

Reward Systems and Employee Performance in Mountains of the Moon University, Kabarole District, Uganda

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Abstract: This study examined the relationship between reward systems and employee performance in Mountains of the Moon University, Kabarole District. Specifically the study established the relationship between reward systems and employee commitment to work in MMU in Kabarole district and also determine the relationship between reward systems and employee effectiveness in MMU in Kabarole District. The research design was cross-sectional and adopted a quantitative approach. Collection of data was done using Questionnaires. The study population was 160 employees of which a sample of 113 elements was selected using simple random sampling selected out of which 98 respondents attended to the research which accounted for 86.7% response rate. The Pearson Product Moment Correlation technique was used to assess relationship between the two variables and the regression analysis technique was employed to assess the magnitude of the relationship. The findings of the study revealed that reward systems have got a significant effect on employee performance. The study recommended that policy makers need to increase on the salaries offered to staff and to broaden on the rewards offered to staff especially the other benefits offered for example housing allowance, transport and that staff are given option to choose their medical insurance service provider instead of offering them one option. Management should also ensure that Bonus payment is equitably distributed among staff and that this reward system is communicated to all staff within the organization.

Keywords— Reward; Systems; Employee; Performance;

SECTION ONE

INTRODUCTION

BACKGROUND OF THE STUDY

Rewarding employees is associated with the motivation of the workforce of organization for better performance. However, what type and mix of rewarding tools to use is challenge for the organizations. Several studies have demonstrated rewards have positive impact on the employee's health and work place safety. It is one of the factors that sought increase employees' engagement in the work place, which is the key element in the work performance (Furtado, *et al.*2009). It is the concern of organizations all over the world on effective human capital strategies to enhance their productivity. It is clear that employee's productivity in the expanding organization is a key factor in organization performance. Employees, technically known as human resources in modern organizations, are rightly considered as the most important assets for banking industry success (Ong and Teh, 2012). In developed countries such as USA, JAPAN, UK and Germany organizations recognize employees as the important asset that needs high consideration in promotion (Lawler and Worley, 2006).

This study adopted the Exchange Theory of Thibaut and Kelley (1959), Kelley and Thibaut (1978), Homans (1961) and Rusbult (1983). It states that human interaction is guided by the pursuit of rewards and the avoidance of punishment and costs. Simply stated, individuals will use force and violence in their relationships with intimates and family members if they believe that the rewards of force and violence outweigh the costs of such behavior. A second assumption is that a person who supplies reward services to another obliges the other to fulfill a reciprocal obligation; and thus, the second individual must furnish benefits to the first (Blau 1964). Blau (1964) explains that if reciprocal exchange occurs, the interaction continues. However, if reciprocity is not received, the interaction was broken off. Of course, family relations, including partner relations, parent-child relations, and sibling relations, are more complex and have a unique social structure compared with the exchanges that typically exist outside of the family.

This study was conducted in Mountains of the Moon University (MMU) in Kabarole district. MMU is one of the leading Institutions of Higher Learning in Uganda. MMU is ideal for this study because it employs a big number of professionals who are mindful of their employers reward systems. As a recently adopted public institution, MMU is engulfed in an ocean of employee performance challenges like low staff commitment,

wide spread inefficiencies, and low levels of staff innovativeness among others, which prompted the researcher to choose MMU as an ideal context of this study. In Uganda like any other country, university employees are motivated by rewards. Therefore, there is a need for universities to reward their employees if they are to create a successful competitive environment. This is one of the essentials for Mountains of the Moon University (MMU) in Kabarole district to achieve high employee performance. Some employees are highly motivated by extrinsic rewards such as increase in pay, promotions and bonus, others employees are motivated with intrinsic rewards such as appreciation, praise and recognition on (Bana and Kessy, 2007).

Statement of the Problem

In the higher education sector of Uganda, there is cut-throat competition among universities, MMU inclusive, which has created a challenge of attracting, retaining and motivating their employees. As a recently adopted public institution, MMU is engulfed in an ocean of employee performance challenges like low staff commitment, wide spread inefficiencies, and low levels of staff innovativeness among others, which prompted the researcher to choose MMU as an ideal context of this study. These employees are the pillars of organizational success, and yet they are faced with innumerable problems in relation to hostile work environment, long working hours, immobility at the workplace, limited promotion opportunities, limited chances for creativity and innovation, and delayed compensation for the work done among others. These challenges hinder chances of attaining the peak of employee performance.

Several studies on reward systems and employee performance have conducted, for example in Pakistan cement industry (Quresh, Zaman and Shah, 2011), Nigerian manufacturing industry (Sajuyigbe, Bosede and Adeyemi, 2013), Bangladesh commercial banks (Aktar, Sachu& Ali, 2012) and Malaysian universities

(Jalainiet *al.*, 2013). These studies indicated in today's environment, employees are motivated by both intrinsic (internal) and extrinsic (external) rewards for greater performance and that none of the two sets of reward systems should be overlooked by managers when motivating employees for higher performance. MMU must be able to create a workplace environment where employees are motivated to work with both intrinsic and extrinsic rewards in line with Boles *et al.* (2004), who state that when employees have physical and emotional desire to work, then their employee performance is increased and the absence of which significantly hinders their performance. There is increasingly a need for organizations to be in a position of understanding appropriate rewarding system that motivates their employees for higher organization performance (Vance, 2012). What appropriate rewards that should form the employment package is currently challenging both public and private institutions of higher learning in Uganda (Ajila and Abiola, 2004: Aktar, Sachu& Ali, 2012). It is these and several other factors that have prompted this research study about Reward systems and Employee Performance a Case of Mountains of the Moon University, Kabarole District.

Purposes of the Study

The aim of this study is to examine the relationship between reward systems and employee performance in Mountains of the Moon University, Kabarole District.

