uganda, many organizations have managed to come up with deferent reward systems to improve their performance through improving employees' performance in an organization. Private sector foundation report (2012) cites poor reward systems amongst the employees in the manufacturing industry of Uganda. Roofing's Uganda limited considered to be one of the largest suppliers of roofing and building materials in Uganda has adopted series of rewards such as salary, wages allowances, and non financial rewards such as training, recognition and promotion have been used in many organizations. In spite of all the efforts, organizations to a lesser extent recognize and aware of the intrinsic rewards and fringe benefits. This has provided a state of affair with challenges like employee turnover, strikes; low levels of production, absenteeism among others which have affected the effectiveness, efficiency and have reduced productivity in many organizations human resource manual 2010. If no remedy is taken the infant manufacturing industry is bound to suffocate hence its death at infancy. It is based on this that the researcher gained interest in conducting a study on employee rewards in order to establish its effect to the employee performance in organizations with special attention to roofing's Uganda limited.

### **1.3 General Objective**

The purpose of the study is to establish the effect of employee rewards on employee Performance at roofing's Uganda limited.

### **1.4 Research objectives**

- To establish the effect of employee promotion on employee performance at roofing's Uganda limited.

- To examine the effect of wages on employee's performance in Roofing's Uganda limited.
- To examine the effect of employee training on employee performance in organizations.

### **1.5 Research questions**

- What is the effect of employee promotions on employee performance at roofing's Uganda limited?
- What is the effect of wages on employee's performance in Roofing's Uganda limited?
- What is the effect of employee training on employee performance in Roofing's Uganda limited?

### **1.6 The scope of the study**

#### **1.6.1 Content scope**

The study focused on employee rewards on employee performance through establishing the factors that affect performance of employees. The dimensions of promotions, wages and employee performance against.

#### **1.6.2 Geographical scope**

The study was conducted at roofing's Uganda limited at the main factory located on 39 acres (16 ha), at Lubowa, Wakiso District, on the Kampala-Entebbe Road, approximately 11 kilometers (6.8 mi), south of Kampala, the capital of Uganda and the largest city in that country. The area is chosen because it handles a high range of employee activities in both skilled and non skilled staff.

#### **1.6.3 Time scope**

The study was conducted for a period of 3 months that is to say from January to March 2015. The time period gives an ample time for the study to be conducted.

### **1.7 Significance of the study**

The study will help the management of roofing's Uganda limited and other different organizations adopt the suggested forms of intrinsic rewards that can be used to achieve higher performance such as efficiency and lead to high productivity in an organization hence positive image outside the organization.

The study will help different researchers who want to identify the effects of proper rewards on employee performance in different organization to have information and be able to harmonize intrinsic rewards and performance in the organization and help in achieving the organization goals.

The study will help the researcher to establish the solutions to the problems of poor rewarding system in the organization of research and helped other organizations to use relevant approaches developed by the researcher towards improving the performance of employees in an organization which might increase the organization productivity.

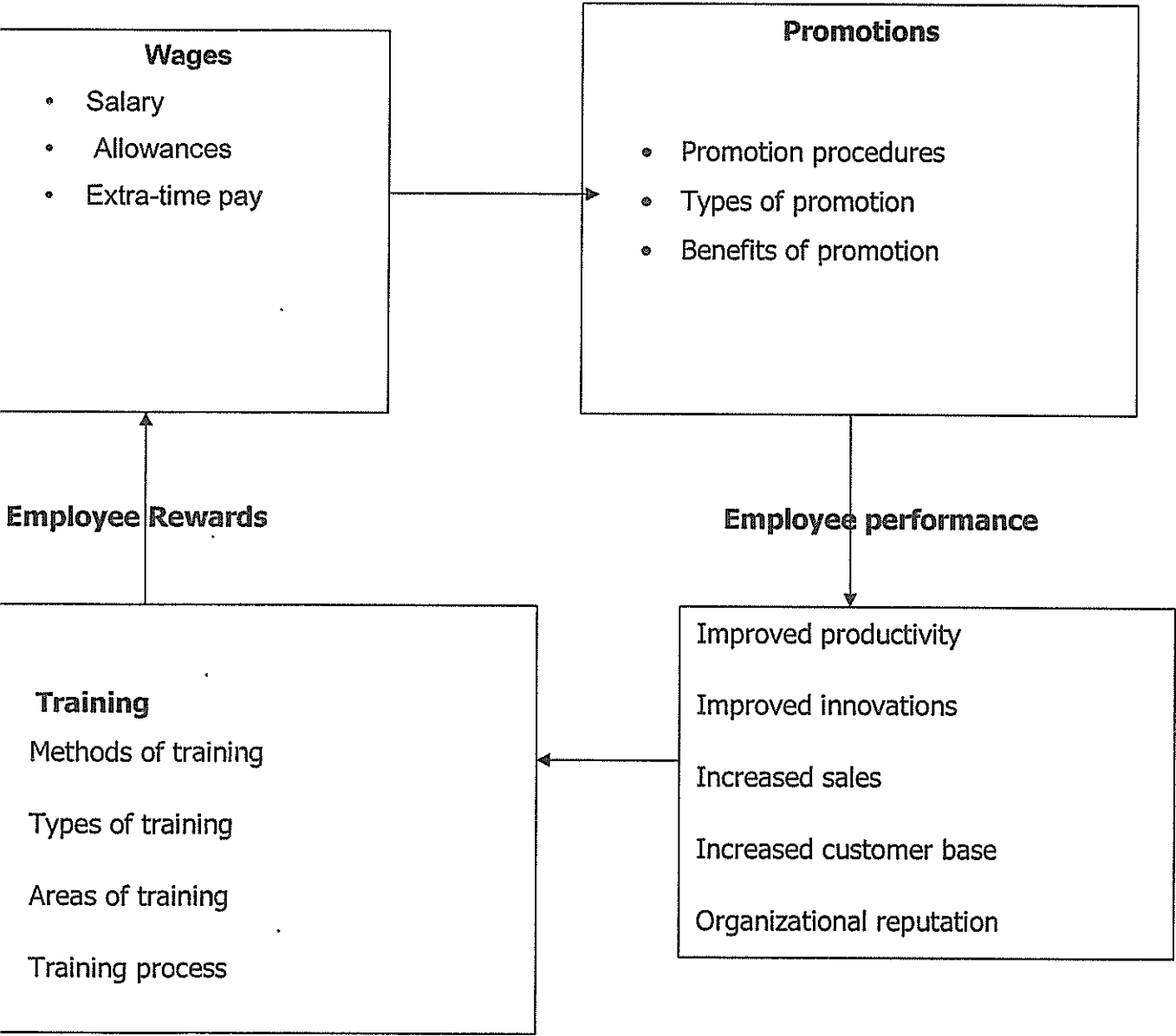
The researcher will full fill the requirement for the award of Bachelors of human resource management of Kampala international university and gain more knowledge on the subject. It is upon presentation the research report that the researcher will be awarded bachelors of human resource management.

