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Non Financial Rewards and Employee Engagement : A Case Study of Uganda's Health Sector

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Abstract: *This research explores the concept of non-financial rewards and employee engagement among employees in Uganda's health sector. It sets to identify the various types of non-financial rewards such as employee recognition programs, flexible work hours, opportunities for training and professional development, career development, and job security among others that influence the level of employee engagement. The study was also carried out to evaluate the effects of non-financial rewards on employee engagement and as well assess the relationship between non-financial rewards and employee engagement. The study was conducted on a population sample size of 80 respondents at Mukono General Hospital. Respondents comprised of doctors, nurses, hospital administrators, medical technicians, midwives and other staff. Data was collected using a 5 point likert scale. First the overall responses were analyzed and then the group responses were also analyzed using regression analysis. The results revealed that the biggest percentage of the respondents showed positive response towards non-financial rewards as being offered and there were differences in responses towards each subset of non-financial rewards. Further studies also indicated a high percentage of the respondent's response on employee engagement due to the provision of non-financial rewards and how these non-financial rewards generally affect their level of engagement with Mukono General Hospital.*

Keywords : Non Financial Rewards ; Employee Engagement : Uganda; Health Sector; Rewards ; Employees

1.0 Introduction:

Being a Human Resource Manager is a challenging task, the stress of hiring a right person is an aspect of HRM whereas, engaging and retaining the top performing employees is an extremely difficult task. However due to uncertainty and economic instability, the firms are facing financial constraints. The loss of profitability and unpredictable scenario is shifting firm's attention from investing in HR towards cost cutting and layoffs. Therefore, the more vulnerable firms are, the more talented human capital will leave the company for better opportunities. (Scott, McMullen, Royal & Stark, 2010) HR issues associated with employee engagement have become a topic of discussion making it a sensitive part that every organization needs to deal with very carefully.

Employee engagement helps organizations in attaining competitive advantage. Baumruk (2004) believes that employee engagement can be a tool to measure organizations strengths. Employee engagement is defined as harnessing of organizations members' themselves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn, 19990, p.694). According to the series of surveys conducted by Gallup, reporting that only 32% are engaged in the U.S. whereas only 13% employee engagement worldwide (Mann & Harter, 2016). Employees in an organization are engaged, not engaged or actively disengaged. Engaged employees are the builders of the organization whose efforts focus on excellence in their roles. Employees that remain not engaged perform tasks that are spelled to them and there are not concerned with the organization goals. Whereas, actively disengaged employees are those who are not working themselves and are the source of demotivation to the performance (Anita, 2014)

Employee engagement surfaced in 1990s and since then it has gained the attention of the researchers and managers. However, the major contribution in this area of research started in 2006 and onwards (Welch, 2011). Since then, several researchers have identified various contributors (determinants) of employee engagement; for example, Rich, Lepine, and Crawford (2010) and Miles (2001) found work environment to be one of the significant determinant of employee engagement. Thus, the management that is able to create a supportive work environment tends to achieve a high employee engagement. Management in an organization that is having people oriented are able to display concern for employees, their needs and wants, encouragement and employee engagement support and feedback, and create a problem solving mechanism (Dash,2003). Another variable that is a major determinant of employee

engagement is leadership (walubwa, Avolio, Gardner, wernsing, & Peterson, 2008). Teamwork and peer support (markos & Sridevi, 2010), training and development (Ahkter, Raza, Ashraf, Ahmad, &Aslam, 2016; anitha, 2014) compensation. (Sacks, 2006), policies, structure and organizational system (Mercy & Schneider, 2008), and workplace wellbeing are reported to be significant determinants of employee engagement (Ruth & Herter, 2010). This variables and significance of these variables are tested and confirmed separately in previous researches as well as together by Anitha (2014). The research reported positive contribution except for compensation; policies and organization system were negative in relation (2014).

Though, the studies conducted in this area are very elaborative and has contributed in understanding of this phenomenon, one of the areas that need further investigation is of rewards and its relation to employee engagement. Sacks (2006) reported significant relationship between reward (as antecedent) and employee engagement. Rewards are of two types i.e. monetary and non-monetary rewards. However, the concern has always remained on monetary rewards whereas, Bhattacharyya and Mukherjee (2009) recommended the role of non-financial rewards as an important antecedent for engaging employees; little efforts have been made in terms of understanding the linkage of non-financial rewards with employee engagement. This study therefore focuses on finding the relationship between non-financial rewards and employee engagement.