Research Objectives

- i. To establish the relationship between reward systems and employee commitment to work in MMU in Kabarole district.
- ii. To determine the relationship between reward systems and employee effectiveness in MMU in Kabarole District.

SECTION TWO

RESEARCH METHODOLOGY

Research design

This study followed a descriptive correlational and cross-sectional survey design, and adopted a quantitative paradigm. The study was descriptive in that the researcher described the level of reward systems practiced by the MMU and its impact on employee performance. A correlational survey research design was used to establish the relationship between reward systems practiced by the MMU and its impact on employee performance. Correlation studies aimed at establishing whether or not and to what extent an association exists between two or more variables (Keitany, 2000). The survey design was used since the study involves an investigation into the level of reward systems practiced by the MMU and employee performance of a big sample (Fanning, 2005). It will also be cross sectional, since data was collected from directors and employees of the Mountains of the Moon University at once and for a short period of time. It was quantitative in that variables were measured and analyzed using numbers, have pre-determined hypotheses, population, procedure, and instrument and data analysis techniques.

Study Population

The target population of this study comprised of all the directors (human resources, finance, dean of student, ICT, planning, and estates) and employees (administrative and academic staff) of the Mountains of the Moon University in Kabarole district. According to the latest human resource staff list accessed by the researcher, there are over 160 staff of Mountains of the Moon University in Kabarole district. This study population was relevant because it cuts across all the departments of the University and are therefore affected the university's current reward system.

Sample Size and Sampling Procedures

Given a total population of 160 managers and employees of Mountains of the Moon University in Kabarole district, a sample size of 113 respondents was selected using the Krejcie and Morgan (1970) table for determining sample size for research activities, for any given population. (Refer to appendix attached). In this table, given the population of 160, the corresponding sample size is 113. Of the 113 respondents, 10 are directors and deputy directors of (human resources, finance, Dean of Student, ICT, planning, and estates) while 103 are employees (administrative and academic staff) of the university. In this study, simple random sampling techniques were used in selection of the sample size. In this technique, each individual from the target population was given an equal chance of being

selected. Here, the researcher got a list of the staff members from the human resource director of the university and selected the sample from this list. A researcher used cards consisting of the numbers from 1 to 160 and 113 cards were picked and the numbers on the cards picked were the members considered.

Data Collection Methods

The researcher obtained the data from mainly primary data sources, obtainable directly from the field using questionnaires.

Questionnaires

These are interrelated questions designed by the researcher and given to the respondents in order to fill in data information and after answering returned to the researcher. Here questionnaires were employed that contain both open ended and close-ended question. These questionnaires were self-administered and were collected after a time interval of three weeks.

Instrument of the data collection

The researcher collected primary data using closed-ended questionnaires, that were directly distributed to the respondents, and allowed respondents to fill in the questionnaires for a period of three weeks before collecting them personally for analysis of the data obtained.

Validity of the instruments

Mugenda and Mugenda (1999) contend that the usual procedure in assessing the content validity of a measure is to use a professional expert in a particular field. To establish the validity of this study's instrument, the researcher sought the opinions of experts in the field of study, including the researcher's supervisor and lecturers in the field of management. These experts were requested to judge the question items one by one, indicating what is relevant and what is not. A content Validity Index (CVI) was then be calculated using the following formula;

$CVI = (n / N)$, where: n = items related to the relevant, N =Total number of items. A minimum CVI of 0.7 (Amin, 2005) was used to declare the instrument valid.

Table 3. 1: Validity findings

	Relevant items	Not relevant items	Total
Rater 1	50	3	53

Rater 2	51	2	53
Total	101	5	106

$$CVI = \frac{\text{Relevant Items} \times 100}{\text{Total Number of Items}}$$

Total Number of Items

$$= \frac{101}{106}$$

$$= 0.953$$

The content validity index (CVI) computed above was above 0.7. The instruments were considered valid and acceptable which was in line with Amin's (2005) who recommended minimum CVI of 70, which was employed.

Reliability of the instrument

The reliability of research instrument concerns the extent to which the instrument yields the same result on repeated trails (Mugenda&Mugenda1999). Reliability of the instrument was tested using the Cronbach's coefficient alpha (α), to be computed using SPSS. A Cronbach alpha coefficient of 0.7 was used as the minimum coefficient to declare the instrument reliable.

instruments.

Table 3. 2: Reliability findings

Concept	Cronbach Alpha Value
Reward systems	0.823
Capacity development	0.855
Work environment	0.890
Employee performance	0.921

Source: Researcher (2021)

Results revealed that the research instrument was reliable as the Reliability was measured using the Cronbach Alpha Value. For each of the measures, the lowest values were 0.823 yet the lowest minimum acceptable value is 0.700 (Amin 2005). This showed the research instrument was reliable.

Data Analysis

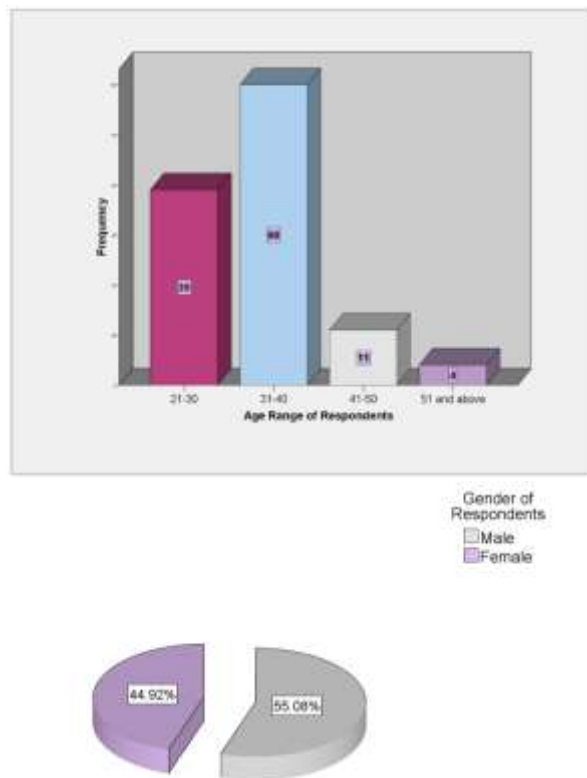
Data was collected, processed and analyzed using Statistical Package for Social Scientists (SPSS). Frequency counts were used to analyse data on profile characteristics of respondents. Means and standard deviations were used to determine the extent of reward systems and employee performance in Mountains of the Moon University in Kabarole district. The Pearson's linear correlation coefficient and multiple linear regression were used to establish the relationship between reward systems and employee performance in Mountains of the Moon University in Kabarole district. The 0.05 alpha level of significance was used to test the study null hypotheses.