1.8 Conceptual frame work

This is a diagrammatic representation of variables. The framework shows the linkage of variables in their measurable units.

Independent variable

Dependent variable





## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This reviews several findings, facts and opinions from various literatures of different authors in an attempt to answer the research questions. It deals with the assessment of literatures which relate to the topic employee rewards and employee performance. Several literatures would be selected and relevant areas would be reviewed and evaluated. This chapter provides information about aspect of previous works which relate to this study. In view of this, a number of presentations culled from various sources are under review here.

#### **2.1 Theoretical Review**

This study will be based on two theories namely the facilitation theory and Reinforcement theory. The facilitation theory was proposed by Carl Rogers in 1949. The basic premise of this theory is that employee can do the work effectively if he/she given instructions about what to do Jorge Daniel Taillant, (2002),

According to this theory trained employees are more effective than those who are not trained.

The Reinforcement theory was developed by the behaviourist school of psychology, notably by B.F. Skinner earlier this century (Marion E. Haynes, (1990) Skinner believed that behaviour is a function of its consequences. The learner will repeat the desired behaviour if positive reinforcement (a pleasant consequence) follows the behaviour. Positive reinforcement, or 'rewards' can include verbal reinforcement such as 'That's great' or 'You're certainly on the right track' through to more tangible rewards such as a certificate at the end of the course or promotion to a higher level in an organization. Negative reinforcement also strengthens behaviour and refers to a situation when a negative condition is stopped or avoided as a consequence of the behaviour. Punishment, on the other hand, weakens behaviour because a negative condition is

introduced or experienced as a consequence of the behaviour and teaches the individual not to repeat the behaviour which was negatively reinforced.

A set of conditions is created which are designed to eliminate behaviour Michael Harris, (2000) considers this aspect of behaviorism has little or no relevance to education. However, Burns says that punishment is widely used in everyday life although it only works for a short time and often only when the punishing agency is present. Burns notes that much Competency Based Training is based on this theory, and although it is useful in learning repetitive tasks like multiplication tables and those work skills that require a great deal of practice, higher order learning is not involved. There is criticism of this approach that it is rigid and mechanical. Both of these two theories are reflecting the importance of the training to the employee to be perform better.

## **2.2 Employee promotion and employee performance**

A promotion is the advancement of an employee's rank or position in an organizational hierarchy system. Promotion may be an employee's reward for good performance, i.e., positive appraisal. Before a company promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience. A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. The opposite of a promotion is a demotion. Armstrong Michael (2008),

A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. In many companies and public service organizations, more senior positions have a different title: an analyst who is promoted becomes a "principal analyst"; an economist becomes a "senior economist"; or an associate professor becomes a "full professor". The amount of salary increase associated with a promotion varies a great deal between industries and sectors, and depending on the parts of the hierarchical ladder an employee is moving between. In some industries or sectors, there may be only a modest increase in

salary for a promotion; in other fields, a promotion may substantially increase an employee's salary. Bartol K.M and Martin CD (1998),

The same is true with benefits and other privileges; in some industries, the promotion only changes the title and salary, and there are no additional benefits or privileges (beyond the psycho-social benefits that may accrue to the individual). In some not-for-profit organizations, the values of the organization or the tightness of funding may result in there being only modest salary increases associated with a promotion. In other industries, especially in private sector companies, a promotion to senior management may carry a number of benefits, such as stock options, a reserved parking space, a corner office with a secretary, and bonus pay for good performance. Blonder, G, (2005) argues that the degree to which job activities change varies between industries and sectors. In some fields, even after an employee is promoted, they continue to do similar work. For example, a policy analyst in the federal government who is promoted to the post of senior policy analyst will continue to do similar tasks such as writing briefing notes and carrying out policy research.

The differences may be in the complexity of the files that the individual is assigned to or in the sensitivity of the issues that they are asked to deal with. In other fields, when an employee is promoted, their work changes substantially. For example, whereas a staff engineer in a civil engineering firm will spend their time doing engineering inspections and working with blueprints, a senior engineer may spend most of their day in meetings with senior managers and reading financial reports. In symphony orchestras, when a musician such as a violinist is promoted to the position of concertmaster, their duties change substantially. As a violin player, the individual played the music as part of the violin section. As a concertmaster, the individual plays solo parts, decides on the bowings and interpretation of the music, and leads the violins during performances. Different organizations grant the hiring and promoting managers different levels of discretion to award promotions. In some parts of the private sector, the senior management has a very high level of discretion to award promotions, and they can promote employees without going through much procedures or formalities such as

testing, screening, and interviewing. In the public sector and in academia, there are usually many more checks and balances in place to prevent favoritism or bias. In many Western public service bodies, when a manager wants to promote an employee, they must follow a number of steps, such as advertising the position, accepting applications from qualified candidates, screening and interviewing candidates, and then documenting why they chose a particular candidate. Boland G and Snell and Sherman A.( 2001).

**Compensation.** One way that promotions motivate employees is by providing an opportunity for increased compensation. This factor appeals to the lifestyle career anchor. It includes not only the increased wages that workers make when they earn promotions, but also benefits such as paid time off, expense accounts, company cars and health insurance. All of these forms of compensation contribute to a more comfortable lifestyle, which makes promotions appealing motivational goals for a wide range of workers.

**Improved job Experience.** Another way that employees get motivated by promotions is by recognizing the opportunity for an improved on-the-job experience. Career anchors such as security and stability lead some employees to work toward promotions in order to cement their positions within their organizations Sasser, W.E. Jr (2009). To do so, an employee must produce consistent, high-quality work and receive recognition or acquire a reputation among peers. Additional job perks, such as larger offices, also help promotions motivate employees.

