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REWARD SYSTEMS AND EMPLOYEE PERFORMANCE IN UGANDA POLICE, A CASE OF UGANDA POLICE HEADQUARTERS-NAGURU, KAMPALA

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12/U/313/GMBA/PE

A RESEARCH REPORT SUBMITTED TO THE GRADUATE SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER'S DEGREE IN BUSINESS ADMINISTRATION OF KYAMBOGO UNIVERSITY

DECEMBER, 2014

DECLARATION

I, Julian Wodumaga, declare that this research report is my own work, and that it has never been presented for a degree award to any University.

Signature.....

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STUDENT

Date.....23rd Dec 2014.....

APPROVAL

This is to certify that this report has been submitted for examination with our approval as University Supervisors.

Signed:.....

Dr. Jacob. L. Oyugi

Date: 23/12/2014

Signed.....

Mr. Lutalo Godwin

Date..... 29th Dec 2014

DEDICATION

I dedicate this work to my parents; Mr. Womakuyu Patrick and Mrs. Womakuyu Mereth Kayiyi

Who have continuously prayed and encouraged me to endeavor and finish my studies.

I thank them very much.

ACKNOWLEDGEMENT

First and foremost, I thank the Almighty God for his continued love, care and the good health that he gave me to enable me complete my studies.

Special thanks go to my supervisors, Dr. Jacob. L. Oyugi and Mr. Lutalo Godwin, for without their support and guidance, this report would not have been a success.

I thank all the respondents who answered the questionnaires and made it possible for me to undertake this research.

I wish to express my sincere thanks to my immediate boss, Mr. Chombe Amur Geoffrey for seeing the importance of education and granting me the permission and time to leave office so as to enable me complete this research.

I also wish to thank all my friends for being there for me when I needed them, my family members for the financial and moral support, patience, and sacrifice they made when I had to stay out for longer hours.

"Thank you very much."

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ABSTRACT

The study was entitled "Reward Systems and Employee Performance in Uganda Police, a case of Police Headquarters-Naguru, Kampala". This study examined the relationship between the independent and dependent variables. This was initiated because, despite efforts by the government of Uganda through the managers in police to invest in developing its employees, improve their moral and knowledge base, through remunerations such as good pay and other non-monetary rewards, there is still decreasing employee performance, slow speed of service, laxity in job accomplishment and inefficiency of service in the Uganda police force. The guiding objectives of the study were to: examine the extent to which payment influences job accomplishment; assess the effectiveness of promotions on the quality of services delivery and evaluate the extent to which employee career advancement influence the quality of services delivered in Uganda police. This study adopted a cross sectional survey design, in which both qualitative and quantitative data was used. The study population comprised of accessible 150 employees according to police force (Uganda) and a sample size of 132 respondents was selected from top management, middle level and junior officers. The key findings were: there was a negative correlation between payments and job accomplishment (-0.359). This meant that payments did not influence job accomplishment in Uganda police force. The study indicated a positive correlation between promotions and service quality to be 0.372. Promotions were so important in the bid to improve quality of service delivery. Any improvements in the criteria of awarding promotions could lead to substantial improvement in the quality of service delivery. The study finally showed a linear relationship between employee career advancement and service quality with an overall, R square value of .374. This led to a conclusion that employee career advancement contributed 0.374 variations in service quality. Thus any improvements in the above promotions and career advancement would lead to 37.4% improvements in service quality. This again means that there is a multiplicity of factors other than rewards that are responsible for service quality in Uganda police force and should therefore be attended to. The study recommends that there should be a well streamlined payment system; alignment between payments and job accomplishment; use of a mix of financial and non-financial rewards; officers should be given chance to indicate how best they should be rewarded; employees should be evaluate and appraised periodically to ensure that any improvements in performance are rewarded; police needs to be sensitized in order to realize that their work should not be based on pay only.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examined the relationship between rewards and employee performance in a public sector service organization using Uganda Police Force headquarters as a case study. Employee performance was taken as a dependent variable and rewards were taken as the independent variable. In the independent variable, rewards represented three dimensions which were pay, promotion and career advancement.