SECTION THREE

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

Background of the Respondents

This describes the background of respondents in terms of position, gender, age, level of education, marital status, employment status and length of time the respondents had spent working with Mountains of Moon University.

Figure 4.1: Distribution of respondents by gender

Source: Primary data 2021

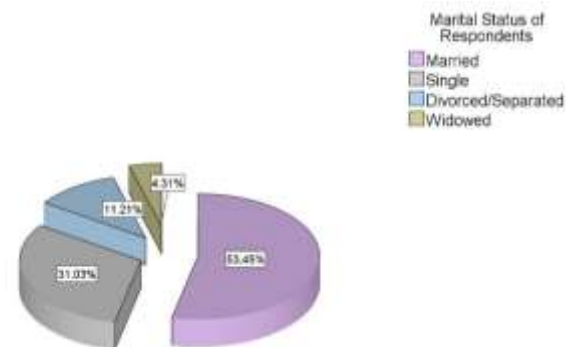
The figure 4.1 shows that 54 respondents were male who constituted 55.08% while Females were 44 constituting 44.92%. From this it is seen that most of the employees are males. This indicated that in most cases women have a lot of responsibility and when they are absent for maternity leave or they are attending to their children in hospital or anything else, the service suffers and this could also explain the big numbers of men employed by the University that are committed to their jobs. This shows that gender significantly explains the effect of reward systems on employee commitment.

4.3.2 Distribution of Respondents by Age

Figure 4.2: Bar Chart showing the various age categories of the respondents at MMU

Source: Primary data 2021

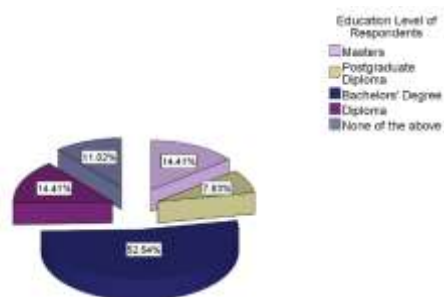
The figure 4.2 indicates that 52.6% of employees at Mountains of Moon University are in the age 31-40 years. 34.2% are between the age of 21-30 years. 9.7% of the employees are of the age 41-50 years. While 51 years and above constitutes 3.5% of the respondents. This implies that age significantly determines the relationship between reward systems and employees performance at MMU.

Figure 4.3: Pie Chart showing marital status of respondents at Mountains of Moon University

Source: Primary data

Figure 4.3, shows 53.4% of the respondents were married, 31.03% are single, 11.21% were divorced/separated while 4.31% were widowed. This shows that majority of the respondents (53.4) were married. This implied that marital status has a significant effect on employee performance at MMU.

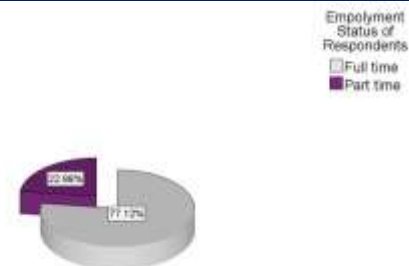
Figure 4.4: Pie Chart showing the distribution of respondents by their level of education



Source: Primary data

Response shows that majority of administrative staff at Mountains of Moon University hold bachelors' degree representing 52.54%, (this percentage was justifiable due to the standard operating procedures issued by ministry of health against COVID-19), 14.41% of respondents have diplomas, 14.41% of respondents have Masters degrees, 7.63% of respondents have postgraduate diplomas and 11.02% of respondents have none of the mentioned qualifications. This implies that the University mostly employs people with and above bachelor's degrees. This statistic indicates that the University had qualified staff and had the appropriate skill and knowledge in handling the University services and give it a competitive edge in the industry. This can increase performance of the University given that highly educated staff understand the procedures well and are easy to adjust to new challenges and increase performance and this may explain the level of employee performance.

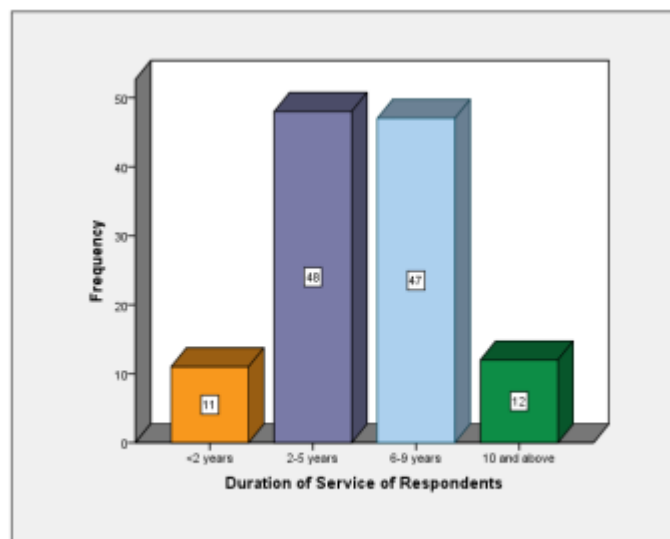
Figure 4.5: Pie Chart shows the distribution of respondent's employment status



Source: Primary data

Pie chart 4.5 above shows that 77.12% of the respondents are full time employees while the remaining 22.88% representing are on part time. This therefore implies that employee status has a significant effect with employee performance. The majority of respondents are full time employees hence are able to give the University enough time to enable it meet its targets in time.