Promotions motivate employees by appealing to their sense of ambition. This affects workers whose career anchors include the desire for autonomy, independence, authority and managerial competence. Employees who see these as attainable goals via promotions will work to demonstrate their supervisory and leadership skills. They will also take on positive traits that reflect positions of authority, such as accountability and a willingness to cooperate with colleagues. Boland G and Snell and Sherman A. (2001),

Employer Promotion Policies. Even when an employer understands the motivating effects of promotions, it must still establish a policy for administering promotions and managing job advancement. This may include discussing opportunities for advancement during employee performance evaluations or allowing all workers with a given level of experience to apply for executive position openings. In some cases, it may be necessary to recruit from outside the company, but a consistent policy for considering internal candidates can ensure that promotions keep their motivational value.

### **2.3 Employee wages and employee's performance**

Wages are rewards given to workers in terms of monetary value such as wages, bonuses salaries allowances commission, these cover the basic needs to survive on and also to pay bills and have a feeling of stability and consistency. (Robbins SP, Odendaal A, Roodt G (2007). These includes;

Wage: this refers to the remuneration paid by the employer for the service of hourly, daily, weekly and fortnightly employees; it also means that remuneration paid to production and maintenance or blue color employees. Salary: is defined as the remuneration paid to the clerical and managerial personal employed on monthly or annual basis, it boosts performance of employees if paid as agreed Sasser, W.E. Jr (2009).

Allowances: these are financial rewards employees receive due to work related disturbances such as travel allowances, medical allowances, lunch allowances and accommodation allowances while performing organizational duty (Wigfield, A., (2004).

Commission; this is a financial payment to the employees by the employer based on the proportion to the items that an employee sold (Bartol and martin 1996) if the employees was able to sell much than the commission increase.

Profit sharing; this refers to the system whereby employees receive apportion of the company's profit depending on the company profit may be distributed quarterly, semiannually or annually (Robbins SP (1993)

**Bonus:** It refers to cash payments to employees in addition to the regular wage or salary which serves as a reward for achievements. Colanders and Snell, 2004). Employees feel happy or motivated when they are given bonus; this improves on their performance at the work place.

**Incentives;** It refers to the cash payment to workers who produce at a desired level or whose unit (often the company as a whole produces at a desired level of production or profitability. In other words, achievements, not activities are made the basis for payments to the employees. (Byars and Roa, 1991)

**Award;** this is one of the time reward received and it is tangible rewards for better performance by an employee in the organization. Such award may be in form of house offer, car, laptops and television (Sasser, W.E. Jr (2009)

**Piece work payment:** this is a type of payment from an employer to employees for the work done at a unit cost as assigned to be done, the payment is made after the completion of a given work (Colanders and Snell, 2004).

**Non financial rewards:** this refers to rewards given to the employees which is in non monetary value or terms and these include retirement and pensions, plans health and life insurance, company car for transport, health care services entertainment services and employee recognition for their contribution, feed backs. (Stephen, 1996)

**Pay and benefits:** A low minimum wage has long been a critical issue of the ( ). In view of this, they also import workers from other countries to work for low wages. According to outsourcing is a cause of the decline in the demand for wages of semiskilled and unskilled labour. Their employees are treated poorly especially in the area of pay, which results in the fact that an average worker that wants to make a living by supporting his or her family, cannot do so with the average pay or minimum wage that is given to him or her. He further states that instead of the fast food industry increasing their employees' wages, they will prefer to hire other people who are willing to work for that amount or even less. This mistreatment does not only include poor hourly wages, but

the denial of the right to join a union (Schlosser, 2003). Workers assume that picking strawberries is far better than cooking French fries and jobs, which are filled with people who are young and unskilled. The extreme standardization of work in the fast food industry justifies low wages and benefits. Inexperienced people who are capable of doing the work easily accept low paid jobs because they do not have a choice. This also causes low motivation and high labour turnover, since workers' needs cannot be met with low paid jobs in the industry. Benefits in the fast food industry are almost non-existent. Other organizations provide benefits to their workers such as medical insurance and paid vacations.

#### **2.4 Employee training and employee performance in organizations**

According to him, training involves; "the changing skills, knowledge, attitudes, behavior". Gomez supports the arguments of Desimone; training is planned effort to provide employees with specific skills to improve their performance. Effective training can also improve moral and increase an organization's potential (Gomez: 2002).

Training is the framework for equipping employees with personal and organizational skills, knowledge and abilities. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals. All employees want to be valuable and remain competitive in the labor market at all times and can only be achieved through employee training and development. Employees will always want to develop career-enhancing skills, which will always lead to employee motivation and retention. There is no doubt that a well-trained and developed staff will be a valuable asset to the company and thereby increasing the chances of his efficiency in discharging his or her duties. Trainings in an organization can be mainly of two types Internal and External training sessions. Internal training involves when training is organized in-house by the Human resources department or training department using either a senior staff or any talented staff in the particular department as a resource person. Debrah et al (2000).

A major problem of training programs in some organization is the transfer of employee learning to back to the work place or the situation, Moorhead & Griffin (1998). It has been asserted by managements from casual observation that, very often when an employee learns a new skill or manager learns a new technique from training, they upon returning to the normal work situation find it more comfortable or convenient to go back to the old ways of doing things; thus making nonsense of the time, effort and money that has been spent on the training program. This could account for some the reasons why probably the management of organizations do not seem kin on the training of its employees.

The caution however is that, since results may be poor due to the inability of training to solve the problem that led to the training in the first place, training must be evaluated through systematically documenting the outcomes of the training in terms of how trainees actually behaved back on their jobs and the relevance of this behaviors to the objectives of the organization. Cascio (2008), says to thoroughly assess the utility or value of the training, answers must be sought to the following question.

