

Effect of Non-Monetary Rewards on Employee Performance in National Water and Sewerage Corporation Kanungu District, Uganda

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Abstract: *The study aimed at establishing how non-monetary rewards affect employee performance in National Water and Sewerage Corporation Kanungu, District, Uganda. The study was guided by objectives which were to analyse the effect of promotion on employee performance in National Water and Sewerage Corporation Kanungu, District, Uganda, to establish how career development influences employee performance in National Water and Sewerage Corporation Kanungu, District, Uganda and to assess the influence of recognition on employee performance in National Water and Sewerage Corporation Kanungu, District, Uganda. The study used a case study design. Data were analysed using descriptive statistics with the help of Statistical Package for Social Sciences Version 20.0. The study revealed that through promotion an employee can develop positive attitude towards work and this makes him/her like it, does it efficiently for increased productivity. Promotion strategy is expected to contribute to maintaining the viability of the work force and the realization of the vision and mission. Findings indicated that promotion reduces labour turnover and encourages labour retention which enhances increased employee productivity. Promotion is very important because it improves the skills and knowledge of employees and it directly influences effective performance in organisations. The study findings showed that career development rewards system influences employee performance in their workplace to a very great extent in that the career level of the employees in an organization determines the degree of employee performance. It was also concluded that promotion affect the performance of employees in different ways and it was realized that promotion motivate employees and increases their performance. The study concluded that in an organization, there should be more than financial reward given to employees in order to motivate them in terms of recognition. This study recommends that the management in National Water and Sewerage Corporation and all other organizations evaluates the reward systems that are currently in place as well as the kind of influence they have on employee performance. The study also recommends that the management in organizations minimizes their emphasis on monetary rewards like bonuses, to capitalize on non-monetary rewards, majorly by recognizing, allowing independence, offering flexible working hours as well as promoting career development for their employees.*

Keywords: Non monetary rewards; Employee; Performance; Promotion; Recognition and career development

INTRODUCTION

The study was done on effect of non monetary rewards on employee performance in national water and sewerage corporation Kanungu District, Uganda

Background of the Study

Today's reality in the global world is that, people influence important aspects of organisational performance in a multitude of ways. People conceive and implement the organisational strategy, while the mix of people and systems mostly determine an organisation's capabilities. Competencies are required to execute the strategy, and these competencies are primarily a function of the skills and knowledge of an organisation's human capital. Therefore, if an Organisation is to treat its employees as its most important asset, it has to be knowledgeable about what it is that motivates people to reach their full potential (Lawler, 2013).

Non-monetary rewards create an environment especially where jobs provide intrinsic rewards that employees get from doing the work itself. Yet in many organisations recognition is reserved for an elite few and rewards are defined solely in terms of wages and salaries. Effective recognition enhances effective motivation and increases employee productivity all of which contribute to improved organisational performance (Deeprouse, 2014).

When employees in National Water and Sewerage Corporation Kanungu are rewarded, they get work done. Employers get more of the behaviour they reward, not what they assume they will automatically get from employees. Thus when employees surpass their target or exceed their standard they should be rewarded immediately as a way of motivating them. By doing this, employees directly connect the reward with behaviour, willingness to put extra effort in work, working overtime, reduced staff turnover rate, quality

service improvement and timely service. Effective reward systems should always focus on the positive reinforcement. Positive reinforcement encourages the desired behaviour in Organisations. This encourages employees to take positive actions leading to financial rewards and non-financial rewards. Reward programs should be properly designed in the organisation so as to reinforce positive behaviour which leads to effective employee performance (Torrington & Hall, 2016).

However, the recent years have come with a realization that employee's effectiveness is higher when non-monetary rewards are used on employees as opposed to only using monetary systems. Also, the mission and the vision of the company are geared towards making it the best provider of water services to the surrounding areas, thus, has to put in place strategies that will boost employee performance beyond the breakeven point. The most common method used to reward employees at National Water and Sewerage Corporation Kanungu are financial based, where employees are offered tokens for work well done and also bonuses at the end of every financial year. Also, non-monetary form that have been applied include promotions, recognitions, come together parties as well as travel retreats for employees, which means that partial non-monetary rewards have been applied in the organization as a way of enhancing employee performance in the company, thus having a great effect on the employee performance, which in turn determines organizational productivity and effectiveness. However, National Water and Sewerage Corporation Kanungu needs to realize the need of adopting the full non-monetary reward system to make the organization more productive in order to enhance its competitive edge among other organizations offering similar services. It is against this background that this study was conducted to establish how non-monetary rewards affect employee performance in National Water and Sewerage Corporation, Kanungu District, Uganda.

Statement of the Problem

Most organisations view rewards as a means of motivating certain behaviours in employees. Specifically, non-monetary rewards are intended to motivate employees to perform effectively and efficiently towards achieving organisational goals. Malhotra (2014) note that no matter the kind of organisation one looks at non-monetary rewards play an important role in building and maintaining the commitment among employees that ensures a high standard of performance and workforce stability'. Human resource is one of the important assets that organisations own and therefore need to be rewarded for improved performance. In National Water and Sewerage Corporation Kanungu employees are rewarded in form of allowances, wages and salaries, bonuses, recognition and promotion but their performance has remained low (National Water and Sewerage Corporation Performance report, 2018). Additionally, some employees report at work late, others at times do not report at work and staff turnover occurs in the organisation. It is against this background that this study was conducted to establish how non-monetary rewards affect employee performance in National Water and Sewerage Corporation, Kanungu District, Uganda.