Figure 4.6: Bar Chart showing the distribution of respondents by the length of service at Mountains of Moon University



Source: Primary data

Figure 4.6 indicates that most respondents worked in the service for 2-5 years showing 40.6%, 39.8% of respondents spent 6-9 years. Those over 10 years were represented by 10.17% representing and the last category which had spent in less than 2 years in service was represented by 9.32% of respondents. This

therefore, implies that the employees who have worked for 2-9 years were satisfied with the reward systems and are committed employees at MMU.

This section provides results of the research objectives upon which this study was based. The presentation shows the testing of research objectives and presents the descriptive statistics inform of frequency distribution and percentage to aid comparison and interpretation of results.

4.4 Presentation of the study findings.

Table 4.1: Descriptive statistics showing of responses on Reward systems and Employee Commitment

Item	1	2	3	4	5	\bar{x}	Standard Deviation
	SD	D	UD	A	SA		
Pay structure at my University is appropriate and reasonable.	(18.6%)	(39.0%)	(4.2%)	(24.6%)	(13.6%)	2.7542	1.37086
The pay I receive is about equal to others doing similar work in other universities	(4.2%)	(25.4%)	(6.8%)	(44.9%)	(18.6%)	3.4831	1.18201
My Salary is fair for my responsibilities at MMU	(9.4%)	(46.2%)	(5.1%)	(35.0%)	(4.3%)	2.7863	1.15093
Salary is gradually increased periodically for all employees.	(6.8%)	(5.9%)	(4.2%)	(60.2%)	(22.9%)	3.8644	1.05341
Salary is always paid on time.	(6.8%)	(15.3%)	15.3%	(43.2%)	(19.4%)	3.19	1.269
Staff at the same level earn the same salary	(6.0%)	(9.4%)	(10.3%)	(62.4%)	(12.0%)	3.61	1.062
I benefit from the retirement benefit scheme put in place by the university	(6.8%)	(11.9%)	(4.2%)	(66.1%)	(11.0%)	3.87	0.833
There are allowances given to staff on top of salary in the university	(2.5%)	(5.1%)	(11.0%)	(65.3%)	(16.1%)	4.08	0.564
A fair per diem is paid to staff for out of duty station	(5.1%)	(13.6%)	(5.1%)	(63.6%)	(12.7%)	3.65	1.033
The University provides medical insurance for employees.	(6.8%)	(16.1%)	(34.7%)	(41.5%)	(0.8%)	3.71	0.725
The University gives lunch allowances at the place of work.	(0.9%)	(5.3%)	(23.7%)	(62.3%)	(7.9%)	4.10	0.749

I count on making more money if i do good work.	(4.5%)	(12.6%)	(9.0%)	(60.4%)	(13.5%)	3.50	1.416
Annual bonus is paid to staff whenever performance exceeds set target	(20.2%)	(4.4%)	(2.6%)	(50.9%)	(21.9%)	4.37	0.729
The University pays overtime to staff who work beyond normal working hours	(1.7%)	(9.3%)	(4.2%)	(46.6%)	(35.6%)	4.08	0.975
I take an active role in my team's success for a better reward.	(0.9%)	(1.8%)	(3.5%)	(83.2%)	(10.6%)	4.01	0.543
At the university, best performing employees are given bonuses monthly.	(2.5%)	(5.9%)	(6.8%)	(70.3%)	(10.2%)	4.20	0.662

According to table 4.3, it is indicated that response on whether pay structure at my University is appropriate and reasonable; (18.6%) respondents strongly disagreed, (39.0%) disagreed, (4.2%) were undecided, (24.6%) agreed while (13.6%) strongly agreed. These have revealed that majority of the employees are not satisfied with the level of pay for their services which calls for the need to change remuneration package by management. This implied that the pay structure is well thought and fits the duty load on employees, which results into employee commitment to the university.

On the issue of whether the amount of salary received for the job is about equal to what others doing similar work in other universities receive; (4.2%) strongly disagreed, (25.4%) disagreed,

(6.8%) were undecided, (44.9%) agreed and (18.6%) respondents strongly agreed. Most of the respondents had information on how much other universities pay their employees and were quite contented that their services are appreciated for similar jobs elsewhere so they feel not worse off comparably. This implied that the employees at the University are committed to their employer because salary paid by MMU is reasonably competitive and so they would not wish to join other universities.

Responses on whether my Salary is fair for my responsibilities at MMU, respondents (55%) and (45.8%) strongly disagreed and disagreed respectively. (5.1%) were undecided, while (35.0%) and (5.1%) agreed and strongly agreed respectively. This indicated that most of the respondents were contesting mismatch

between salary and the size of responsibility. Management is therefore faces the task undertake measures to ensure that these gap are narrowed to avoid complaints.

This implied that MMU management has tried their best to have a competitive pay though it is not yet to the level that satisfies their employees.

Respondents gave their views on whether salary is gradually increased periodically for all employees and (6.8%) of them strongly disagreed, (5.9%) disagreed, (4.2%) were undecided,

(60.2%) agreed while (22.9%) strongly agreed. Most of the respondents appreciated the fact that their salary rises annually which is an attractive motivation mechanism towards maintaining the services of employees with Mountains of Moon University.

This implied that the employees at the University are well compensated for the duties which is an incentive for employee commitment. However, one respondent said that it's true the increment is there but not so attractive because a percentage of between 2-4% of the salary which is seen as too low to be appreciated.

On whether salary is always paid on time; (6.8%) strongly disagreed, (11.9%) disagreed,

(4.2%) were undecided, (66.1%) agreed and (11.0%) strongly agreed which meant that though sometimes salary payment is delayed; in most cases it's paid on time.