1.1 Background to the Study

Human resource provides a basis for an organization to achieve sustainable competitive advantage. Organizations are operating in a dynamic and competitive business environment, thus they need to develop strategies to acquire and retain the competent workforce. Human asset is considered to be the most important asset of an organization and in order to get the efficient and effective result from human resource, motivation is necessary (Zaman , 2011). Many approaches such as goal setting approaches, measurement and feedback approach, job design approach and reward and recognition approach have been developed and adopted in the world with the aim of increasing employee performance. On the other hand Hafiza et al. (2011) indicated that working conditions, worker and employer relationships, training and development, job security and companies overall policies and procedures for rewarding employee have an impact on employee performance.

However a large number of researches such as; Pratheepkanth, (2011) & Zaman (2011) noted that reward systems cause satisfaction of employees which directly influences their performance. According to Perry (2006), rewards refer to all forms of financial returns and tangible services and benefits an employee receives as part of an employment relationship. "Reward is the benefit that arises from performing a task, rendering a service or discharging a responsibility", Zaman (2011). Rewards can be categorized into two broad areas, namely extrinsic rewards and intrinsic rewards. Extrinsic rewards are usually financial or tangible rewards which include pay, promotion, interpersonal rewards, bonuses and benefits (Zaman, 2011). Perry (2006) defined intrinsic rewards as the psychological reward that is experienced directly by an employee. The aim of this paper was to identify the relationship between extrinsic rewards, intrinsic reward and employee performance of a public sector organization in Uganda.

Ajila and Abiola (2009) suggest that reward package can influence employee performance. Based on their findings they concluded that reward systems help to increase employee performance by enhancing employee skills, knowledge and abilities in order to achieve organizational objectives. According to the Allen and Kilmann (2001), reward practices play a vital role in improving employee performance and to achieve organizational goals. As mentioned earlier, many researchers identified that employee rewards directly attach to employee performance. If organization fails to reward employees, it will directly affect or decrease employee performance and an efficient reward system can be a good motivator but an inefficient reward system will demotivate the employees and this will in turn lead to low performance, internal conflicts, absenteeism, high turnover, lack of commitment and loyalty, lateness and increased number of grievances (Eisenberger, 2011). Therefore, organization needs to develop

strategic reward system for employees in order to retain competent employees which will result into obtaining sustainable competitive advantage.

In the context of the study, Today, Uganda Police derives its powers and mandate from the 1995 Constitution under article 211, 212 and the Police Act. Uganda Police mandates include: Protect life and property, Preserve law and order Prevent and detect crimes and Community Policing. there is one Police officer, serves 863 people, a ratio which is too far below the required international standards. This means that the police force is understaffed and therefore overworked. Such heavy workload requires enough motivation to sustain performance. Unfortunately, the police force is one of the worst paid institutions in the country and this has had a big toll on the performance standards, (Nangobi, 2014). Nangobi (2014) noted that crime had gone up four times because of the inadequate personnel needed for community policing and thus an indicator of poor performance. The root cause however seems to be poor pay while potential recruits shun the police as a means of survival (employment) and those within the force do not give their best as they are poorly rewarded. This caused the need for further investigations to verify the extent to which reward systems retarded performance of the police force.

1.2 Statement of the Problem

It is a well-known fact and clear to most authors (Nangobi, 2014; Eisenberger,2011; Allen and Kilmann,2001),that rewards in terms of pay bonus, benefits, promotions, recognition, career advancement, responsibility and learning opportunity result into good employee performance in terms of employee performance, job accomplishment, speed of service, efficiency of service

and Quality of Service. Good performance is also regulated by personal traits of employees, Employee expectations and Inter-organization comparisons.