General Objective

The overall objective of the study was to establish how non-monetary rewards affect employee performance in National Water and Sewerage Corporation Kanungu, District, Uganda.

Specific Objectives

- i. To analyse the effect of promotion on employee performance in National Water and Sewerage Corporation Kanungu District, Uganda.
- ii. To establish how career development influences employee performance in National Water and Sewerage Corporation Kanungu District, Uganda.
- iii. To assess the influence of recognition on employee performance in National Water and Sewerage Corporation Kanungu District, Uganda.

LITERATURE REVIEW

Theoretical Perspective

The study used Frederick Herzberg's theory of job motivation and satisfaction developed in 1923 to inform this study. Frederick Herzberg (1964) had close links with Maslow and believed in a two-factor theory of motivation. He argued that there were certain factors that a business could introduce that would directly motivate employees to work harder (Motivators). However there were also factors that would de-motivate an employee if not present but would not in themselves actually motivate employees to work harder (Hygiene factors).

Motivators are more concerned with the actual job itself. For instance how interesting the work is and how much opportunity it gives for extra responsibility, recognition and promotion. Hygiene factors are factors which 'surround the job' rather than the job itself. For example a worker will only turn up to work if a business has provided a reasonable level of pay and safe working conditions but

these factors will not make him work harder at his job once he is there. Importantly Herzberg viewed pay as a hygiene factor which is in direct contrast to Taylor who viewed pay, and piece-rate in particular Herzberg believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job through certain methods.

According to Fredrick, motivation factors, when present, can lead to high productivity. These motivation factors include opportunity for advancement within an organization, responsibility, challenging or stimulating work and a sense of personal achievement and personal growth. The two-factor theory of motivation comprises two categories, namely, motivators and hygiene factors. Herzberg categorised higher order needs on the satisfaction/no satisfaction continuum and refers to the fulfillment of these needs as motivators. In addition, Herzberg places lower order needs on dissatisfaction/no dissatisfaction continuum and refers to their fulfillment as maintenance or hygiene.

Effect of Promotion on Employees' Performance in National Water and Sewerage Corporation

Promotion is evidence of recognition of employee performance. Someone who is promoted will be considered to have a good motivation for performance on the job. Promotions are very important for the company, because the promotion means the stability of the company and employee morale will be more assured. Promotion can affect employees' performance; Kosteas (2017) said hopes to be promoted to have a strong role. Employees who are aware that they will never be promoted will degrade its performance, until they think there will be opportunities to be promoted in the future. Pergamit and Veum (2015) also say that by setting and increase the likelihood of promotion will increasingly affect employee satisfaction and performance. In addition to other factors of job satisfaction, job satisfaction is determined by satisfaction with the promotion.

Snell (2014) puts it forward that promotions involve change of the assignment to that of a higher level in the Organisation. The new job normally provides an increase in pay and status and demands more skills and carries more responsibility. Thus, promotions enable an Organisation to utilize the skills and abilities of its personnel more effectively thus, good performance realized (Snell, 2014). The three principle criteria for determining promotions are merit, seniority, and potential. In addition, Shore & Shore (2015) assert that employees who are able to experience and receive recognition for their work are also able to have a better perception of their work, their workplace and the people they work for. Thus, there is a need for the employer to really make an effort in showing the employee that his/her wellbeing (from various aspects) is of concern to the organisation and the management and that the contribution of the employee towards the organisation is highly valued. This idea was further reiterated by Buchanan (2014) who adds that the recognition of contributions towards the organisation has a positive relationship towards increasing the commitment of the employee towards the organisation and its objectives. In brief, most researchers and practitioners advocate the concurrent use of intrinsic and extrinsic rewards.

Promotion plays an important role in the organisation because it increases the productivity and enhances performance of employees and the goals can be achieved in an efficient way. The behavior of employees can be changed through promotion in order to enhance performance and job satisfaction. Promotion also takes part in an important role for employees because it helps to achieve the target in an efficient way. Promotion is very important because it improves the skills and knowledge of employees and it directly influences effective performance (Mustafa, and Othman, 2016).

Research has shown that promotion is an essential tool that managers use to attain not only higher performance, but also a form of inspiration to retain high performers in order to achieve greater productivity. Bessel (2014) asserts that 'managers use motivation in the workplace to inspire people to work, both individually and in groups, to produce the best results for business in the most efficient and effective manner (Alfie, 2017). Alfie, (2017) further adds that, in a rapidly and ever changing work environment, motivated employees through promotion are essential tools for the very survival of companies, Organisations, and industries. Such employees tend to be more productive and are critical for Organisational survival.

Promotion in National Water and Sewerage Corporation Kanungu increases performance level, gives better image to customers, sustains high morale of employees, encourages employees' innovation and creativity, reduces labour turn over and absenteeism, enhances goal attainment and hence better productivity. Promotion therefore has an impact on employees' performance (Stoner & Freeman, 2016). If an individual believes strongly that promotion is based on performance and merit, he will apply more effort to achieve high performance in order to be promoted. On the other hand, if one believes that promotion is based on age, experience and length of service, he or she will be less inspired to perform. The individual's behaviour is formed not on some sense of objective reality, but on his own perception of reality, that is how he/she actually sees the world around him or her. The expectancy theory thus, contends that the individual perceives a relationship between three concepts: effort, rewards and performance.