Employee engagement is the amount of effort, enthusiasm of employees towards an organization. Worker is eager to place unrestricted energies regardless of their positions obligations and takes positive actions towards improving organizations reputation (shahzad, 2013). Furthermore, employee engagement can be defined as workers participation, work pleasure and obligation to the company that might support corporation in attaining improved consumer service over workers working brilliance (Scott, et, al, 2010). Thus, employee engagement can be described as high level of involvement, commitment, job satisfaction and high rate of employee retention. An engaged employee values his/her work and enjoy the work. Furthermore, they feel pride in what they do as well believe in the contribution they do in organization (Habib, 2013). The sense of ownership and belongingness creates conducive working environment where every employee is willing to help and attain organizational. Sharing responsibilities, team work, putting additional effort in organization and their jobs, information and knowledge sharing and many other positive aspects are high in engaged employee as compared to less engaged or not engaged employee (Macey & Schneider, 2008).

According to (ibid), non-monetary inducements carry better influence worker's inspirations and engagement. Job and job related behavior is also key factors that contribute in employee engagement (Habib, Kamran, & Jamal, 2015).

Robbins (2001) mentioned that when employee's performance is praised and appreciated and the organization rewards the employees fairly then the performance of employees will increase and productivity of the organization will also be rising towards achieving their goals, encouragement of employees will automatically lead to employee engagement.

Non-monetary rewards are actually the non-cash benefits given by business for retaining and motivating them for their outstanding work functioning (woodruffe, 2006). Non-financial rewards are viewed as more appreciated than financial rewards as it is highly viewed from the esteem and gratitude view on worker's accomplishment. In addition to the argument, Nelson (1996) revealed that there is a solid connection between non-monetary inducements and employees job engagement.

Literature Review

Literature suggests that non-financial rewards include training and development, career development opportunities, regular feedback, reward and recognition and job security provide basis for improving on employee engagement in terms of job satisfaction, work culture, career development opportunities, management and leadership, digital work experience and meaningful work environment.

Non-financial rewards:

Puts emphasis on the following study variables below that are believed to have a direct relationship with employee engagement as indicted in the conceptual frame work in chapter one

Training and development:

Is an organized activity aimed at imparting information or instructions to get better the staff performance or attain a required level of skill or knowledge (Adnan& Mahazril, 2011). According to Amstrong (2011) training can be used as a tool for developing knowledge and skills to enhance individual's performance based upon the criteria of efficiency and effectiveness, besides achieving competiveness and productivity as well as engagement, apart from this he added that personnel remolding through training prepares individual employees to climb organizational ladder. Furthermore, Ismael and Bongogoh (2007). Posited that training and development programs are strategic functions of human capital management which focuses on developing employee competencies in order to overcome daily, routine and short term problems. Sahinidis and Bouris (2007) established that there is significant correlation between employee perceived training effectiveness and their variables.

Reward and recognition:

Labelle (2005) describes that different individuals have different perceptions of rewards and believes that such factors are the main driving force of satisfaction and they help boost employee to work harder and better due to the motivation and engagement it brings about. On other hand, recognition is the acknowledgement, appreciation or approval of the positive accomplishments or behaviors of an individual or team. According to Gostick and Elton (2007), recognition refers to praise or personal note acknowledging achievements including small gestures that are important to employees. Employee recognition programs cover a wide spectrum of activities. They range from a spontaneous and private "thank you" to broad and formal programs in which specific types of behavior are encouraged and in which the procedures for attaining recognition are clearly identified (Robbins, 2005).

Ryan (2003) described employee recognition in an organization as a non-financial reward that arouses inner feelings of satisfaction which gives greater sense of belonging in an organization. This idea is further reiterated by Buchanan (2004) who added that recognition contributions towards an organization have a positive relationship towards increasing the commitment and engagement of the employee towards the organization and its objectives. Therefore, incorporating reward and recognition program helps increase employee engagement leading to many benefits for the company like increased productivity and retention.

Job security:

Generally, refers to protection against unfair or unjustified dismissals (Nienaber, 2009). According to the most commonly used definitions, job security means that works have protection against arbitrary or short notice dismissal from employment as well as having long term contracts of employment and having employment relations that avoid casualization(ILO,1995). Dzuranain & Stuart (2012), state that job security is not only important for the purpose of income security but also what should not be neglected and under estimated is the non-pecuniary benefits of employment like employee engagement, social participation and self-respect.