In an effort to attract and retain the best workforce, the government of Uganda through the managers in the police force has invested in developing its employees; improve their morale and the knowledge base through remunerations such as good pay, and other non-monetary rewards. This is evident in a special media publication by Wallmark Limited (2014) which revealed that the current government manifesto recognized the achievements of Uganda Police Force in the fields of administration, infrastructure development, transport and equipment, human resource development and personnel welfare. This publication further reveals that this was intended to consolidate and build these achievements to move the police force forward as a way of maintaining law and order in the Country.

However, it's mysterious to note that performance of the Uganda police force has not seen major improvements despite the existence of such reward systems. This has manifested itself in the decreasing employee performance, slow speed of service, laxity in job accomplishment and inefficiency in service delivery. Wall Mark Ltd (2014), currently the Police strength stands at 41,000 personnel against the estimated population of 35.4 million, which means that 1 Police officer, serves 863 people against the UN recommended ration of 1:500.

Thus, if the issues of reward are not addressed in time, they could result into a devastating situation of the police in terms of performance.

It is this situation that set the researcher in motion to do a thorough investigation and examine the relationship between the reward systems and employee performance in the Uganda Police.

1.3 General Objective

To examine the extent to which reward systems influence employee performance in the Uganda Police.

1.4 Research Objectives

i. To examine the extent to which payments influences job accomplishment in the Uganda police.

ii. To assess the effectiveness of promotion on the quality of service delivery in the Uganda police.

iii. To evaluate the extent to which employee career advancement influences the quality of services delivery in Uganda Police.

1.5 Research Question

i. To what extent does payment influence job accomplishment in the Uganda police?

ii. What is the relationship between promotion and quality of service delivery in the Uganda police?

iii. How does employee career advancement influence the quality of service delivery in Uganda Police?

1.6 Scope of the Study

The scope of the study was categorized under subject content, geographical location and time frame.

1.6.1 Content Scope

There are numerous factors that are likely to influence the employee performance, but this research study focused on different types of rewards, both monetary and non-monetary. The monetary rewards include pay in form of salary, wages, bonuses and allowances. The non-monetary rewards included promotions and employee career advancement. Both monetary and non-monetary rewards constituted to independent variables. The employee performance in form of job accomplishment and quality of service delivery in Uganda police were the dependent variables.

1.6.2 Geographical Scope

The study was a case study research which was conducted at Uganda Police Headquarters, Naguru.

1.6.3 Time Scope

The study covered a specific time period from 2010 to 2014 for a period of 5 years in which Uganda Police had serious issues of performance.