Therefore, the expectations and morale of the employees is kept high which enhances their concentration and commitment to assigned tasks. This implied that paying employees on time results into employee commitment.

Response on whether staff at the same level earn the same salary (6.0%) strongly disagreed, (9.4%) disagreed, (10.3%) were undecided, (62.4%) agreed while (12.0%) strongly agreed. These figures reflect that there is a narrow financial gap created in the payment of staff which is likely to reduce tension and social conflicts over earnings. This implied that the salary policies are good and enhance employee commitment.

The issue concerning benefits from the retirement benefit scheme put in place by the University, (6.8%) respondents strongly disagreed, (11.9%) disagreed, (4.2%) were undecided, (66.1%) agreed, (11.0%) strongly agreed. This showed that majority of respondents who are employees of Mountains of Moon University are aware and they benefit from the retirement benefit scheme at the University and therefore their work effort is stimulated which encourages their commitment with the university.

Response on whether there are allowances given to staff on top of salary, (2.5%) respondents strongly disagreed, (5.1%) disagreed, (11.0%) were undecided, (65.3%) agreed while

(16.1%). Most respondents recognized the additional pay they receive in excess of their salary which facilitates the satisfaction of their basic requirements and encourages them to stay committed to the job and they can always go extra mile to fulfill the university's objectives. One interviewee confirmed that some of the additional benefits include lunch allowance for staff, medical insurance is provided. He however noted that there are still gaps in these allowances for example for lunch, the University contributes only half and for medical only one option of the service provider is given. Management should do a lot to improve.

Statistics on whether a fair per diem is paid to staff for out of station duty; (5.1%) respondents strongly disagreed, (13.6%) disagreed, (5.1%) were undecided, (63.6%) agreed while (12.7%) strongly agreed. Truly according to majority responses, employees are satisfied with the facilitation that the offers them for any duty outside the work station. This implies that they are able to facilitate and sustain their needs in ensuring that the work requirements are fulfilled to the satisfaction of the University.

Opinions on whether the University provides medical insurance for employees (6.8%) respondents strongly disagreed, (16.1%) disagreed, (34.7%) were

undecided, (41.5%) agreed while (0.8%) strongly agreed. A big number of employees have been found out to be offered medical insurance, which is a good step the University has taken in ensuring a healthy workforce. This shows that the University minds of the wellbeing of its staff.

Also on whether the University gives lunch allowances at the place of work; (0.9%) strongly disagreed, (5.3%) disagreed, (23.7%) were undecided, (62.3%) agreed while (7.9%) strongly agreed. These showed that the University provides fringe benefits to employees in addition to the salary. This implies that work is never employees are committed. However, some interviewees argued management to provide full lunch instead of part payment to all staff. Respondent's views were sought on whether high-performing employees are always given compensation packages and benefits yearly had 2(1.7%) strongly disagreed, 3(2.6%) disagreed, 6(5.2%) were undecided, 75(65.2%) agreed and 29(25.2%) strongly agreed. The results showed that Mountains of Moon University has created a budget which recognizes and appreciates high performance among its employees as a way of encouraging others to work harder and aid the University hit its targets. This is an incentive that has ensured employee commitment.

The question on whether if I do good work, I can be sure of earning some more money, 5(4.5%) strongly disagreed generated 14(12.6%) disagreed responses, 10(9.0%) were undecided, 67(60.4%) agreed and 15(13.5%) strongly agreed. By majority response, Mountains of Moon University has piece rate work system incorporated in its payment methods which favours the hardworking employees at the expense of their less hard working counterparts. This implies that employees are encouraged to work hard for money rewards and this leads to employee commitment.

Views on whether annual bonus is paid to staff whenever performance exceeds set target;

23(20.2%) strongly disagreed, 5(4.4%) disagreed, 3(2.6%) were undecided, 58(50.9%) agreed and 25(21.9%) strongly agreed. Most of the respondents accepted there is an annual bonus in place to reward exceptional employees, which encourages them to work harder towards achieving organization objectives.

Respondent's views on whether the University pays overtime to staff who work beyond normal working hours; 2(1.7%) strongly disagreed, 11(9.3%) disagreed, 5(4.2%) were undecided, 55(46.6%) agreed while 42(35.6%) strongly agreed. These statistics showed the efforts put by management of Mountains of

Moon University towards meeting its objectives with ease.

Reward systems Correlation	Pearson	Extrinsic Rewards	Employee Commitment
		1	0.246
		98	98
Employee Commitment Correlation	Pearson	0.246	1
		0.002	
		98	98

Ideas of respondents on i take an active role in my team's success for a better reward; (0.9%) strongly disagreed, (1.8%) disagreed, (3.5%) were undecided, (83.2%) agreed and (10.6%) strongly agreed. These results indicated that much the work is possibly driven by the team leaders without much involvement of the team members which creates backlog. However, work load can easily be cleared only with the involvement of each and every member in the team.

At the university, best performing employees are given bonuses monthly 0(0.0%) strongly disagreed, (0.0%) disagreed, (2.7%) were undecided, (85.0%) agreed and (12.4%) strongly agreed. The majority response agreed with the fact that the University recognizes best performers regularly on monthly basis and this was further affirmed by one of the interviewees who said that the University offers monthly bonus to the best performing employee. This compels the employees to excel in their tasks thereby enabling the Mountains of Moon University to meet its monthly targets. Responses on team work showed that there is a strong spirit of team work where the tasks and achievements of the team are a collective responsibility of every member. This generates a sense of belonging and hence employee commitment.

On whether the best performing employees are given bonuses monthly, (2.5%) respondents strongly disagreed, (5.9%) disagreed, (6.8%) were not decided, (70.3%) agreed while

(10.2%) strongly agreed. This implied that the motivation strategy in place is an enabling factor for employees to strive for the best work output hence employee commitment.