Regular feedback:

Good communication between an employees and management is an essential component of engagement and establishing a system of feedback in your organization is a good way to instill those communication skills. One of the ways feedback boosts engagement is that it builds trust between leadership and employees creating a safe, trust based environment where employees feel valued and help derive decision making. In organizations that emphasize feedback as part of their culture, employees receive regular helpful feedback from direct supervisors and are empowered and encouraged to provide meaningful feedback to co-workers and leadership. This helps both employees and management to know when to course correct action or where improvement can be made. This feedback lays ground for employee engagement, and high performance environment where employees have an improvement mindset and think about creative and innovative ways to help the company succeed

Career development opportunities

Noel (2009) revealed that career development is a process in which employee's progress through a series of stages each marked with different set of developmental tasks, activities and relationship.

To take a look at the health sector organization, it's still unsure why career development is crucial in boosting employee connection, commitment and engagement. This is could be because career development activities are haphazard, intermittent, or focused more on individual performance and learning than career development. Increasing employee engagement via career development is one technique for resolving business owner's challenges. Engaged employees are less likely to leave, which means a focus on employee career development might just save a significant amount of money for the organization. In a report that analyzed the cost of millennial retention, companies indicated that it takes between $15000 and $25000 to replace each employee they lose, and it takes 3 to 7 weeks to hire an employee in a new role. Add to that time the employee becomes truly effective once they are hired and the cost is significant.

Management and leadership;

Leadership is a cornerstone of engagement because of the central role leaders play in shaping organizational culture, which in turn shapes employee experience. According to business leadership today contributor, Laurie sudbrink," Leaders affect employee engagement the most. A leader's ability to authentically build relationships with team members, their role of self-awareness, their sense of accountability as well as their health and wellbeing can all have a significant impact on employee engagement.

A 25year study by Gallup reveals that the duration of employee's tenure is primarily determined by the relationship they have with their direct managers. About 50-70% of employee's perception of their work environment is linked to the actions and behaviors of management. Therefore, to see a real boost in employees' engagement leaders should be also be engaged in leading and authentically demonstrating their dedication to organizations core values through real, impactful actions and behaviors

Organizational culture:

Culture plays a prominent role in driving employee engagement. This is why having a caring culture is one of the best ways to maintain high levels of employee engagement. Demonstrating care for employees that the work they are doing is essential for the success of the organization will create a positive employee experience that boosts engagement. Business with a strong positive organizational culture has highly engaged and loyal employees who delivers excellent work and take superior care of customers. Making employees feel valued is key to keeping them engaged. When employees don't feel valued by upper management, they will not be as loyal to an organization that views them as expendable and easy to replace, and they will leave

Meaningful work:

Meaningful work is essential for employee engagement because it gives employees a sense of purpose and they feel passionate about the work they do and they perform their jobs with greater enthusiasm. When employees feel a shared sense of purpose with their co-workers and strong commitment to an organizational mission, vision and values, it doesn't just improve engagement, but also improves morale, performance, trust and overall job satisfaction.

According to the recent study almost 70% say they would not work for an organization without a strong purpose, 60% would take a pay cut at a purpose driven company and 90% of the employees who work at organizations with a strong purpose say they are more inspired, motivated, engaged and loyal to such organizations

Job satisfaction:

Schermerhorn, et al, (2011) states that job satisfaction is the extent to which an individual feels positive or negative about work. Employee engagement and job satisfaction are two sides of the same coin. They both contribute to overall happiness of an individual in the workplace. Employees with higher levels of engagement are more likely to be satisfied, leading to increased productivity and profitable for employers. Engagement leads to various positive outcomes like low turnover, high productivity and expertise growth and job satisfaction. However, an employee can also be satisfied without being engaged. Laura Sheffield points out that you can't reach employee engagement without job satisfaction and engagement seen as key to 71% of CEOs overall company strategy. Strong support leads to high output, and strong feeling of productivity drives sustainable job satisfaction.