1.7 Significance of the Study

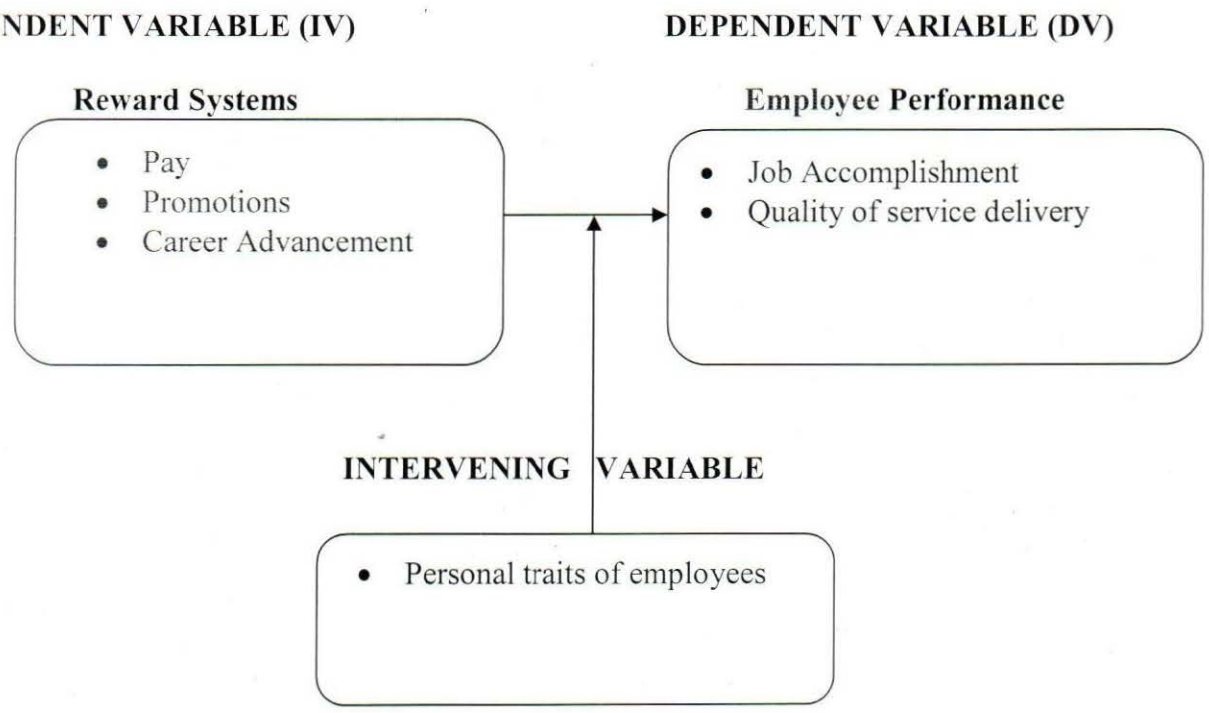
The content and results of this study will be important to the Uganda police force and other stakeholders who recognize employees as a vital human resource that need to be harnessed and developed.

It will also expose the weaknesses of the area of study thus, serving as a mirror for self-assessment of managers and employees' performance. This will also provide needed criticism to serve as a wakeup call for improvement and offer advice on restructuring of the organization if need be.

1.8 Conceptual Framework

After a careful study of the variables, the following conceptual model was formulated to illustrate the relationship between the reward systems and employee performance.

Figure 4.1: Conceptual Framework



Source: (Researcher), Adapted from, Zaman, (2011); Hashim,(2011) and modified by the researcher

The study was guided by various concepts likely to affect employee performance in Uganda police developed into a conceptual framework which showed the relationship between the identified variables. It presented the linkage between variables and how they affect employee performance.

From the conceptual frame work, it was clear that rewards are most likely to influence employee performance. This was because rewards play a vital role in the life of an employee as his/her stay

depends entirely on it once employees are not motivated at workplace, their performance is likely to reduce.

There was also a relationship between staff training and development and employee performance. According to David (1986), argues that training helps employees to learn jobs quickly, effectively thus improving their performance at work, help attract good workers and creates an attitude more receptive to coping with change. Training is looked at as an important motivator contributing to performance in the organizations.

The relationship between the independent variable and dependent variable was moderated by the personal traits of employee. Reward systems in form of pay, promotions and career advancement have been identified as the independent variable (IV), while employee performance in form of job accomplishment and quality service delivery as dependent variable (DV)

1.9 Definition of Key Terms

Reward Systems

Reward systems are outcomes or events in the organization that satisfy work related needs. Rewards systems are much more than bonus plans and stock options. They often include intrinsic incentives and extrinsic types like promotions and re-assignment.

Employee Performance

Mington and Hall (2003), define employee performance as the mode of conduct or behavior. Zuhail (2010), defines employee performance as the functioning and presentation of the employee. Therefore, the more good performance would be the better ranking the employee would get in the company. Kakuru (2005), emphasized that employee performance is looked at interms of competitive performance, quality of service, feasibility sources, utilization and annotation.

Salaries and Wages

Money has been the major mechanism for rewarding performance but very little is known about how it works. To understand how money modifies performance, the preference or taste of the person being rewarded must be known or understood and this makes it a challenge for most managers. Money cannot be a powerful motivator, when employees cannot see a connection between performance and merit increases. To make this clear in the minds of employees, a well designed appraisal system should be adopted. The clarity does not just happen; managers must work hard at communicating the performance – financial reward connection, (Lawler, 1988).