While empirical research has shown that extrinsic rewards help enhance individuals' creative performance and which contribute ultimately towards organisation performance. However, the impact of extrinsic rewards on group effectiveness or work performance is unclear and the models provide little guidance regarding specific type of rewards that maximise particular outcomes in work group.

However, Sajuyigbe, Bosede and Adeyemi (2014), found that reward dimensions have significant effect on employees' performance. Ahmed (2015) confirms that there is a statistically significant relationship between reward and recognition respectively, also promotion and satisfaction. The study revealed that if rewards or recognition offered to employees were to be altered, then there would be a corresponding change in work motivation and satisfaction.

Ahmed and Ali (2015) carried out a research on the "impact of promotion on employee motivation and satisfaction". Research design used was exploratory. Sample chosen for the study was 80 employees of Unilever companies and data collection instrument used was a questionnaire. Pearson's correlation was used to analyze data to determine the degree of relationship between promotion and satisfaction and motivation. Major findings indicated a positive relationship between promotion and work satisfaction as well as motivation. Researches by groups of researchers (Zainuddin, Junaidah, & Nazmi, 2014) and another group (Danish, & Usman, 2015) and Ssesanga, & Garrett, (2015) found a positive significant relationship between opportunities for promotion and job satisfaction.

Omar, (2016) argue that employees that perceived promotion decisions as fair are more likely to be committed to the organisation, experience career satisfaction, perform better and subsequently have a lower intention to leave the organisation. Today, many lecturers will consider leaving the institutions where they work, if they do not have equal promotion opportunities as offered by other organisations, particularly young lecturers who are looking for more work experiences from various institutions before deciding to remain with a particular institution. Although these scholars indicated that there was a positive significant relationship between promotion and job satisfaction, their findings did not show how promotion actually affects employee performance. This explains the essence of carrying out this study.

Effect of Career Development on Employee Performance in National Water and Sewerage Corporation

Career development is a systematic planning method used to link employee career objectives with the corporate career needs of an organization (Kakui & Gachunga, 2016). It entails activities undertaken by the employees themselves and the organization to achieve career objectives and job requirements. Robbins (2015) contends that career development is a key strategic consideration for all organizations regardless of size, sector, market or profile. Organizations which aspire to be successful in today's extremely competitive markets need employees with the right competencies to assist in achieving a competitive edge in the industries. Mwanje (2017) posits that career development of employees has a fundamental impact on the efficiency, effectiveness, morale and profitability of the organization. Career development is the basis of employee confidence and competence (Robbins, 2015). Career development aids organizations in bridging the gap between current performance and expected future performance.

The development of careers for employees offers them new chances of learning, developing as well as to advance as relied on workers in an organization. Employees usually comprehend that they need continual growth, learning and developing new skills so that they can advance in all ways of their lives. The learning and advancing in new ways makes employees to be able to select the assignments to handle, and they are also capable of rising to new hardships everyday as they achieve their targets (Shutan, 2015).

Career development as a non-monetary reward is utilized in motivation employees and improving their morale towards their day-to-day business in the organizations that they work for. The development of employee's careers as a way of rewarding them for good work done is considered very vital in rewarding high achievements within an organization for workers, or rather, performance as that of support to work mates, caring for customers, both which are not dependent on achieving a target that is already pre-determined in the organizational goals (Rose, 2018).

The development of employee's careers as a form of incentive used in organizations has mostly been considered as an efficient method of employee compensation, hence attracting as well as leading to workforce maintenance. However, the significance of monetary reinforcement to empower workers and make them become competent and knowledgeable so that they can acquire satisfaction on their jobs as a way of improving organization's performance cannot be overlooked. For example, when employees are offered regular as well as standard trainings as a recompense for their work, they become motivated and can be able to commit themselves to the best of their abilities in order to achieve their targets as well as the goals of the organizations they are affiliated to. The result is that organizational functionality becomes more effective and reliable because the employees even go ahead to generate ideas of innovation leading to better performance of an organization as a result of getting high returns on their investments. Dewhurst (2016) argued that there existed other methods that can offer rewards to employees, especially those whose focus is not only on compensations that are money-valued compensations. Some of the most crucial ones are opportunities for participating in company projects, leadership attentions and trainings as well receiving guidance in careers.

Intensive research activities on the power of leaders have concluded that the power of rewarding a supervisor has a direct relationship with the task performance of employees, satisfaction in job, employee productivity, directorial citizenship conducts as well as employee turnover (Jahangir, 2016). Employees are known to give their best of results whenever they develop a feeling or trustworthiness that their organization is adequately rewarding them. Other factors like conditions of working, employer-employee relationships, chances for development via training, the overall policies of an organization as well as job security also have a profound influence on employee performance. Motivation of workers that comes in with the utilization of non-monetary gifts for work done is greatly important in the life of any worker. Employee morale is built as a result of the accumulation of processes that are distinct, and which have a positive influence on an individual's behavior so that some specific goals can be achieved (Baron, 2015). The job satisfaction would be accomplished from the employer and occupation turning round after the attainment of the goal, for example, the encouragement of employees in achieving higher educational credentials. Luthans (2014) study found out the basic forms of rewards, both monetary and non-monetary can be used in a positive way for enhancing behaviors in performance.