Testing Hypothesis One

Reward Systems have no significant relationship with Employee commitment at Mountains of Moon University Limited. In verifying this hypothesis, a Pearson's correlation Co-efficient (r) method was adopted in assessing the degree of the relationship depicted by (r)

Table 4.3 gives Pearson's correlation Coefficient for the two variables.

Table 4.2: Correlation results for Reward Systems and employee commitment

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

These study findings in table 4.3 show a weak but positive correlation of (0.246) between reward systems and employee commitment. These findings were significant at (P <0.05 level). Therefore the earlier hypothesis which stated that reward systems have no significant relationship with employee commitment at Mountains of Moon University was accepted. Thus, Reward Systems have a significant effect with employee commitment at 24.6% and therefore a need to develop a reward system that also considers extrinsic rewards.

Table 4. 3: Model Summary of reward and employee commitment at MMU

del	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.246a	0.060	0.006	0.1667

a. Predictors: (Constant), Reward systems

Source: Primary data.

In the table 4.4 above Reward Systems had R Square (R²= 0.060), which explains the degree to which a set of independent variables lead to variations in the dependent variable according to Mugenda and Mugenda (1999). This implies that Reward Systems, which the

independent variable is responsible for 6.0% variation in employee commitment (dependent variable) therefore the remaining 94.0% was contributed by Reward Systems and reward policies.

4.4.3 Objective Two: To assess the relationship between Reward system and Employee Commitment at Mountains of Moon University Limited.

The findings of the objective were also derived from the questionnaires administered and interviews conducted. The measures of Reward Systems, which consisted of employee recognition, job security, training and development were indicated in Table 7 below.

Table 4.5 Distribution of respondents by their views on reward systems and employee effectiveness

Item	1	2	3	4	5		Standard Deviation
	SD	D	UD	A	SA		
There is a well-organized training program at the University	(1.7%)	(1.7%)	(3.5%)	(53.0%)	(40.0%)	4.28	0.767
The training programs at work have empowered all employees.	(6.0%)	(10.3%)	(11.2%)	(44.0%)	(28.4%)	3.78	1.148
The University provides training to improve on the employee skills.	(13.3%)	(14.2%)	(11.5%)	(60.2%)	(0.9%)	3.21	1.130
Employee training increases on the employee commitment.	(0.9%)	(1.8%)	(2.6%)	(53.5%)	(41.2%)	4.32	0.698
There is employee training regularly at the university.	(6.8%)	(8.5%)	(5.1%)	(46.6%)	(29.7%)	3.87	1.156
Training and development programs are consistently	(5.9%)	(9.3%)	(6.8%)	(44.9%)	(28.8%)	3.85	1.143
I take pride in my work and I feel valued on my team.	(5.1%)	(20.3%)	(6.8%)	(39.8%)	(25.4%)	3.62	1.1225
Management takes time to recognize my effort at the Job.	(1.7%)	(0.9%)	(2.6%)	(48.7%)	(46.2%)	4.37	0.738
Certificate of merit is given in recognition of staff for outstanding performance in different fields.	(17.1%)	(35.0%)	(8.5%)	(29.9%)	(9.4%)	2.79	1.297
The University organizes team building events for staff periodically.	(17.1%)	(35.0%)	(7.7%)	(29.9%)	(10.3%)	3.95	1.070
There is a monthly recognition of staff with outstanding performance.	(5.9%)	(11.0%)	(8.5%)	(44.9%)	(28.0%)	3.79	1.154
I feel a sense of satisfaction when my job is well done.	(9.6%)	(20.0%)	(3.5%)	(59.1%)	(7.8%)	3.36	1.171
Employees are always protected against unfair or unjustified dismissals.	(8.8%)	(25.7%)	(8.0%)	(40.7%)	(16.8%)	3.31	1.268
There is a disciplinary committee in place to hear out staff before a decision is taken regarding staff conduct	(6.0%)	(17.2%)	(11.2%)	(54.3%)	(11.2%)	3.47	1.091
Management often involves staff in decision making.	(3.4%)	(15.5%)	(5.2%)	(62.1%)	(13.8%)	3.91	1.095

There is free communication between management and staff.	(6.0%)	(19.7%)	(3.4%)	(46.2%)	(24.8%)	3.974	0.90460
Employees are sometimes sacked for not meeting the set target	(1.7%)	(5.9%)	(2.5%)	(50.0%)	(39.0%)	4.64	1.221

Perception of respondents on whether there is a well-organized training program in the company (1.7%) strongly disagreed, (1.7%) disagreed, (3.5%) were undecided, (53.0%) agreed while (40.0%) strongly agreed. This showed that Mountains of Moon University does not entirely depend on the qualifications of its employees but rather put in more resources to enhance their skills so that the predetermined targets are easily attained. The position from an interviewee seemed to agree with what most respondents in the questionnaire indicated.

When they were asked whether the training programs at work have empowered all employees (6.0%) strongly disagreed, (10.3%) disagreed, (11.2%) were undecided, (44.0%) agreed while (28.4%) strongly agreed. This implied that the employees have been able to benefit from the training programs organized by the university, still on, a manager who was interviewed had this to say 'we as managers always try to arrange for enough trainings of the staff because that's the only way how we can empower them to strengthen our business in these volatile situations'

Data collected on whether the University provides training to improve on the employee skills, (13.3%) strongly disagreed, (14.2%) disagreed, (11.5%) were undecided, (0.9%) agreed and (28.4%) strongly agreed. This implied that the University is committed to fulfill its objectives by enrolling key employees in refresher trainings to boost their knowledge and work confidence. When respondents were asked whether employee training increases on the employee commitment; (0.9%) strongly disagreed, (1.8%) disagreed, (2.6%) were undecided, (53.5%) disagreed while (41.2%) strongly disagreed and whether there is employee training regularly at the University (6.8%) strongly disagreed, (8.5%) disagreed, (5.1%) was undecided, (46.6%) agreed while (29.7%) strongly agreed. These indicated that management is committed to ensuring that employees do their work effectively and in an efficient manner which is to the university's benefit. This implied that the commitment of employees has increased, however the training seemed not to apply to all employees, which leaves out many making them to be unhappy.