Digital work experience

Sixteen percent of employers are using technologies more frequently to monitor their employees through methods such as tracking work computer usage, monitoring employee emails or internal communications/chat," according to Gartner. Employee engagement has been a persistent challenge for organizations and health sector inclusive, with more dis engaged employees which are often less productive and have negative impact on the overall work place culture. However, recent advancements in technology have provided the health sector with powerful tools to engage and motivate their employees in new and innovative ways. For example, introduction of biometric machines. By leveraging technology organizations can foster a culture of collaboration, recognition and learning which can result into improved employee satisfaction, increased retention rates and high productivity levels. On top of that using technology in the work place helps organizations not only to thrive and remain ahead of their competitors but keep employees engaged, improves the exchange of information and promotes creative thinking among the employee

Assessing the relationship between non-financial rewards and employee engagement

Non-financial rewards can be recognized as one of the key factors related to employee engagement. Therefore, management of various organization institutions should develop a system for the providing non-financial rewards for the job well done to increase employee engagement

According to Herzberg's theory, including motivational factors inform of non-financial rewards such as promotion, recognition, training and development etc. will make employees more engaged and motivated to work since there is a link between this internal motivational factors with employee engagement

According to (Burges & Ratto, 2003) non-monetary rewards are helpful for the recognition of employees and that recognition is a very motivational tool for the employees as it leads to engagement. Employee engagement is based on employee attitudes, behaviors and opinions about the firm and these opinions and attitudes are built internally by the firm. It'stherefore, a responsibility of employers to make sure that these non-monetary incentives are available to employees as they build a strong sense of security and stability of employment for workers makes them feel more valued and be part of the organization leading to their increased level of engagement and overall job satisfaction.

Research Methodology

Research Design

Research design is the framework of research methods and techniques chosen by a researcher. The design allows researchers to stick on the research methods that are suitable for the subject matter and set up their studies up for success.

Descriptive research design: In a descriptive design, a researcher is solely interested in describing the situation or case under their research study. It is a theory-based design method which is created by gathering, analyzing, and presenting collected data. This allows a researcher to provide insights into the why and how of research. Descriptive design helps others better understand the need for the research. The researcher intends to use a descriptive cross sectional research design which refers to essentially an intensive investigation of a particular unit under consideration within a limited time frame (Grove, 2001) and a self-administered questionnaire will be used to collect the quantitative data from the respondents.

Research Approach Methods

Qualitative research design: Qualitative research determines relationships between collected data and observations based on mathematical calculations. Theories related to a naturally existing phenomenon can be proved or disapproved using statistical methods. Researchers rely on qualitative research design methods that conclude "why" a particular theory exists along with "what" respondents have to say about it and for that matter, qualitative methods will be used. It is used to gain an understanding of underlying reasons, opinions and motivation. It provides an insight to the problem or helps to develop ideas or hypotheses for potential quantitative research. Qualitative research is also used to uncover trends in thoughts and opinions, and dig deeper into the problem. Qualitative data collection methods vary in unstructured or semi structured techniques. Some common methods include focused groups (group discussions), individual interviews, and participations/observations.

Quantitative research design: Quantitative research is for cases where statistical conclusions to collect actionable insights are essential. Numbers provide a better perspective to make critical business decisions. Insights drawn from hard numerical data and analysis prove to be highly effective when making decisions related to the future of the business. Furthermore, this is used to quantify the problem by way of generating numerical data or data that can be transformed into usable statistics. It is used to quantify attitudes, opinions, behavior and other defined variables and generalize results from a larger use of measurable data to formulate facts and uncover patterns in research. Quantitative data collection methods include various forms of surveys, online survey, paper survey, face to face interviews, telephone interviews and systematic observation.

The Study Population and Sample Size

Burns and Grove (2001) defined a population as a group of people who share same characters or attributes of interest to the researcher. Uganda's health sector has approximately 40,000 medical workers across the country. However, the researcher is interested in Mukono General Hospital where the population sample will be conducted. Currently the hospital has a work force of 100 medical workers. The researcher intends to use a study sample of 80 including medical doctors, Nurses, mid wives, medical technicians and support staff. Basing on the Krejcie and Morgan (1970) a list of administrators/managers and their subordinates was obtained before they are selected randomly.

Sampling Design and Procedure

The researcher also plans to use both probability and non-probability sampling techniques. Under probability, the researcher intends to use stratified simple random sampling method to collect data from three sub groups i.e., top management (senior hospital administrators) middle management (nurses and midwives) and support staff. Where simple random sampling; the top management and their respective subordinates had equal chances of being selected. The researcher randomly selected the respondents using lottery method; this basically depended on the researchers' skills and knowledge to choose respondents. This was chosen to ensure that correct and reliable data was got from the relevant people.

Data Collection Method and Instruments.

Data collection determines the degree to which the entire research efforts depict the real picture of the existence of the research problem. It is through this process of data collection that the researcher was able to obtain first-hand information from various sources that experience the problem. The researcher used questionnaires and interviews in the course of generating data.