Organizations could focus on creating a good work environment alongside their jobs to retain their employees (Sutherland, 2014). Employees tended to stay when the work environment was favourable given the available opportunities for their career advancement (Winterton, 2015). Such favourable environments could be created when the whims and caprices of the current and future employees were met. Effective communication and acknowledgement of employees through recognition enabled high employee retention. Developing one's career involved the creation of avenues for higher learning and the opportunity to have training and development of their skills and knowledge to maintain their employability in the labour market (Meyer & Smith, 2013). Woodruff (2016) proposed that an organization that yearned for good relations with its employees would have invested in career development to attain such a purpose. Moreover, organizations would have recorded a high employee retention rate if a sizeable amount was set aside for training and development of their employees. The commitment level of employees who were privileged to advance their career was enormous and therefore resulted in increased production in maintaining the competitive edge of their companies.

As argued by Ongori & Agolla (2015), organizations' failure to develop their personnel leads to a career plateau which drove the employees to seek for better job opportunities for their own good. Most employees were stuck in terms of their jobs since there were no avenues to learn and follow through their career path. The basic reason for a high rate of employee turnover in the present business world was career plateau in most organizations. This issue of career plateau was to be managed well by human resources professionals. Lee (2013) noted that, employees who tended to resign from organizations increased the rate of employee turnover by seeking to advance their career outside their organizations. There was no one particular way for organizations to have retained their employees and that made it quite challenging for most of the organizations. It had been recognized by most of the companies that learning and trying new things helped to retain employees (Logan, 2016). Employee retention had also been perceived to have a strong link with learning and training programmes as noted by Jennifer Porter – Brotman, the topmost of Forum Corporation, a company that aided 500 organizations to create their learning systems (Rosenwald, 2013).

The proposition had also been seconded by the Gallup Organization that the avenue to grow through learning served as one of the basic reasons for employee retention. The effort made by organizations to see employees as their most important assets would go a long way to decrease employee turnover (Garger, 2013). It had also been suggested by Flora Bacco, who was the director of organizational policy and programmes at UNUM America that the culture of the organization was of much significance to the employees than money (Logan, 2013). Consequently, a conducive environment could have been created by organizations for advanced learning and training and not just to work for money (Callahan, 2000). Companies had the option of letting go their competent employees to sought for better job opportunities or develop their career and retain them (Petrecca, 2015). Employee retention was reduced drastically when there was the support of career development in organizations. Through statistics, it was realized that the employee turnover rate was 40% to 50% less in organizations that aided career development as compared to those that did not embark on such a process (Logan, 2013).

Due to the research made by (Newman, 2015) of multinationals in the service sector of the Chinese economy, it revealed that training had an enormous impact on employee commitment which eventually resulted in a low turnover rate. Information was gathered from 437 Chinese workers working in 5 different multinationals of China. Those individual workers emphasized that training enhanced their commitment with the company since that made them got the idea that they were an important asset for the company.

In their study (Bashir, 2013) the workers formed the most vital aspect of the company as they produced or delivered their services. With that, the workers stayed in the company for long for the company to derive benefits from them too. To retain employees, companies should have been of knowledge of how to do that which was of significance to them. Based on prior studies several factors were well-thought out to be of importance in retaining employees. Avenues for career advancement, conducive work environment, and a balance in the work life were some of the factors that directly influenced employee retention. Employees tended to be enthusiastic with their jobs if they gained satisfaction on their jobs. Avenues created through developing one's career mostly

influenced retention of employees. Basically, a planned career development was purposed to create a balance between the needs of the employee and the organization.

Influence of Recognition on Employee Performance in National Water and Sewerage Corporation

In today's work surrounding that is high paced, there has been reports that today's workforce put into consideration how their work is acknowledged by their employers, however, efforts on this have normally reported as infrequent and rare (Recognition Rewards Enterprises, 2017). Deeprose (2014) argues postulated that recognizing employees in an organization causes a fundamental outcome on the productivity of employees. When recognition as a reward is used in an effective manner, it results in the performance of employees that is improved. In the real sense, workers have always taken recognition as part of what they feel; it results in improved work, which in turn leads to improved performance in turn to an organization's efficiency. The above explained reason led to Danish and Usman (2015) affirming that if rewards such as recognition are given via appropriate implementation, they generate an ample working atmosphere which has the ability to motivate workers that so that their achievements can be high.

Deeprose (2014) did mention that managers that are good have a way of recognizing their workers via things which deem better to acknowledge the accomplishments they make in their assignments, and they compensate their employees by offering them tangible rewards. Alam, Saeed, Sahabuddin and Akter (2013) did an investigation on the outcome of employee recognition as a factor predicting the contribution of employees, and results showed that there exists a strong correlation between financial rewards and the contribution of employees. Nonetheless, Murphy (2017) conducted a survey online to study the special effects that monetary and non-monetary gifts have on employee labour turnover. The study's results exposed that there was no noteworthy dissimilarity was observed in employee turnover. Zaman (2015) conducted a study on the type of relationship existing between rewards and employee motivation on employees taken from three non-profit companies in Pakistan.

Zaman (2015) states that in any corporation, employees should be given non-financial rewards on top of financial rewards so that the employees can be motivated. This is because financial rewards are commonly known to favour workers in temporary ways while the non-financial ones usually have a long-term impact. Non-financial incentives avail a level of employee satisfaction that is quite significant at little costs, and the cheapest non-financial form of reward is simply saying 'Thank You.' It is obvious that that majority of employers find it hard to thank their workers sufficiently for their efforts. Those organizations corporations that look forward to reward employee performance as a way of promoting productivity among the workers are known to embrace non-financial forms of reward progressively more. Also, he focuses of non-financial rewards is usually more on the individual needs of the majority of the workers.