Robert Kreitren (2004) contends that training and development process includes a wide range of learning actions and therefore to develop an organization with a strategic focus, it becomes a model of learning organization. In order to maintain and nurture such organizations, we require strategic focus on the needs of learning, both for the employer and the employee. In order to create a win-win situation both for the organization and the employee, the employer must consider the learner (the employee) as a vital investment for organization's successful performance. In these organizations, a direct linkage between the organization's mission and its learning culture, benefits both the employer and the employee, highlighting the positive associations of learning, motivation and organizational performance

Organizational analysis: Here the focus is on identifying where within the organization training is needed. These training needs are assessed against the organization's objectives and strategies. This would help avoid wastage of resources in training and



development where employees are trained in skills they already have or that are not transferable to the job situation. Again there is the need to analyze the external environment (environmental scanning in PEST analysis) and the internal climate (SWOT analysis) of the organization. This is the critical first step for HRD personnel in assessing and relating training needs to the achievement of organizational goals. man in Thayer & McGhee model ( 1995)

**Operational analysis:** This is the stage which assesses painstakingly the job to be performed after the employee had been trained. This stage's process is made up of (i) the systematic collection of information on exactly how the job is done (job analysis). (ii) from the above a performance standards for those jobs to done are determined (iii) how tasks are to be performed to meet standards and (iv) the knowledge, skills, abilities and other characteristics necessary for effective task performance. The required information for this stage could come from various sources such as:

Interviews with job holders, shop floor supervisors and higher management and An analysis of operating problems (e. g. quality controls, monthly, quarterly e. t. c. reports). All of these would provide very important input into the analysis of training needs.

**Individual analysis:** At this final level / stage training needs could be defined in terms. Difference between desired performance and actual performance e. g. from a performance appraisal report Performance standards identified in the operational analysis, Individual performance data from performance appraisals and diagnostic ratings of employees by supervisors, records of performance kept by employees in a diary form and attitude and interview survey by researchers and management.

From the above processes the identification of a gap existence between actual performance and desired performance may be filled by training. (But remember it has been mentioned earlier that training does not provide solution to all performance problems hence the use of the word "may" this last paragraph).For Dessler (2008), the whole process of training needs identification and analysis could be broken down onto

two (2) stages only: New employees:- the task here is to determine what the job involves and break it down into subtasks which are taught to the new employees and current employee:- training needs analysis for current employees is more complex since HRD department and supervisor have the added task of deciding whether training is the solution to the whatever performance gap exist. This again is important (as its been emphasized) given the fact that not all problems could be solved through training and development.

Training needs analysis could also come from what Dessler called a "competency model". This model means knowledge, skills and behaviors that enable employees to effectively perform their jobs. This process begins with interviewing senior executives to understand the organization's strategies and objectives. HRD experts would then conduct behavioral interviews with the jobs to performers (bench marking) as well as focus groups to identify the set of competencies that together would comprise the job's competency model.

Ivancevich (2010) adds that, interviews, surveys, reviews of records, observation and discussions with management and subject matter experts are methods used to conduct training needs identification or assessment. These methods of data and information gathering provide the basis for what type of training would be needed, who should be selected for training, when the training must be done and finally whether training is the solution to the deficiency identified and therefore the solution.

In the light of the above it appears the Polytechnic would need restructuring of its human resource department that is staffed with retrained personnel to be able to carry out the detailed assessment methods outlined especially in terms of orientation and performance appraisal. It further appears that, the only time some form of performance appraisal are done are newly appointed employees are about to be confirmed at the end of the one (1) year probationary period. Randal S. Scholar, (1995) then after the confirmation performance appraisal seems to stop completely. This phenomenon seems to permeate throughout the entire institution. The need for the above raised methods

for training need analysis within the Polytechnic cannot be overemphasized with the creation of new departments and the roll on of new courses.

## CHAPTER THREE

### METHODOLOGY

#### Introduction

This chapter presents the methods used in the study such as study design, study population, sample size, sampling strategies, and sources of data, research instruments, validity and reliability, data gathering procedure, data analysis, ethical consideration and limitation of the study.

#### 3.1 Research Design

The researcher used a cross sectional survey design basing on the use of qualitative and quantitative approaches that were adopted to establish the relationship between employee rewards and employee performance (Amin, 2005). This design was used for profiling, defining, segmentation, estimating, predicting, and examining associative relationships. Cross-Sectional studies easily provide a quick snapshot of what's going on with the variables for the research problem.

#### 3.2 Research Population

According to Diamantopoulos *et al.*, (2000), a population is the totality of an entities in which the researcher has an interest, means it is the collection of individuals, objects or events in which the researcher wants to make inferences. The target population of the study was the selected employees of roofing limited from the human resource management, procurement department, distribution and transportation and marketing department and management (executive). These categories include transport and distribution department 70, Marketing 60 procurement 15 and human resource management 25 and management 21. The total population therefore amounted to 191; these were selected for data collection. The total population therefore was 191 people in the organization.

##### 3.3.1 Sample Size

From the estimated population of 191, a sample size was determined using Slovene's Formula to come up with appropriate sample size to be used in the study.

Solvent's Formula states that, given a population, the minimum Sample size is given by:

The method for determining the sample was purpose full selected were sampling where by the researcher determined the number of respondents from each category.

The Slovene's formula was used to determine minimum sample size

$$n = \frac{N}{1 + Na^2}$$

Where, N= Total Population

n=sample size

a= correlation coefficient 0.05)

$$n = 191$$

$$1 + 191(0.05)^2$$

$$n = 191$$

$$1.47$$

$$n = 129.9$$

Therefore a sample of 130 respondents was selected to participate in the study.

### 3.3.2 Sampling procedure

Stratified random sampling used during the process of selecting the required respondents. This technique was used to ensure that each employee owning enterprise has equal chance to be selected and to avoid biasness on the part of the researcher. After the researcher has selected the respondents, then he purposively select the opinion and leaders working in the selected enterprises. This is because, by virtue of their work, these officers have the kind of information that the study seeks to establish which is very vital.

### **3.4 Sources of data**

Two sources of data were used for purposes of collecting the required data for the research objectives. The researcher used both primary sources of data and secondary data sources during data collections.

#### **3.4.1 Primary Data collection**

According to Roston (2001), primary data is that kind of data that has been gathered for the first time, it has never been reported anywhere. Short comings of secondary data sources such as out datedness and inadequacy in terms of coverage, necessitated the use of primary source for first data. Self administered questionnaire was used to collect primary data from a large population within a limited time.

#### **3.4.2 Secondary data Collection**

Roston (2001) defines secondary data as that kind of data that is available, already reported by some other scholars. Secondary data includes documents and abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study was got from sources like libraries, records of selected small scale enterprises, government publications, online information, text books, news papers, and unpublished research reports.

### **3.5 Data collection methods**

#### **3.5.1 Questionnaires**

A questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. The questionnaire was used on the basis that the variables under study cannot be observed for instance the views, opinions, perceptions and feelings of the respondents. The questionnaire was equally used because the information had to be collected from a large sample in a short period of time yet the respondents could read and write (Sekaran, 2003). The questionnaire was used in collection of data from respondents (owners of small scale businesses). The questionnaires consisted of both open and close ended questions administered to respondents of Habaswen shopping centre.