Validity of the Research Instrument

A pre-test of research instrument to establish their validity was done. The instrument was given for probable respondents, items that were irrelevant were straight away eliminated and all comments were incorporated in the final questionnaires to be used by the researcher.

Data Analysis

After collecting data, it was organized, coded, analyzed, and scored for the next stage. A statistical package for statistical program for social sciences (SPSS) was also used to analyze data and also help to establish the "effect of non-financial rewards on employee engagement in Uganda's health sector"

In addition to that, Quantitative data analysis was as well be used and presented using tables in form of frequency distribution means and standard deviation; this eventually helped the researcher to create a clear comparison between what the researcher intended to find out. Its advantage was that when the research data was collected, it simply became a lot easier to place data together into a form of chart. Also, when it comes to placing it into graphs and charts, it also became a lot easier to read, because if it was placed into a pie chart, it made it exceedingly simple to read (Amin, 2005).

4.0 Presentation and Interpretation of Research Findings

Presentations of the research findings as per the research objectives

Table: Showing the research findings on non-financial rewards provided in Mukono General Hospital.

Opinion	Response									
	SA		A		N		D		SD	
	f	%	f	%	f	%	f	%	F	%
Non-financial rewards are provided at my work place	24	40	36	60	2	3	-	-	-	-
Employee appreciation events	11	18	37	62	8	13	3	5	1	2
Employee recognition programs	20	33	22	37	15	25	2	3	1	2
Flexible work hours	11	18	24	40	18	30	5	8	2	3
Opportunities for training and professional development	42	70	12	20	-	-	6	10	-	-
Work life balance initiatives	10	17	31	52	9	15	7	12	3	5
Job security	45	75	8	13	3	5	4	7	-	-
Career development	35	58	20	33	4	7	1	2	-	-
Others	4	7	30	50	7	12	11	18	8	13

Source: primary data.

The study findings in table 7 above indicates that 40% of the respondents strongly agreed that non-financial rewards are provided at the work place, 60% agreed, 3% were not sure, non-disagreed and still no one strongly disagreed. This gives an implication that

most of the respondents are satisfied that non-financial rewards are provided at the work place and greatly motivates them to perform their work effectively leading to overall job satisfaction and engagement.

The study findings also reveal that 18% of the respondents strongly agreed that employee appreciation events are always conducted, 62% agreed, 13% were not sure, 5% disagreed while 2% strongly disagreed. This implies that most of the respondents are knowledgeable about this events and how it impacts on their engagement and overall performance.

The study findings further reveal that 33% of the respondents strongly agreed that employee recognition programs are offered,37% agreed, 25% were not sure, 3% disagreed where as 2 % strongly disagreed. The implication in this case is that a majority of the respondents believe that employee recognition programs are given to them. Such programs can include social recognition, best employee of the month, year of service award etc. this leads to high morale to perform work to the expectations and as well make employees become fully engaged to work place duties. The hospital management should therefore put much focus on this type of programs because it motivates employees and engage them to perform work with maximum effort for overall improvement of health sector.

The study findings further reveal that 18% of the respondents strongly agreed that they receive flexible work hours, 40% agreed, 30% were not sure, 8% disagreed, whereas 3% strongly disagreed. This implies that a majority of the respondents agreed that they have flexible work hours where they can start work earlier or later depending on the preference and what works best to suit their needs and personal life style. This motivates them to be fully engaged to attend to patients and perform other hospital duties for benefit of both the hospital and entire health sector

The study results still reveal that 70% of the respondents strongly agreed that opportunities for training and professional development are available and are given to them, 20% agreed, none of them was sure, 10% disagreed while non-strongly disagreed. This implies that a majority of the employees are offered opportunities for training and professional development to improve on their skills, knowledge and abilities in handling patients. This has greatly impacted in their engagement with hospital management to deliver excellent services and handle patients with great care.

The study also further reveals that 17% of the respondents strongly agreed that work life balance initiatives are offered, 52 % agreed, 15% were not sure, 12% disagreed while 5% strongly disagreed. This gives an implication that a majority of the respondents have work life balance as they are able to prioritize demands of work and the demands of their personal life. There is a possibility that employees are given time breaks, flexible shifts and leave to make them have outside work. This increases their morale to work and meet the expectations and overall performance that yield better results to the organization.