The outcome of the utilization of non-monetary rewards to acknowledge the job performance of employees has been empirically proven. Lewis (2013) study asserted that recognition and praise are ways that are considered effective in the motivation of employees in an organization. Aktar, (2017) argues that those non-monetary incentives that learning opportunities, acknowledgment, demanding occupations as well as career progression represents have been tested and established as an effectual and valuable instrument for the motivation of personnel, which turn results in increased performance. The reward as encouragement becomes more appreciated because of the opportunities it brings to an employee in relation to development of skills, which after a long period of time is translated into higher monetary rewards, as opposed to when monetary rewards are given for small jobs done.

In a similar way, Erbasi (2014) conducted a study on how monetary and non-monetary rewards impacted on food sectors in Turkey's Anatolian region and discovered that non-monetary rewards such as recognition and praise were more crucial in regard to elevation performance as opposed to financial rewards. However, financial gifts have been taken as more crucial in the motivation of employees and leads to increased performance in their roles as opposed to non-financial rewards. Agwu (2015) study's assessment on how a fair rewarding system impacts on job performance for employees of a Nigerian oil corporation and concluded that moderate rewards implementation of job performance of employee that is considerably influenced.

Warren (2017) asserted that a good number of people abandon their jobs not mainly because they are under paid; rather, due to the fact that they believe that they are not recognised, disregarded or even neglected. Employees like working in a place where the voices could be heard and they also feel appreciated when the ideas they give are considered. Most importantly, non-monetary gifts are often appropriate for businesses that are medium and small-sized so that they can be in a position to compete appropriately with American corporations so that they can obtain and also be able to maintain quality workers' employment. And because there seems to be a virtual impossibility of competing with the scale of payment, non-monetary rewards are the best in terms of making workers contented in the workplace. Not only do the incentives give happiness to the workers, but every employee will make sure that he/she delivers quality work to the organization that he/she works for.

The benefits of utilizing non-monetary rewards to compensate employees for good work are undoubtedly greater as opposed to when they are given money as a reward. In the recent years, the majority of employers have preferred to utilize non-financial gifts because they offer a way of keeping the workers contented without having to put the organization’s budget at risks. Upon an organization showing interest the workers that serve it, the staff tends to become more contented and happier, additionally productive in addition to becoming additionally attracted to the jobs as well as the tasks assigned to them. On the other hand, the numbers of failing businesses have been increasing, and thus organizations have to devise a technique of promoting teamwork creativity, productivity as well as increased attention of employees to their jobs without pressing hard on budgets should be the focus of any business, whether large or small.

RESEARCH METHODOLOGY

Research Design

This study adopted a case study research design with both qualitative and quantitative approaches. This research design was used because it helped the researcher to focus on a single unit study and also helped the researcher in getting in-depth knowledge of a wide problem with limited resources.

Study Population

The study targeted 60 staff of National Water and Sewerage Corporation-Kanungu. These were considered in the study because they were directly affected by the problem and therefore knew how non-monetary rewards affect employee performance.

Sample Size Determination

The researcher used a sample of 52 respondents which was reached using Israel Glen (2012) formula $n = \frac{N}{1 + Ne^2}$ where N is the target population, n is the sample size, e is the level of precision (0.05)

$$n = \frac{60}{1 + 60(0.05^2)} = \quad n = \frac{60}{1 + 60(0.0025)} \quad n = \frac{60}{1.15} = 52$$

Table 3.1: Study Population and Sample Size

Categories	Study population	Sample size	Sampling techniques
Branch manager	1	1	Purposive sampling
Cashier	1	1	Purposive sampling
Human resource manager	1	1	Purposive sampling
Field staff	57	49	Simple random sampling
Total	60	52	

Source: National water and Sewerage Corporation, Kanungu

Sampling Techniques

The researcher used the following sampling techniques to select respondents:

Purposive Sampling

This is a technique where sampling units are selected according to the purpose. In this study, purposive sampling technique was applied to select respondents who were considered relevant for the study. However, judgment of the investigator was more important than obtaining a probability. This technique was used because results of purposeful sampling were expected to be more accurate than those that could be achieved with an alternative form of sampling. Therefore, in this study, the target categories of respondents were purposively selected and this led to a sample of 3 top management officials of National Water and Sewerage Corporation Kanungu participate in the study.

Simple Random Sampling

Simple random sampling was also used to select respondents from a group of policy makers/councilors at the district. This technique was used because it would give all units an equal chance of being selected. This technique resulted into 49 respondents selected. The researcher prepared some cards with either a ‘yes’ or ‘no’ options/ answers and then put in a box and each person was allowed to pick one by one and depending on the number needed, those with yes option were allowed participate in the study. This technique was used because it would reduce bias when selecting samples.

Data Collection Methods

Questionnaire Method

A questionnaire is a method that utilizes a standardized set or list of questions given to individuals or groups, the results of which can be consistently compared and contrasted. A questionnaire was used to collect primary data in order to ensure organized procedures and control of the scope of responses within the objectives and research questions of the study. A questionnaire designed in Likert format (strongly disagree, agree, undecided, disagree, strongly disagree) was used to collect data from staff of National Water and Sewerage Corporation-Kanungu. Questionnaires were preferred because they were convenient as respondents could fill them during their free time and had a chance to consult for views and information about the research problem.