Questionnaires were developed and designed in the most understandable way by the respondents with simple language, simple questions that can easily be answered without consuming the time of the respondents. They were used mainly to gather primary data where respondents are expected to react usually in writing and return them with filled answers for analysis and making of conclusions by the researcher. Questionnaires were used because they are reliable and from the targeted respondents. They are also easy to interpret and easily edited for the purpose of making final decisions. They also raise relevant information to the study since the respondents were guided by the questionnaires.

### **3.6 Reliability and validity**

The following precautions were observed during the data collection:-

The researcher explained the purpose of the study to the respondents and assure them of confidentiality in all the data collected. He went ahead and pre-test the instruments of data collection and adjust them before actual data collection exercise commence. Purposive and random sampling methods was used in data collection.

Respect for culture and local beliefs of the community was observed during the process of data collection for sampled respondents. And all the information obtained from the respondents will be recorded immediately and one test after the other ensured. The researcher will explain all the questions to respondents and ensure that all the responses are correctly recorded. Respondents who cannot read and write were given special attention. He will ensure that no one outside the study area will be involved during the data collection and only the selected respondents were given enough time to answer questions.

### **3.7 Data Processing and Analysis**

During and after data collection, the researcher used different methods to process the data that will be collected so as to come up with a report that is easy to interpret and understand. Quantitative data and information collected using questionnaires and responses from numerous respondents were coded, (closed-ended questions were also

be coded appropriately), and entered and analyzed statistically using specially designed computer based packages for data analysis such as excel. The qualitative data was analyzed using matrix formats whereby responses will be ranked and then written out. The data was then be presented inform of descriptive analysis, tables and graphs. The findings were then determined arising from the analysis and interpretation of information.

### **3.8 Ethical Considerations**

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher.

- The respondents will be coded instead of reflecting the names. The researcher will seek permission from the concerned officials of the district to be included in the study.
- The questionnaires will not include the names of the respondents for issue of privacy and confidentiality of information attained.
- Information will be attained on free will without compulsion or forcing of respondents
- After the collection of data questionnaires were destroyed so that collected information is not leaked

### **3.9 Limitations of the Study**

- The research instruments on employee rewards and performance are not standardized. Therefore a validity and reliability test was done to produce a credible measurement of the research variables.
- Not all questionnaires were not returned when neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In



anticipation to this, the researcher reserved more respondents by exceeding the minimum sample size.

- Inappropriate variables that were beyond the researcher's control such as: respondents' honesty, personal biases and uncontrolled setting of the study. In the questionnaire and the interviews people were given equal rights to participate in their own ways not letting a few individuals to only dominate the discussion.

## **CHAPTER FOUR**

### **DATA PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS**

#### **4.0 Introduction**

This chapter presents the presentation of data, analysis, and interpretation. The data analysis and interpretation was based on the research questions as well as research objectives, the presentation is divided in to two parts. The first part presents the respondents profile or demographic information, while the second part deals with presentation, interpretation, and analysis of the research objectives. Below are the data presentations and analysis of research findings. The findings are presented on the data collected from Roofing's Uganda limited from 130 respondents.

#### **4.1 Demographic information**

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of respondents in the study.

**Table 1: Showing the demographic information of respondents**

<b>Respondents</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
<b>Sex</b>		
Female	37	28.4
Male	93	71.6
<b>Total</b>	<b>130</b>	<b>100</b>
<b>Marital Status</b>		
Single	50	38.5
Married	70	53.8
Divorced	10	07.6
<b>Total</b>	<b>130</b>	<b>100</b>
<b>Age</b>		
20 -29	28	21.5
30 -39	42	32.3
40 - 49	35	26.9
50 and above	25	19.3
	<b>130</b>	<b>100</b>
<b>Educational Level</b>		
Primary	7	5.4
Secondary	17	13.1
Undergraduate	63	48.4
Postgraduate	43	33.1
<b>Total</b>	<b>130</b>	<b>100</b>

**Source: Primary data, 2015**

Table1 present the findings on the demographic characteristics of respondents. The demographics are presented in the forms of gender marital status, age and academic qualifications of respondents. The presentations were that on the gender of respondents, majority of the respondents were male who constituted 71.6% of the total respondents while the female were 28.4%. The findings imply that rewarding incorporate people from both genders. It further implies that male dominate the

leadership positions in Roofing's Uganda limited, otherwise the study can't be doubted on gender grounds.

On the marital status of the respondents, the findings were that majority of the respondents were 53.8 who were married, Single respondents were 38.5% and those who divorced were 07.6%. The findings imply that results were taken from responsible people; it is prudent to argue that information can be relied upon for decision making.

The age categorization of respondents present a findings which show that the majority age category was 30 -39 with 32.3% of the respondents, 26.9% were recorded on the age bracket of 40-49, 20-29 age bracket had 21.5% of the total respondents and finally 50 and above years had 19.3%. The findings imply that the study was taken from mature respondents therefore information attained can be based on for decision making.

Finally the education characteristics of respondents were majority of the respondents were for undergraduates who constituted 48.4 % of the sample, post graduate had 33.1% of the respondents, 13.1 were recorded on secondary education level and primary level had 5.4%. The findings on this imply that majority of the respondents were educated, it is of no doubt that researcher attained data from the educated people.

#### **4.2 Employee promotion on employee performance at roofing's Uganda limited.**

The first objective of the study was to establish the effect of employee promotion on employee performance at roofing's Uganda limited. The study findings on this objective were gathered and information is presented, interpreted and analyzed as below.

#### 4.2.1 Whether Employee promotion affect employee performance at roofing's Uganda limited.

**Table 2: Showing responses to whether Employee promotion affect employee performance at roofing's Uganda limited.**

Responses	Frequency	Percentage
Yes	72	55.3
No	40	30.7
Not sure	18	14.0
<b>Total</b>	<b>130</b>	<b>100</b>

**Source: Primary data, 2015**

The study findings on whether employee promotion affect employee performance at roofing's Uganda limited. The study findings were that 55.3% of the respondents agreed, 30.7% disagreed and 14.0% were not sure. The results therefore imply that employee promotion is a tool for employee performance at Roofing's Uganda limited. There used as a means of rewarding by the organization.