The study findings also reveal that 75% of the respondents strongly agreed that there is job security, 13% also agreed, 7% were not sure, 55% disagreed while 28% strongly disagreed. This implies that a majority of the respondents are sure of their jobs being secure and are contented with the hospital management policies regarding the safety of their jobs. This further indicate that the employees are qualified for their positions and perform their work satisfactorily with maximum engagement with both the management staff and patients.

The study findings also reveal that 58% of the respondents strongly agreed that career development is offered to them,33% agreed, 7% were not sure, 2% disagreed and none of them strongly disagreed. This implies that a majority of the respondents are aware that career development is offered to them to nurture their skills and prepare them for further employment positions within the health sector. The hospital management has done this by conducting refresher training, workshops and employees are given chance to participate in order to equip them with knowledge and skills to handle patients and as well engage them for other hospital duties and future career opportunities like promotion.

7% of the respondents strongly agreed that apart from above non-financial benefits are also given, 50% agreed, 12% were not sure, 18% disagreed while 13% strongly disagreed. This implies that a majority of the respondents acknowledge that other non-financial benefits are offered to them and provide a great impact on their personal work engagement and overall improvement on performance

Table: Showing the research findings on the level of employee engagement in Mukono General Hospital

Opinion	Response									
	SA		A		N		D		SD	
	f	%	F	%	f	%	f	%	F	%
My organization values employee opinions and contributions.	33	55	24	40	1	2	-	-	1	2
I feel supported by my superiors in my role	24	40	30	50	2	3	3	5	-	-
There are clear communication channels within the organization	29	48	23	38	5	8	1	2	2	3
I am aware of the organizational goals and mission	35	58	16	27	9	15	-	-	-	-
I feel a sense of belonging and commitment to the organization	29	48	25	42	4	7	2	3	-	-
My work is recognized and appreciated by my colleagues.	33	55	19	32	3	5	5	8	-	-
Employee engagement is considered a priority by organizational leadership.	34	57	21	35	-	-	4	7	1	2

Source primary data

The study findings in table 8 above indicates that 55% of the respondents strongly agreed that organization values employee opinions and contributions, 40% agreed, 2% were not sure, none disagreed while 2 % strongly disagreed. This gives an implication that a majority of the respondents are satisfied that organization values their opinions and contributions through regular feedback on their performance and recognition programs that make them feel motivated and engaged to their organizational roles.

The study findings also reveal that 40% of the respondents strongly agreed that they feel supported by their superiors in their role, 50% agreed, 3% were not sure, 5% disagreed while none of them strongly disagreed. This implies that the respondents are aware of the support they receive from their superiors in their job roles. This is as a result of training and workshop programs conducted weekly and monthly assessments, employee counseling sessions and regular feedback given. Thus making them feel motivated and engaged willingly to perform their duties.

The study findings further reveal that 48% of the respondents strongly agreed that there are clear communication channels within the organization, 38% agreed, 8% were not sure, 2% disagreed, whereas 3% strongly disagreed. This implies that most of the respondents are aware that there are clear communication channels within the organization. The hospital has designed programs that employees follow and any new changes are passed through hospital public relations office which disseminates information to all departments in order to reach to all hospital staff, each individual employee also reports to his/her head of department in case of any consultation. As a result of this the employees feel they are part of the organization and are engaged to their roles

The study findings also indicate that 54% of the respondents strongly agreed that they are aware of the organizations goals and mission, 27% agreed, 15% were not sure, none disagreed and strongly disagreed. These means that majority of the respondents are aware of organizations goals and mission. Thus, creates a high level of expectations to achieve this goals and a need for motivational factors to be put in place inform of non-financial rewards to boost employee engagement.

The study findings still reveal that 48% of the respondents strongly agreed that they feel a sense of belonging and commitment to the organization, 42% agreed, 7% were not sure, 3% disagreed while none strongly disagreed. The implication in this case is that a

majority of the respondents feel a sense of belonging and commitment to the organization. This is because they receive praise and recognition for their performance, get positive feedback and are motivated to perform their duties to the management's expectations thus boosting their level of engagement towards their work.

The study findings also reveal that 55% of the respondents strongly agreed that their work is recognized and appreciated by their colleagues, 32% agreed, 5% were not sure, 8% disagreed while none of them strongly disagreed. This implies that a majority of the respondents feel recognized and appreciated by their colleagues. By the matter of fact that their recognition events conducted, it plays a vital role in motivating employees to improve on their performance and be engaged. Appreciation awards will make employees be part of the team and increase their job satisfaction.