Interview Method

Interviews were used because they would help the researcher in getting first-hand information, clarify the questions by using the appropriate language, clear doubts and establish rapport and probe more information from the respondents. An interview guide was designed and questions to ask the manager were set. The researcher conducted interviews with the manager of National Water and Sewerage Corporation-Kanungu in relation to the set objectives of the study.

Data Analysis

Data collected from the field was examined for its accuracy and completeness of information given. It was cleaned, sorted out and entered into the Statistical Package for Social Sciences version 20.0 and analyzed using descriptive statistics such as frequencies, percentages, mean and standard deviations.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

Response Rate

Frederick and Wiseman (2003) assert that a response rate has to be presented in research findings as it presents the validity of the study and failure to do so put the validity of the study findings into question. Response rate was frequently used to compare survey quality. A total of 52 questionnaires were distributed and 50 questionnaires were received back thus, accounting for 96.2 percent response rate.

Background Characteristics of Respondents

The study took into account respondents general characteristics and information, in this study the researcher considered respondents in terms of gender, Age and education level to draw understanding of the relationship between rewards and employee performance in Uganda.

Gender of the respondents

Frequency table was used to present and analyse data on the sex of respondents. This is illustrated in table 4.1 below.

Table 4.1: Gender of the Respondents

Sex	Frequency	Percentage
Male	40	80
Female	10	20
Total	50	100.0

Source: Field Data, 2020

The analysis in table 4.1 shows that 40 (80%) of the respondents were males while only 10 (20%) were females. These results suggest that the sample is reasonably representative.

Age of the Respondents

Frequency table was used to present and analyse data on the age of the respondents and illustrated in table 4.2 below.

Table 4.2: Age of the respondents

Age bracket	Frequency	Percentage
18-29 years	5	10
30-40 years	43	86
41-59 years	2	4
60+	0	0
Total	50	100.0

Source: Field Data, 2020

Table 4.2 reveals that majority of the respondents represented by 43 (86%) were between the age bracket of 30-40 years, 5 (10%) were aged between 18-29 years, those aged between 41-59 years constituted 2 (4%).

Level of Education of the Respondents

Understanding the level of education of the respondents was important for this study because it helped the researcher to gauge the level of understanding on the topic understudy and capacity of the staff. Frequency table was used to present and analyse data on the level of education of the respondents. This is illustrated in table 4.3 below;

Table 4.3: Level of education of the respondents

Education	Frequency	Percentage
Diploma	38	76
Degree	12	24
Masters	0	0
Total	50	100.0

Source: Field Data, 2020

From table 4.3 above, the results indicated that 38 (76%) of the respondents had attained diploma while 12 (24%) had attained degree.

Effect of Promotion on Employees Performance in National Water and Sewerage Corporation, Kanungu

The study established the effect of promotion on employees' performance in National Water and Sewerage Corporation, Kanungu and the findings were presented in the table below

Table 4.4: Effect of Promotion on Employees Performance in National Water and Sewerage Corporation, Kanungu

Statements	SA	A	UD	D	SD	Mean	Std Dev
Through promotion, an employee develops positive attitude towards work and this makes him/her like it, does it efficiently for increased productivity	13(26%)	18(36%)	4(8%)	10(20%)	5(10%)	3.48	1.34

Promotion strategy is expected to contribute to maintaining the viability of the work force, the realization of the vision and mission, as well as for the achievement of work objectives	10(20%)	17(34%)	3(6%)	12(24%)	8(16%)	3.18	1.42
Promotion reduces labour turnover and encourages labour retention which enhances increased employee productivity	8(16%)	12(24%)	6(12%)	14(28%)	10(20%)	2.88	1.41
Promotion leads to the achievement of goals and objectives due to increases in productivity and enhanced performance of employees	20(40%)	25(50%)	0(0%)	5(10%)	0(0%)	4.20	1.13
Promotion is very important because it improves the skills and knowledge of employees and it directly influences effective performance in organisations	25(50%)	20(40%)	0(0%)	5(10%)	0(0%)	4.20	1.13
Promotion influences job satisfaction which consequently enhances employee performance	18(36%)	22(44%)	0(0%)	10(20%)	0(0%)	3.96	1.09

Source: Field Data, 2020

Table 4.4 reveals that through promotion, an employee develops positive attitude towards work and this makes him/her like it, does it efficiently for increased productivity was strongly agreed by 26% of the respondents, 36% of the respondents agreed, 8% undecided, 20% disagreed while 10% strongly disagreed and the respondent scored mean value was 3.48. The implication is that the majority of the respondents (62%) agreed with the view that through promotion, an employee develops positive attitude towards work and this makes him/her like it, does it efficiently for increased productivity.

Findings revealed that promotion strategy is expected to contribute to maintaining the viability of the work force, the realization of the vision and mission, as well as for the achievement of work objectives was strongly agreed by 20% of the respondents, 34% of the agreed, 6% undecided 24% disagreed while 16% strongly disagreed. The scored mean value for this sub-construct was 3.18 and the standard deviation was 1.42. Since majority of the respondents agreed (54%), it implies that promotion strategy contributes to maintaining the viability of the work force, the realization of the vision and mission as well as for the achievement of work objectives

It was also revealed in the table that the promotion reduces labour turnover and encourages labour retention which enhances increased employee productivity as strongly agreed by 16% of the respondents, 24% agreed, 12% undecided 28% disagreed while 20% strongly disagreed. The scored mean value for this sub-construct was 2.88 and the standard deviation was 1.41. The implication of the findings was that the labour turnover in National Water and Sewerage Corporation in Kanungu reduced and there was increased labour retention which increased employee productivity.