**Table 3: Showing responses to how employee promotion affect employee performance at roofing's Uganda limited.**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Improved Job Experience	21	16.1
Employees will be ambitious	19	14.6
Employer Promotion Policies will be adhered	15	11.5
Motivates other employees for hard work	30	20.0
Retention of key employees	16	12.3
Improved seniority and reduction of labour turnover	14	10.7
Attraction of external seniorities	10	07.6
Improved organizational reputation	12	09.2
<b>Total</b>	<b>130</b>	<b>100</b>

**Source: Primary data, 2015**

The study findings therefore were that employee promotion affects employee performance at roofing's Uganda limited. The study findings reveal that majority respondents were noted that promotions motivates other employees for hard work with 20% of the agreement, improved job experience had 16.1%, Employees will be ambitious had 14.6%, Retention of key employees had 12.3%, Employer Promotion Policies will be adhered had 11.6%, Improved seniority and reduction of labour turnover had 10.7%, Improved organizational reputation had 9.2% and attraction of external seniorities had 7.6%. The results imply that majority respondents attach value to employee performance as it creates a working environment suitable for improving the state of employee work ethic.

**Table 4: Showing responses challenges faced in employee promotion at roofing's Uganda limited.**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Limited skills capacity	43	33.1
Poor monitoring and evaluation	27	20.7
Limited organizational mandate	15	11.5
Lacking of policy on promotions	20	15.3
Corruption and favoritism	19	14.6
Lack of consistency in employee evaluation	09	07.0
<b>Total</b>	<b>130</b>	<b>100</b>

**Source: Primary data, 2015**

The study findings on the challenges faced in employee promotion at roofing's Uganda limited. Limited skills capacity had 33.1%, Poor monitoring and evaluation had 20.7%, Limited organizational mandate had 11.5%, Lacking of policy on promotions had 15.3%, Corruption and favoritism had 14.6% and Lack of consistency in employee evaluation had 7% of the respondents. The study findings imply that a series of challenges face the promotional policies at Roofing's Uganda limited.

#### **4.3 Effect of wages on employee's performance in Roofing's Uganda limited.**

The study findings were that on the effect of wages on employee's performance in Roofing's Uganda limited. The study findings show the presentations made as showed below.

**Table 5: Showing responses on whether employee wages affect employee's performance in Roofing's Uganda limited.**

Responses	Frequency	Percentage
Yes	67	51.5
No	43	33.1
Not sure	20	15.4
<b>Total</b>	<b>130</b>	<b>100</b>

**Source: Primary data, 2015**

The responses on whether employee wages affect employee's performance in Roofing's Uganda limited. The findings were that 51.5% of the respondents agreed (yes), 33.1% of the respondents disagreed and 15.4% were not sure. The responses were therefore that employee wages affect performance at roofing's Uganda limited hence the essence of rewards in the organization.

**Table 6: Showing the types of wages available for rewarding employees in your organization.**

Responses	Frequency	Percentage
Salaries	60	46.1
Allowances	30	23.2
Extra-time pay	40	30.8
<b>Total</b>	<b>130</b>	<b>100</b>

**Source: Primary data, 2015**

The study findings on the types of wages available for rewarding employees in your organization. The results were that salaries are given according to 46.1% of the respondents, allowances had 23.2% while Extra-time pay had 30.8%. The findings imply that there are a series of wages paid by the management of Roofing's Uganda limited.



**Table 7: Showing the responses on effects of these wages on employee's performance at Roofing's Uganda limited.**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Solving employee requirements	19	14.6
Providing facilitation in work	11	08.4
Improved employee productivity	16	12.3
Enhanced work ethics	24	18.4
Improved responsiveness to management	29	22.3
Enhanced managerial and control	31	23.8
<b>Total</b>	<b>130</b>	<b>100</b>

**Source: Primary data, 2015**

Table 7 showed that results on effects of wages on employee's performance at Roofing's Uganda limited. The study findings were that enhanced managerial and control had 23.8% of the respondents, improved responsiveness to management had 22.3%, Enhanced work ethics had 18.4%, Solving employee requirements had 14.6% of the respondents, improved employee productivity had 12.3% and providing facilitation in work had 8.4% of the respondents. The results imply that wages are fundamental on stimulating employee performance at Roofing's Uganda limited.

#### **4.4 Effect of employee training on employee performance in organizations**

The results on the effect of employee training on employee performance in Roofing's Uganda limited. The results were presented as showed in the presentations below.

**Table 8: Showing responses on whether training affects the performance of employees.**

Response	Frequency	Percentage
Yes	87	70
No	43	30
Not Sure	0	0
<b>TOTAL</b>	<b>130</b>	<b>100%</b>

**Source: Primary Data, 2015**

Findings in table 5 shows that 70% of the respondents agreed that people are training are conducted and influence the performance of employee in organization, 30% was not aware and none were not sure. The presentation indicates that a reasonable number of people are aware about the training policies of their organization and that it affects employee performance at Roofing's Uganda limited.

**Table 9: Showing responses to the effect of training on work performance**

Responses	Frequency	Percentage (%)
Excellent	60	46.2
Better than before	36	27.6
Very good	34	26.2
<b>Total</b>	<b>130</b>	<b>100</b>

**Source: Primary data**

Data analysis from table 9 indicates that a maximum of 46% of sampled respondents agreed that the impact of training on their work performance was excellent. (36) respondents representing 27.6% mentioned that the impact of training on their work performance was very good whilst 26.2% said the impact of training on their work was

better than before. The implication of the results confirms that training adversely impacts on work performance.

**Table 10: Showing responses to the relevance of training content to achieving personal needs, goals and self development.**

Responses	Frequency	Percentage (%)
Totally relevant	65	50
Very relevant	33	25
Not relevant	18	13.8
Cannot tell	14	11.2
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source: Primary data, 2015**

With regards to the question of whether training content was relevant to achieving personal needs, goals and self development, (65) representing 50% indicated that the training content was relevant to achieving their personal needs, goals and self development. (25%) said content was very relevant, 13.8% indicated content was not relevant and 11.2% could not tell. The findings therefore report that training content must seek to achieve individual personal needs, goals and self development.