Response on whether training and development programs are consistently evaluated, (5.9%) respondents

strongly disagreed, (9.3%) disagreed, (6.8%) were undecided, (44.9%) agreed while (28.8%) strongly agreed. These meant that management keenly assesses the outcome of the organized trainings to determine the costs in relation to the intended benefits. Thus, the University continues investing resources in such programs whenever it sees that the benefits outweigh its expenses.

When asked whether they take pride in their work and feel valued on their team, (5.1%) respondents strongly disagreed, (20.3%) disagreed, (6.8%) were undecided, (39.8%) agreed while (25.4%) strongly agreed. The majority indicated that most employees are proud and feel valued in the work they do.

Response views on whether management takes time to recognize my effort at the job; (1.7%) respondents strongly disagreed, (0.9%) disagreed, (2.6%) were undecided, (48.7%) agreed and (46.2%) strongly agreed and on whether a certificate of merit is given in recognition of staff for outstanding performance in different fields (17.1%) strongly disagreed, (35.0%) disagreed, (8.5%) were undecided, (29.9%) agreed while (9.4%) strongly agreed.

When asked whether the University organizes team building events for staff periodically; (17.1%) respondents strongly disagreed, (35.0%) disagreed, (7.7%) were undecided, (29.9%) agreed while (10.3%) strongly agreed. Most of the respondents disagreed that the University organizes team building events, this is however contrary to the information collected from the interview where a supervisor said that the University organizes annual 'get together' events to bring all staff on board, build team spirit, enjoy together and forget their past experiences.

On whether there is a monthly recognition of staff with outstanding performance; (5.9%) strongly disagreed, (11.0%) disagreed, (8.5%) was undecided, (44.9%) agreed, (28.0%) strongly agreed. Most respondents confirmed that the University actually does recognize its outstanding staff as a way of applauding morale towards attainment of monthly targets, which is a motivation strategy to employee commitment.

Views were sought on whether employees feel a sense of satisfaction when the job is well done; (9.6%)

respondents strongly disagreed, (20.0%) disagreed, (3.5%) were undecided, (59.1%) agreed while (7.8%) strongly agreed. The results showed a strong desire by the employees to perform well given the rewards attached which shows commitment to the university.

On whether employees are always protected against unfair or unjustified dismissals; (9.6%) respondents strongly disagreed, (20.0%) disagreed, (3.5%) were undecided, (59.1%) agreed while (7.8%) strongly agreed. These responses indicate that a large section of staff enjoy their job because there is security at the Job which motivates them to stay committed at work. However the protection mechanisms need to be

extended to the other categories of staff that are highly susceptible to the risks of job loss. Information from one

of the interviews conducted quoted one respondent saying that “here at Stanbic university, all our employees sign 2 years renewable contracts to guard the interest of both the employer and the employees”

There is a disciplinary committee in place to hear out staff before a decision is taken regarding staff conduct (6.0%) strongly disagreed, (17.2%) disagreed, (11.2%) were undecided,

(54.3%) agreed and (11.2%) strongly agreed. Most of the respondents agreed that there are normally subjected to fair hearing before decisions pertaining employee behavior are taken. This committee comprises of representatives from management, senior staff, support staff and other university officers.

Responses on whether Management often involves staff in decision making, (3.4%) respondents strongly disagreed, (15.5%) disagreed, (5.2%) were undecided, (62.1%) agreed while (13.8%) strongly agreed and on whether there is free communication between management and staff; (6.0%) strongly disagreed, (19.7%) disagreed, (3.4%) was undecided, (46.2%) agreed while (24.8%) strongly agreed. This clearly showed that management is flexible and are always ready to listen and help to manage issues that create discontent among its employees. It also implies that views of the employees are seriously

considered which makes them valued at work.

On whether employees are sometimes sacked for not meeting the set target (1.7%) strongly disagreed, (5.9%) disagreed, (2.5%) was undecided, (50.0%) agreed while (39.0%) strongly agreed. The results showed that employees are encouraged to work hard in order to continue enjoying benefits given by the university. However, it was noted from one respondent that an

employee can get sacked after serious warning and being put on performance improvement plan but cannot change

4.4.4 Testing Hypothesis Two

From the findings, it was noted that there is a significant relationship between reward systems and Employee effectiveness at MMU.

Pearson correlation coefficient was computed to verify the hypothesis as shown in the table 8

Table 4.4: Correlations results on reward systems and employee effectiveness

		Intrinsic	Employee Commitment
Reward systems	Pearson	1	0.819
Correlation			0.026
Sig. (2-tailed) N		98	98
Employee effectiveness	Pearson	0.819	1
Correlation		0.326	
Sig. (2-tailed) N		98	98

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

The study findings noted a strong correlation ($r=0.819$) between reward systems and employee effectiveness. These findings were significant at ($P < 0.05$ level). Thus the hypothesis which states that; “There is no significant relationship between reward systems and employee effectiveness at MMU” was rejected. Thus, reward systems have a significant influence, 81.9 on employee effectiveness. The implication of the findings was that Reward System shave a significant causal effect on employee effectiveness. So an improvement in reward systems causes a significant positive change in employee effectiveness.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.8	0.67	0.012	0.1537

Table 4.5: Model Summary of reward systems and employee effectiveness

a. Predictors: (Constant), Reward systems

From table 4.6 reward systems had R Square ($R^2 = 0.6708$), which explains the degree to which a set of independent variables lead to variations in the dependent variable according to Mugenda and Mugenda (1999). This implies that reward systems contributed (67.08%) towards variations in the dependent variable (employment commitment) so the remaining change of

32.92% in employee effectiveness was due to reward systems and reward policies.