Table 4.4 clearly reveals that 40% of the respondents strongly agreed, 50% of the respondents agreed, 0% were undecided, 10% disagreed while 0% strongly disagreed that the promotion leads to the achievement of goals and objectives due to increases in productivity and enhanced performance of employees. The scored mean value for this item was 4.20 and the standard deviation was 1.13. The findings mean that majority of the respondents (90%) agreed with the statement that promotion led to the achievement of goals and objectives due to increases in productivity and enhanced performance of employees.

More still, promotion is very important because it improved the skills and knowledge of employees and it directly influences effective performance in organisations was strongly agreed by 50% of the respondents, 40% of the respondents agreed, 0% undecided, 10% disagreed while 0% strongly disagreed. The mean score value for this item was 4.20 and the standard deviation was 1.13 implying that promotions are used to improve the skills and knowledge of employees in the company to influence effective performance in organisations. Overall, 90% of the respondents agreed that promotion is very important because it improves the skills and knowledge of employees and it directly influences effective performance in organisations.

The table above shows that the promotion influenced job satisfaction which consequently enhanced employee performance was strongly agreed by 36% of the respondents, 44% agreed, 0% undecided and 10% disagreed while 0% strongly disagreed. Overall, 80% of the respondents agreed that promotion influenced job satisfaction which consequently enhanced employee performance.

Career Development and Employee Performance in National Water and Sewerage Corporation, Kanungu

The study sought to identify the influence of career development on employee performance in National Water and Sewerage Corporation in Kanungu.

Table 4.5: Career Development and Employee Performance in National Water and Sewerage Corporation, Kanungu

Statements	SA	A	UD	D	SD	Mean	Std Dev
The career level of the employees in an organization determines the degree of employee performance	9(18%)	15(30%)	4(8%)	12(24%)	10(20%)	3.02	1.45
You are contented with the career rewards system that is currently utilized in the organization for employees	10(20%)	12(24%)	0(0%)	20(40%)	8(16%)	3.84	1.42
You would like the reward system currently being utilized in your organization to incorporate career development as a major forms of reward for employees	15(30%)	20(40%)	3(6%)	7(14%)	5(10%)	3.66	1.32
The corporation has a well-structured career progression plan guided on equity and merit	25(50%)	20(40%)	5(10%)	0(0%)	0(0%)	4.40	0.67
The corporation has in place a career development plan for its staff for improved performance	9(18%)	15(30%)	4(8%)	12(24%)	10(20%)	3.02	1.45

Source: Field Data, 2020

Table 4.5 reveals that the career level of the employees in an organization determined the degree of employee performance was strongly agreed by 18% of the respondents, 30% of the respondents agreed, 8% undecided, 24% disagreed while 20% strongly disagreed and the respondent scored mean value was 3.02. Since majority of the respondents represented by (52%) disagreed, it implies that the career level of the employees in National Water and Sewerage Corporation in Kanungu does not determine the degree of employee performance.

Findings revealed that an employee being contented with the career rewards system that was currently utilized in the organization for employees was strongly agreed by 20% of the respondents, 24% of the respondents agreed, 0% undecided, 40% disagreed while 16% strongly disagreed. Since majority of the respondents disagreed (56%), it implies that employees were not contented with the career rewards system that was being utilized in the organization for employees thus performance was low.

It was also revealed that an employee would like the reward system currently being utilized in your organization to incorporate career development as a major forms of reward for employees was strongly agreed by 30% of the respondents, 40% agreed, 6% undecided and 14% disagreed while 10% strongly disagreed. The scored mean value for this sub-construct was 3.66 and the standard deviation was 1.32.

The table clearly reveals that 50% of the respondents strongly agreed, 40% of the respondents agreed, 10% were undecided, 0% disagreed while 0% strongly disagreed that the corporation has a well-structured career progression plan guided on equity and merit. The scored mean value for this item was 4.40 and the standard deviation was 0.67.

The corporation has in place a career development plan for its staff for improved performance was strongly agreed by 18% of the respondents, 30% of the respondents agreed, 8% undecided, 24% disagreed while 20% strongly disagreed and the respondent scored mean value was 3.02. Since majority of the respondents represented by (52%) disagreed, it implies that National Water and Sewerage Corporation in Kanungu does not have career development plan for its employees.

Influence of Recognition and Employee Performance in National Water and Sewerage Corporation in Kanungu

The study sought to identify the influence of recognition and employee performance in National Water and Sewerage Corporation in Kanungu.