**Table 11: Showing responses on the contributions of training to employee performance.**

Response	Frequency	Percentage
Employee management	16	12.3
Improved organizational commitment	24	18.4
Quality improvements in performance	26	20.0
Consistency in work	23	17.6
Improved technical expertise and output	26	20.0
Effectiveness in operation	15	11.5
<b>Total</b>	<b>130</b>	<b>100</b>

**Source: Primary data, 2015**

The presentation in table 11 above on the contributions of training to employee performance indicate that Quality improvements in performance had 20%, Improved technical expertise and output had 20%, Employee management had 12.3%, Improved organizational commitment 18.4%, Consistency in work had 17.6%, effectiveness in operation had 11.5%.The presentation indicates that respondents training at Roofing's Uganda limited of benefit and a key factor that enhances employee performance at the organisations. The lower points of agreement on some parameters could be attributed to lower level training parameters undertaken by the organisation.

#### **4.5 Whether employee's performance is high at Roofing's Uganda limited**

**Table 12: Showing responses to employee's performance is high at Roofing's Uganda limited.**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	100	77.0
No	20	15.3
Not Sure	10	07.7
<b>Total</b>	<b>130</b>	<b>100.0</b>

**Source: Primary data, 2015**

Table 11 shows that total respondents representing 77% indicated that employee's performance is high at Roofing's Uganda limited. The observation clearly implies that performance is high hence the need for upholding it.

**Table 13: Showing responses on the level of employee performance at Roofing's Uganda limited.**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Very high	42	32.3
High	38	29.2
Low	30	23.1
Very low	20	15.4
<b>Total</b>	<b>130</b>	<b>100.0</b>

**Source: Primary data, 2015**

The responses on the level of employee performance at Roofing's Uganda limited. The findings were that 32.3% of the respondents argued that it was very high, 29.2 argued for high, Low had 23.1% and very low were 15.4%. The findings presented imply that performance of Roofing's Uganda limited is on average since the findings were in that regard.

**CHAPTER FIVE**  
**SUMMARY, CONCLUSION, RECOMMENDATIONS**  
**AND AREAS OF FUTHER STUDY**

**5.0 Introduction**

This chapter was carried out with the view of an assessment of impact employee rewards on employee performance at Roofing's Uganda limited. This chapter is concerned with summary, conclusion, recommendations and suggestions / Areas of further study about the findings that were gathered from the case study.

**5.1 Summary of the findings**

The key findings of the study include the following:

**5.1.1 Effect of employee promotion on employee performance at roofing's Uganda limited.**

Employee promotion affect employee performance at roofing's Uganda limited. The study findings were that 55.3% of the respondents agreed, 30.7% disagreed and 14.0% were not sure.

Employee promotion affects employee performance at roofing's Uganda limited. The study findings reveal that majority respondents were noted that promotions motivates other employees for hard work with 20% of the agreement, improved job experience had 16.1%, Employees will be ambitious had 14.6%, Retention of key employees had 12.3%, Employer Promotion Policies will be adhered had 11.6%, Improved seniority and reduction of labour turnover had 10.7%, Improved organizational reputation had 9.2% and attraction of external seniorities had 7.6%.

Challenges faced in employee promotion at roofing's Uganda limited. Limited skills capacity had 33.1%, Poor monitoring and evaluation had 20.7%, Limited organizational mandate had 11.5%, Lacking of policy on promotions had 15.3%, Corruption and favoritism had 14.6% and Lack of consistency in employee evaluation had 7% of the respondents.

### **5.1.2 Effect of wages on employee's performance in Roofing's Uganda limited.**

Employee wages affect employee's performance in Roofing's Uganda limited. The findings were that 51.5% of the respondents agreed (yes), 33.1% of the respondents disagreed and 15.4% were not sure.

Types of wages available for rewarding employees in your organization. The results were that salaries are given according to 46.1% of the respondents, allowances had 23.2% while Extra-time pay had 30.8%.

Effects of wages on employee's performance at Roofing's Uganda limited. The study findings were that enhanced managerial and control had 23.8% of the respondents, improved responsiveness to management had 22.3%, Enhanced work ethics had 18.4%, Solving employee requirements had 14.6% of the respondents, improved employee productivity had 12.3% and providing facilitation in work had 8.4% of the respondents.

### **5.1.3 Effect of employee training on employee performance in organizations**

70% of the respondents agreed that people are training are conducted and influence the performance of employee in organization, 30% was not aware and none were not sure.

Data analysis from table 9 indicates that a maximum of 46% of sampled respondents agreed that the impact of training on their work performance was excellent. (36) respondents representing 27.6% mentioned that the impact of training on their work performance was very good whilst 26.2% said the impact of training on their work was better than before.

Whether training content was relevant to achieving personal needs, goals and self development, (65) representing 50% indicated that the training content was relevant to achieving their personal needs, goals and self development. (25%) said content was very relevant, 13.8% indicated content was not relevant and 11.2% could not tell.

Contributions of training to employee performance indicate that Quality improvements in performance had 20%, Improved technical expertise and output had 20%, Employee management had 12.3%, Improved organizational commitment 18.4%, Consistency in work had 17.6%, effectiveness in operation had 11.5%.The presentation indicates that respondents training at Roofing's Uganda limited of benefit and a key factor that enhances employee performance at the organisations.

## **5.2 Conclusions**

The purpose of the study is to establish the effect of employee rewards on employee Performance at roofing's Uganda limited. It was guided by three research objectives which included the effect of employee promotion on employee performance at roofing's Uganda limited. Examining the effect of wages on employee's performance in Roofing's Uganda limited. And to explores the effect of employee training on employee performance in organizations. The study findings were that

Employee promotion affect employee performance at roofing's Uganda limited. The study findings were that 55.3% of the respondents agreed that promotions motivates other employees for hard work with 20% of the agreement, improved job experience had 16.1%, Employees will be ambitious had 14.6%, Retention of key employees had 12.3%, Employer Promotion Policies will be adhered had 11.6%, Improved seniority and reduction of labour turnover had 10.7%, Improved organizational reputation had 9.2% and attraction of external seniorities had 7.6%.

It was established that employee wages affect employee's performance in Roofing's Uganda limited. The findings were that 51.5% of the respondents agreed (yes), 33.1% of the respondents disagreed and 15.4% were not sure. The results were that salaries are given according to 46.1% of the respondents, allowances had 23.2% while Extra-time pay had 30.8%. Effects of wages on employee's performance at Roofing's Uganda limited. The study findings were that enhanced managerial and control had 23.8% of the respondents; improved responsiveness to management had 22.3%, Enhanced work ethics had 18.4%, Solving employee requirements had 14.6% of the respondents,



improved employee productivity had 12.3% and providing facilitation in work had 8.4% of the respondents.