Bonus Plans

Bonus plans are very essential part of reward systems in an organization. This is so because they are related to the current performance of employees as it is an extra amount of money added to an employees' pay. These bonus plans are initiated in order to enhance performance and effectiveness of employees on their job.

Fringe Benefits

Benefits are the programs an employer uses to supplement the cash compensation that employees receive. These programs are designed to protect the employee and his/her family from financial risk and these include pensions, sick pay, insurance cover, company cars and annual holidays. The major financial fringe benefits in many organizations are the pension plan. For most employees, opportunity to participate in the pension plan is a valued reward.

Promotion

Promotions for employees do not happen often, if you are given promotion in your job, you are given a more important job or rank in the organization that you work for. Criteria used are mostly performance and seniority and if performance can be accurately assessed, it is often given significant weight in promotion reward allocation. Extrinsic rewards are predominantly used by most organizations; others use intrinsic rewards or non-financial rewards which include personal growth, responsibility and completion of task, achievement of goals, and employee autonomy over job.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter focuses on the review of literature related to the subject of the study on the key concepts and variables identified in the conceptual frame work. This covers the theoretical review and examines the theories essential for an understanding of the relationship between rewards in form of pay, promotion and employee career advancement as independent variables and employee performance in form of job accomplishment and quality of service delivery.

This is done in accordance with the objectives of the study.

2.2 Theoretical review

There are many theories on motivation but Herzberg two factor theory was used for the purpose of this study on employee performance.

Mugenda and Mugenda (2003) defines a theory as a system explaining phenomena by stating contracts and laws that inter-relate these constructs to each other. This study on the relationship between rewards in form of pay promotion and career advancement and employee performance based on Herzberg's motivation hygiene theory developed in 1957 as cited in Armstrong (1998). Herzberg was principally interested in job satisfaction. In his analysis, he wanted to know which job factors created feelings of satisfaction within employees and which created dissatisfaction. According to Herzberg the factors that produced satisfaction are motivators and those that produce dissatisfaction were labeled as hygiene factors.

Herzberg's two factor theory has been chosen in order to see how different rewards can work as a motivator leading to satisfaction when present or as a hygiene factor leading to dissatisfaction among employees when they are not present.

The most frequent occurring motivators were; achievement, recognition, the work itself, responsibility, advancement and promotion. To him, the motivators create satisfaction by fulfilling individual's needs and personal growth.

The hygiene factor include: Company policy and administration, supervision, salary, interpersonal relations, working conditions and job security.

To Herzberg, the two dimensions work hand in hand in such a way that once the hygiene areas are addressed, the motivators will promote job satisfaction and encourage performance.

In general, basing on Herzberg's contentions that a job should have sufficient challenges to utilize the full ability of the worker. Workers who demonstrate increasing levels of ability should be given more responsibility and that if a job designed cannot use the full abilities of an employee, then the organization should consider automating the task or replacing the worker with lower level of skills for the job.

In short, the main implication of this theory is that for employee to be truly satisfied and perform above minimum standards, motivators have to be built into the job. Intrinsic / motivator factors are based on the individuals need for personal growth which results into employee performance, motivators create job satisfaction. Both of these factors are important in explaining employee motivation. In order to motivate and improve on employees' performance, the company must enrich the content of work that it asks its employees to do. Armstrong (1996).

There has been disagreement among the recent researchers, whether the two factor theory actually is in reality or not. According to Dubrin (2002), he noted a problem with Herzberg

theory in the some employees show no interest in such motivators as opportunity for growth and advancement but may be interested in others.

However, despite the criticism cited, the theory is still instrumental in explaining the relationship between motivation / satisfaction and employees' performance in organizations. Dubrin (2002).

2.2.1 Concept of Reward System and Performance

Reward systems in an organization can either be intrinsic or extrinsic.