Table 4.6: Recognition and Employee Performance in National Water and Sewerage Corporation in Kanungu

Statements	SA	A	UD	D	SD	Mean	Std Dev
Recognition has a significant impact on employees motivation and productivity	7(14%)	15(30%)	6(12%)	12(24%)	10(20%)	2.94	1.39
In National Water and Sewerage Corporation in Kanungu, there should be more than financial reward given to employees in order to motivate them in terms of recognition	20(40%)	15(30%)	5(10%)	7(14%)	3(6%)	3.84	1.27
Employees take recognition as part of their feelings of value and appreciation and as a result it increases employees' morale, which eventually increases efficiency of organizations	22(44%)	14(28%)	4(8%)	8(16%)	2(4%)	3.92	1.24
Financial rewards most times is said to favour in short term while non-financial reward like recognition favour long term goals	26(52%)	20(40%)	4(8%)	0(0%)	0(0%)	4.44	0.64

Source: Field Data, 2020

From table 4.6, recognition has a significant impact on employees' motivation and productivity was strongly agreed by 14% of the respondents, 30% agreed, 12% undecided, 24% disagreed while 20% strongly disagreed. The mean score value for this item was 2.94 and the standard deviation was 1.39 implying that recognition improves on employees motivation and productivity.

In National Water and Sewerage Corporation in Kanungu, there should be more than financial reward given to employees in order to motivate them in terms of recognition was strongly agreed by 40% of the respondents, 30% of the respondents agreed, 10% undecided, 14% disagreed while 6% strongly disagreed. Since the mean value for this item is 3.84 and the standard deviation is 1.27, it implies that motivation in terms of recognition in addition to financial rewards improves on employee performance.

From the table, employees take recognition as part of their feelings of value and appreciation and as a result it increases employees' morale which eventually increases efficiency of organizations was strongly agreed by 44% of the respondents, 28% of the respondents agreed, 8% undecided, 16% disagreed while 2% strongly disagreed. Overall, 72% of the respondents agreed that the employees take recognition as part of their feelings of value and appreciation and as a result it increases employees' morale which eventually increases efficiency of organizations. The mean and the standard deviation for this item is 3.92 and 1.24 respectively.

Furthermore, financial rewards most times is said to favour in short term while non-financial reward like recognition favour long term goals was strongly agreed by 52% of the respondents, 40% agreed, 8% undecided, 0% disagreed, 0% strongly disagreed. From the findings, majority of the respondents agreed that financial rewards most times is said to favour in short term while non-financial reward like recognition favour long term goals.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Conclusions of the study

The study's intention was to establish the influence of non-monetary rewards on employee performance. The study concluded the following:

Promotion and Employees' Performance in National Water and Sewerage Corporation, Kanungu

It was also concluded that promotion affect the performance of employees in different ways and it was realized that promotion motivate employees and increases their performance. It was established that promotions are very important for the organisation, because the promotion means the stability of the organisation and employee morale will be more assured. In addition, it was established that through promotion an employee can develop positive attitude towards work and this makes him/her like it, does it

efficiently for increased productivity and that effectiveness in productivity and performance are encouraged through promotion. Furthermore, promotion strategy is expected to contribute to maintaining the viability of the work force, the realization of the vision and mission, as well as for the achievement of work objectives.

Career Development and Employee Performance in National Water and Sewerage Corporation, Kanungu

On this objective, the study concluded that a high level of level of organizational effectiveness is achieved when organizations adopt career development as a way of boosting employee performance to a great extent. Additionally, the study concluded that career development rewards system influences employee performance in their workplace to a very great extent in that; the career level of the employees in an organization determines the degree of employee performance.

The study also came to a conclusion that the employees would like the reward system currently being utilized in their organization to place emphasis on career development as a major form of reward for employees. However, to some extent, they conclusion was that the employees were partially contented with the career rewards system that was currently being utilized in the organization for employees, only more emphasis was needed to make it more effective. This has the implication that more emphasis has to be placed on career development as a reward system in use so that employees can get their satisfaction and perform better.

Recognition and Employee Performance in National Water and Sewerage Corporation in Kanungu

On this objective, the study concluded that recognition has a significant impact on employee's satisfaction and productivity, and that employees attach great value to recognition as part of rewards. Additionally, the study concluded that in an organization, there should be more than financial reward given to employees in order to motivate them in terms of recognition. Also, on the effect of recognition on performance, the study concluded that employees take recognition as part of their feelings of value and appreciation and as a result it increases employees morale, which eventually increases efficiency of organizations, and that financial rewards most times is said to favour in short term while non-financial reward like recognition favour long.

Recommendations

This study recommends that the management in National Water and Sewerage Corporation and all other organizations evaluates the reward systems that are currently in place as well as the kind of influence they have on employee performance. This would help them understand the issues surrounding administration and the corresponding influence of non-monetary rewards towards employee performance. They would make a significant contribution towards their improvement of reward strategies in order to enhance their competitive edge.

The study also recommends that the management in organizations minimizes their emphasis on monetary rewards like bonuses, to capitalize on non-monetary rewards, majorly by recognizing, allowing independence, offering flexible working hours as well as promoting career development for their employees. These forms of rewards are likely to boost employee performance to a great extent, and in turn enhance organizational performance.

Further, this study recommends that organizations teach their employees on the importance of receiving non-monetary rewards, because most employees may think that money is everything, so that they can also embrace rewards like career development for them to become competitive in their organizational responsibilities.

Moreover, the study recommends that potential investors within the Water and Sewerage Industry should aid in the formulation of strategies for enhanced employee performance, by considering that employees may need to advance in their careers, be recognized, be given work independence as well as be offered flexible working hours, as opposed to just working for their organizations.

Most importantly, this study recommends that the government of Uganda should formulates labour policies that would ensure that employees are treated with utmost importance in the organizations they work for, and that their needs should be addressed not only in terms of money but also in non-monetary ways by their organizations recognizing them and allowing autonomy.

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