It was established that 70% of the respondents agreed that people are training are conducted and influence the performance of employee in organization, 30% was not aware and none were not sure. Data analysis from table 9 indicates that a maximum of 46% of sampled respondents agreed that the impact of training on their work performance was excellent. (36) respondents representing 27.6% mentioned that the impact of training on their work performance was very good whilst 26.2% said the impact of training on their work was better than before. Contributions of training to employee performance indicate that Quality improvements in performance had 20%, Improved technical expertise and output had 20%, Employee management had 12.3%, Improved organizational commitment 18.4%, Consistency in work had 17.6%, effectiveness in operation had 11.5%.

### **5.3 Recommendations**

#### **5.1.1 Effect of employee promotion on employee performance at roofing's Uganda limited.**

- Encouragement of promotion within the organization instead of looking outside to fill vacancies in higher places. An understanding that ability as well as seniority will be taken into account in making promotions. Ability, efficiency, attitude, job performance, physical fitness, leadership, experience, and length of service are some of the factors considered in making promotions.
- Making the promotion system clear to all concerned who may initiate and handle cases of promotion. Though departmental heads may initiate promotion, the final approval must lie with the top management; after the personnel department has been asked to check from its knowledge whether any repercussion is likely to result from the proposed promotion.

- All promotions should be for a trial period to ascertain whether the promoted person is found capable of handling the job or not. Normally, during this trial period, he draws the pay of the higher post, but it should be clearly understood that if "he does not make the grade" he will be reverted to his former post and former pay scale

#### **5.1.2 Effect of wages on employee's performance in Roofing's Uganda limited.**

- There should be also open system of communication about rewards between employer and employees. This makes employees have all the information about their rewarding system in the organization.
- There should also be rewards based on the profitability of the organization. Here if the profit has been high then employees need to be rewarded more, this makes employees satisfied.
- Roofing's Uganda limited should consider external equity, total compensation of rewarding employees which involves the assessment of employee contributions towards the success of the organization and pay them accordingly, implementation scientific system of payment, compensation system of rewording.

#### **5.1.3 Effect of employee training on employee performance in organizations**

- To better compete in the global market, Centenary bank will need to create and implement corporate strategies to promote itself as a "preferred employer" – investing in progressive HR policies and programs with the goal of building a high-performing organization of engaged people, and fostering and creating a work environment where people want to work, not where they have to work through training.

- Motivation and Morale. Motivation generally seeks to boost employees' morale to work hard and thus increase productivity. It is against this fact that the researcher wishes to recommend that in instituting proper training and development programs, Centenary bank should initiate a policy for motivation attached to training. Motivation include both extrinsic, such as more pay, allowance, fringe benefits, and intrinsic such as recognition, appreciation, acceptance by fellow workers, opportunities for promotion, career development and consultation for important matters.
- Morale on the other hand increases productivity indirectly by reducing absenteeism, accidents, employee turnover and grievances. This means that the workforce can never develop in an organization where there is low morale and lack of motivation because motivation and morale leads to job satisfaction, which in turn leads to development.

#### **5.4 Areas of further research**

The research suggested that further research should be done on;

- Human Resource Practices and employees performance
- Intrinsic motivation and employee performance
- Employee orientation and performance

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## APPENDICES

### Appendix I: Questionnaire

*Dear Sir/Madam,*

Dear respondent,

I am a student of Kampala international University conducting a research" Employee rewards and employee performance in organizations: A case study of Roofing's Uganda limited, as part of the requirement for the award of the Degree of Bachelor of human resource management. Your response to the questions below will be treated with utmost confidentiality and all information be used for only this purpose.

I'm privileged to have you as my respondent and the information given to me is purely academic and will be treated with confidentiality.

In this section, you are kindly requested to tick ( ) that alternative response that fits your opinion.

#### SECTION (A)-DEMOGRAPHIC ASPECTS

- Gender
  - Male ☐
  - Female ☐
- Marital status
  - Single ☐
  - Married ☐
- Age group of respondents:
  - 20-29 years ☐
  - 30-39 years ☐
  - 40 – 49 years ☐
  - d) 60 years and above ☐

- Educational level of respondents

Secondary school

Diploma

Under graduate

Post graduate

**Section B: Effect of employee promotion on employee performance at roofing's Uganda limited.**

- Whether employee promotions enhance the employee performance at roofing's Uganda limited.

Yes .....

No .....

Not sure .....

- How does employee promotion affect employee performance at roofing's Uganda limited?

.....  
 .....  
 .....

- What is the challenges challenge of employee promotions at Roofing's Uganda limited?

.....  
 .....  
 .....  
 .....

**Section C: Effect of wages on employee’s performance in Roofing’s Uganda limited.**

- Does employee wages affect employee’s performance in Roofing’s Uganda limited?

Yes .....

No .....

Not sure .....

- What type of wages are available for rewarding employees in your organization?

.....  
.....  
.....

- What are the effects of these wages on employee’s performance at Roofing’s Uganda limited?

.....  
.....  
.....

**Section D: Effect of employee training on employee performance in organizations**

- Does training affect the performance of employees?

Yes .....

No .....

- How did the training impact on your work performance?

Excellent .....

Very good .....

Better than before training .....



- Was the training content relevant to achieving your personal needs, goals and self development?

Totally relevant .....

Very relevant .....

Not relevant .....

Cannot tell .....

- How does training contribute to the employee performance?

.....

.....

.....

## Section E: Employee performance

- Whether employee's performance is high at Roofing's Uganda limited?

Yes .....

No .....

Not sure .....

- If yes what do you think is the level of employee performance?

Very High .....

High .....

Low .....

Very low .....

### **Appendix B: Research Time**

Mid January	2015	Proposal writing
Late January	2015	Literature collection
February	2015	Proposal completion and submission
Early March	2015	Data analysis
Late	2015	Report completion after editing
Early April	2015	Submission of the research report

### Appendix C: Budget of the study

Item	Amount in Uganda shillings
Typing and printing	80,000
Literature collection	60,000
Internet service	45,000
Travel	100,000
Binding	100,000
<b>Grant Total</b>	<b>385,000</b>