Further findings also reveal that 57% of the respondents are aware that employee engagement is considered a priority by organization leadership, 35% agreed, all of them were not sure, 7% disagreed whereas 2% strongly disagreed. Basing on the above response, a majority of the respondents are aware that employee engagement is considered a priority by organization leadership. Leaders are always committed and willing to support employees by giving positive feedback on their performance, weekly assessments, etc.All this is aimed at motivating them to be proactive towards their job duties and overall job satisfaction derived from commitment and engagement.

Table: Showing effects of non-financial rewards on employee engagement in Mukono General Hospital.

Opinion	Response									
	SA		A		N		D		SD	
	f	%	f	%	f	%	f	%	f	%
The organization provides effective non-financial rewards to recognize employees contributions	28	47	29	48	3	5	-	-	-	-
Non-financial rewards such as recognition and appreciation positively influence my job satisfaction and engagement	20	33	39	65	1	2	-	-	-	-
Employee appreciation events are organized regularly to recognize employee efforts	19	32	20	33	8	13	10	17	3	5
Organization offers opportunities for professional development and training to enhance my skills and knowledge	31	52	21	35	4	7	-	-	-	-
Flexible work hours are available to accommodate employee personal needs and preference	23	38	25	42	4	7	5	8	3	5
Non-financial rewards contribute to positive work environment	38	63	20	33	1	2	1	2	-	-
I believe that non-financial rewards and employee engagement contribute to positive work culture in the health sector	31	52	25	42	4	7	-	-	-	-
Non-financial rewards improve employee engagement in the health sector.	40	67	17	28	1	2	1	2	1	2

Source: primary data

Basing on the research findings on the table 9 above, 47% of the respondents strongly agreed that the organization provides effective non-financial rewards to recognize employee's contributions, 48% agreed, 5% were not sure, none of them either disagreed or strongly disagreed. This implies that a biggest percentage of the respondents are aware that the organization effective non-financial rewards to recognize employee contributions. This is due the fact that most organizations are working towards engaging employees positively in their work by putting focus on non-financial rewards that bring about job satisfaction and improved performance rather than putting much emphasis only on monetary rewards like salaries, bonuses etc.

The study findings also reveal that 33% of the respondents strongly agreed that non-financial rewards such as recognition and appreciation positively influence their job satisfaction and engagement,65% agreed, 2% were not sure, neither of them disagreed nor strongly agreed. This implies that a majority of the respondents feel that non-financial rewards such as recognition and appreciation positively influence their job satisfaction and engagement. This is due to the fact that when employees are recognized and appreciated for their performance, they feel valued and thus develop commitment to that particular organization and as such, they strive to meet the goals and expectations of the organization through self-engagement initiatives for the good of the organization.

Further study findings also reveal that 32% of the respondents strongly agreed that employee appreciation events are organized regularly to recognize employee efforts, 33% agreed, 13% were not sure, 17%disagreed, 5% strongly disagreed. This indicates that a majority of the respondents agree that employee appreciation events are organized regularly to recognize employee efforts. Since most organizations are working towards having a motivational workplace where employees feel they are valued and their efforts matter a lot in steering organizational success, Mukono General Hospital is part of it that appreciates employee efforts through giving out weekly and monthly awards on best performers, year of service awards, best employee of the month. This creates a motivational for employee for employee's engagement.

The study findings also reveal that 52% of the respondents strongly agreed that organization offers opportunities for professional development and training to enhance their skills and knowledge, 35%agreed, 7% were not sure and none of them either disagreed or strongly disagreed. This gives an impression that a majority of the respondents strongly agreed that organization offers opportunities for professional development and training to enhance their skills and knowledge. This is possible because Mukono General Hospital requires competent workers who are capable of handling patients and deliver better health services to the public. As such, the hospital management conducts routine training on staff through workshops, seminars to improve on skills and motivate them to engage in their daily tasks.

The study findings also reveal that 38% of the respondents strongly agreed that flexible work hours are available to accommodate employees' personal needs and preference, 42% agreed, 7% were not sure, 8% disagreed whereas 5% strongly disagreed. This implies that a majority of the respondents agree that flexible work hours are available to accommodate employee personal needs and preference. This is because the hospital conducts its work in work shifts, employees also report at any preferred time as long as its within his or her work schedule. This creates a motivational working environment where employees are much more given freedom to perform hospital duties and as well as have time to meet personal needs thus increased their engagement and overall performance.