4.5 Summary

The overall purpose of the study was to explore the effects of reward systems on the employee commitment at Mountains of Moon University. The whole study was directed by the three research objectives: to assess the effect of reward systems on employee performance at

Mountains of Moon University and to establish the effects of reward systems on employee commitment at Mountains of Moon University. From the study, reward systems have a significant effect on employee commitment at Mountains of Moon University and employee effectiveness have a significant effect on employee commitment at the university

Therefore, the University management should focus on reward systems and employee as the study variables since have a direct significant effect on employee commitment. In this study, it was established that employee commitment and employee effectiveness have a significant effect on employee performance at Mountains of Moon University. Therefore, University management could focus on Reward systems, employee commitment and employee effectiveness as these have a direct positive significant effect on employee performance.

relationship with employee commitment therefore a favorable change in Reward Systems results into increased employee commitment.

SECTION FOUR DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Discussion

Reward systems and Employee Commitment

The respondents were asked many questions and their feedback indicated is a significantly positive relationship between Reward Systems and employee commitment. The results are in line with the Equity Theory (1969) which postulates that if employees are equitably rewarded extrinsically, it motivates them to work for the organization because they receive equal benefits and therefore, they are committed to the work place. The assumptions of the equity theory agree with the findings in the conducted study at Mountains of Moon University Ltd. The study findings are also related to the findings of Tsai (2005) who noted that monetary incentives cater for employee expectations the hence committing them. He identified pay for performance as the most effective incentive to maximize the commitment of employees though he also noted that management should know that this is short lived. Mendonca, (2002) who in his study also observed that rewards need to be based on the principle that employees perform better if they perceive existing rewards to be linked to performance and commitment made further emphasis. Similarly, results from a study by Guest, (2002) concluded that the reward system is a key motivator for employees if they are to meet performance expectations by management. Carraher et al, (2006) in their study found that if highly performing employees are to be retained by the organization, there must be a good reward system with ability to meet their expectations. Conclusively, the implication of the findings was that Reward Systems have a direct positive

Reward Systems and Employee Effectiveness

Findings revealed a strong connection between Reward Systems and employee effectiveness. This shows that, there was a significant relationship between Reward Systems and employee effectiveness. Therefore, Mountains of Moon University requires to equitably distribute and improve its Reward Systems allocation in order to enhance employee effectiveness. The above findings agreed with the Adams Equity theory which stated employees sought equity between what the offer to the organization in terms of experience, skill and what they get out in terms of increased payments, promotion and recognition against perceived inputs and outcomes of other employees either within or outside the organization. Hellriegel et al (2008:276) noted in their research that dissatisfied employees may behave that can harm the organization which results into lack of commitment. Further studies findings about Reward Systems, which relate with these findings are by Mercer (2003) who reported that staff can stay in the organization if they are rewarded well and may decide to leave if not rewarded as expected. (Davies, 2001) noted that employees will stay in the organization where their efforts are better appreciated.

Conclusions

The study examined the relationship between reward systems and employee performance at MMU. As afore said, from the words of (Meyer & Herscovitch 2001, 299), Organizational effectiveness and employees' well-being has potential to influence employee performance in organizations and it is important to understand these constructs and what

affects them. It is nightmare for Human Resource managers to have and maintain a committed work force for their organizations. It is understood that there are various factors that in today's world that can shape organizational commitment, especially now that organizations need to have a committed workforce to gain a competitive advantage as posited by (Meyer & Parfyonova 2010, 283.).

From the foregoing, it is so challenging for MMU to maintain and have its work force committed especially that universities need more of young employees than the old ones. It even becomes harder that young labour force is always migrant especially in the higher education sector. In the words of (Laurinolli 2010), it has been in the world media that it is more challenging to get younger employees committed to the organization. From the study, the conclusions were derived from the results of the hypotheses tested to ground the basis for reward systems measures at Mountains of Moon University Limited.

Reward Systems and Employee Commitment

It was revealed that Reward Systems significantly affect employee commitment. This then, calls for employees to be equitably rewarded using extrinsic reward approaches; pay, training and allowances, then they would feel satisfied and motivated to work for Mountains of Moon University. The contrary might lead to staff turnover and employees demotivation hence lack of commitment to the job. This can be implemented through budgeting and putting in place Reward Systems that fit all job descriptions.

Reward Systems and Employee effectiveness

The findings revealed that Reward Systems significantly affect employee effectiveness. This was revealed from the findings indicating that; appreciation, recognition and job security were crucial for employee effectiveness. This therefore calls for a strategy in Mountains of Moon University to improve their rewards distribution and allocation. It is also concluded that there could be other determinants to employee effectiveness other than training, employee recognition and job security. It is important that management of Mountains of Moon University make adjustments on their rewarding system if they are to boost performance of their employees to work. The study conclusions detailed above are based on the different research objectives, questions and hypotheses;

There is a significant correlation between Reward systems and Employee Commitment.

Study findings revealed that Reward Systems play a crucial role in having employees satisfied and committed to the organization. Respondents expressed the need for higher salary pay and reflected that Reward Systems influence employee commitment hence boosting their performance.

There is a significant correlation between Reward Systems and Employee effectiveness.

Respondents revealed that other motivation measures are necessary to induce their performance on the job other than salary pay. They explain that a salary is mandatory and well laid down in their contracts but to generate commitment to perform beyond the job specifications other factors are necessary.

5.5 Recommendations

The study recommended that;

- Management of MMU should design clear terms and conditions on how to offer the reward systems to their employees such that employees understand it clearly and later feel contented and committed to perform their job.
- The Human resource department is advised to manage Reward Systems consistently, fairly and equitably.
- The University gives employees some kind of pension/gratuity savings should be increased in relation to the University financial position and this make the employees to get committed because as the earns profit, they will also be earning.
- All employees should be given consideration for these rewards depending on their levels in the organization structure.

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