The study findings further reveal that,63% of the respondents strongly agreed that non-financial rewards contribute to a positive work environment, 33% agreed, 2% were not sure,2% disagreed and none of them strongly disagreed. These give an indication that a majority of the respondents feel that non-financial rewards contribute to a positive work environment. Most employees view non-financial rewards as a motivational factor in enhancing their commitment and engagement levels at work besides monetary rewards only such as allowances, salaries and bonuses etc. Organizations have their started to embark on giving non-financial rewards to motivate employees and increase their level of engagement.

The study findings also indicate that 52% of the respondents strongly agreed that, they believe non-financial rewards and employee engagement contribute to a positive work culture in the health sector,42% agreed, 7% were not sure, none of them disagreed nor strongly disagreed. This implies that a majority of the respondents believe that non-financial rewards and employee engagement contribute to a positive work culture in the health sector. This is true because an organization that provides non-financial rewards encourages employee engagement as it acts as a motivational factor that makes employees feel valued and recognized for their efforts they contribute to the organization.

The research findings also indicate that 67% of the respondents strongly agreed that non-financial rewards improve employee engagement in the health sector, 28%agreed, 2% were not sure,2%disagreed,2% also strongly disagreed. This implies that a majority of the respondents strongly agreed that non-financial rewards improve employee engagement in the health sector. This is true because non-financial rewards play a vital role in motivating employees to perform their work to their expectations due to the morale they receive from the non-financial rewards offered to them. Thus creating a wok place engagement atmosphere that leads to overall job satisfaction among employees.

5.0 Summary of Findings, Conclusions and Recommendations

5.1: Summary of major findings:

5.1.1: identification of non-financial rewards provided in Mukono General Hospital.

According to the research findings obtained in Mukono General Hospital, most of the respondents acknowledged that they receive non-financial rewards. Their positive response indicates that all the following non-financial rewards are offered to them and includes employee appreciation events, employee recognition programs, flexible work hours, opportunities for training and professional development, job security etc. This therefore provides a clear understanding that non-financial rewards are of great significance to employees because it makes them feel motivated and valued for their efforts, boosts their morale to work hard and ensures better performance and long term commitment in meeting the expectations and goals of the organization. This gives a foresight to the entire health sector that workers need non-financial rewards to boost their level of engagement and improve overall job satisfaction.

5.1.2: The level of employee engagement in Mukono General Hospital.

Alfes et al (2010:5) argued that one way for individuals to repay their organization is through their level of engagement. This comes from the work itself. Engaged employees feel that their jobs are an important part of what they are (ibid: 127).

Basing on the responses from the findings obtained in Mukono General Hospital, a majority of the respondents show high level of employee engagement. This is evidenced by the positive responses to the opinions that were provided to them at the time of the research study. This gives an overview that most of the employees feel connected to their teams, love their jobs and have positive feelings about the organization. Therefore, it is possible that most of the health workers are going to stay and put in extra effort towards helping the hospital succeed. This will strengthen and motivate the entire workforce across the country as they value and acknowledge the significance of employee engagement being more productive and creative to achieving and meeting the overall core values and objectives of the health sector.

5.1.3: Effects of non-financial rewards on employee engagement in Mukono General Hospital.

According to the observation and responses obtained from the study on the effects of non-financial rewards on employee engagement in Mukono General Hospital, it's clear that introducing motivators inform of non-financial rewards and benefits drastically changes how employees engage in their work. The increased performance and high level of employee commitment in the health sector is attributable to the provision of non-financial rewards as it increases employee morale and contributes to a positive work culture that recognizes the need to engage employees through non-financial rewards and benefits.

5.2 Conclusions:

It was established that there is a relationship between non-financial rewards and employee engagement in Mukono General Hospital as a biggest percentage of employees gave a positive response that non-financial rewards improve their level of engagement in the health sector. This means that most of the employees because of the provision of this non-financial rewards, feel appreciated, motivated and supported to do their best work thus increasing their job satisfaction and overall organizational performance. The provision of non-financial rewards therefore, greatly contributes to a positive work environment that incorporates job satisfaction, employee engagement and organizational commitment

5.3 Recommendations:

The management of Mukono General Hospital should ensure that there is continuous provision of non-financial rewards to support employee wellbeing and provide a better work life balance that will contribute to employee performance and meeting the expectations of the organization

The employees should also be offered opportunities to progress within the organization as it acts as a motivator for new and existing employees. This keeps them committed to their roles, improve performance and increased level of engagement.

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