Extrinsic reward systems

This is also known as financial rewards. These include salaries, bonuses, allowances and benefits. It is a well known fact that, rewards are linked with performance of employees in any organization.

This is because employees are generally rewarded on the basis of the value of the job, their Personal contribution and performance. According to Victor Vroom's Expectancy theory, (Victor .H. Vroom (1960) employees will be motivated to exert a high level of effort when they believe that, effort will lead to good performance appraisal and followed by organizational rewards such as bonus, Salary increment which later satisfy goals. Before rewards are administered, there are certain criteria and processes which may be followed, rewards processes suggested by model indicate that, the motivation to exert effort is not enough to cause acceptable performance. Performance results from a combination effort of an individual and that person's ability, skill and experience. In most organizations, performances of individuals are evaluated either formally or informally and distribute it amongst the two types of rewards i.e. intrinsic and extrinsic because of the evaluation. Most organizations now establish conditions under rewards i.e. the reward that are part of their behavior.

Intrinsic Rewards Systems

This mostly refers to the autonomy an Employee has over the Job. Most people want jobs that provide them with the rights and privileges to make decisions. People want to operate without being closely supervised or monitored. A feeling of autonomy could result from the freedom to be what the employee considers best in a particular situation, in jobs that are highly structured and controlled by management, it is difficult to create task that lead to a feeling of autonomy (McClelland, 1961).

Achievement of task is something which you have succeeded in doing, especially after a lot of effort. Achievement is also a self – administered reward that is derived from reaching a challenging goal. According to McClelland (1961) some people seek challenging goals while others seek moderate goals. In goal setting, programs, difficult goals may result in high level of individual performance than moderate ones.

2.3 Conceptual Review

2.3.1 Extent to which Payment influences job accomplishment

According to Szilzgyi (1981), rewards can therefore be defined as something given in recognition of service, effort or achievement. They can either be in monetary or non-monetary terms. Reward systems are the planned activities that organizations implement in order to motivate their employees or individuals to achieve the set goals of the company. Managing human resource which is the most valued asset of an organization has received much attention recently because much more could be gained from a better handling of human resource within organization. Therefore, rewards systems are outcomes in the origination that satisfy work – related needs for employees. Most organizations view their systems of rewarding employees as

an additional cost of doing business which should not be so because it is very salient to reward employees and the outcome is that it motivates them to put in more efforts, skills and ability which at the long run increases performance.

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Rewards is one of the important elements to motivate employees for contributing their best effort to generate innovation ideas that lead to better business functionality and further improvise company performance both financial and non-financially. According to Dewhurst et al.(2010), there are other means to reward employees that do not just focus on financial compensation. Some of these include the praised that employees are able to acquire from their managers, the opportunity to take on important projects or tasks, and even leadership attention.

According to Zaman (2011), Human resource is the most important factor which brings competitive advantage by contributing their knowledge, skills and capabilities to the organization. The existing literature reveal that human resource can be preserved within the organization and optimally utilized through inspiring it using different strategies such as working condition, leader's influence, training and development, learning culture, organization reputation and rewards. Among those strategies reward is a key factor. (Agwu, 2013: Heng, 2012: Yapa, 2002). According to Pitts (1995) Reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility. "The principal reward for performing work is pay, many employers also offer reward packages of which wages and salaries are only a part. The packages typically include: bonuses, pension schemes, health insurance, allocated cars, beneficial loans, subsidized meals, profit sharing, share options and much more" (Agwu, 2013).

Employees will give their maximum when they have a feeling or trust that their efforts will be rewarded by the management. There are many factors that affect employee performance like working conditions, worker and employer relationship, training and development opportunities, job security, and company's overall policies and procedures for rewarding employees, etc. Among all those factors which affect employee performance, motivation that comes with rewards is of utmost importance. Motivation is an accumulation of different processes which influence and direct our behavior to achieve some specific goal (Baron, 1983). Rewards can be extrinsic or intrinsic, extrinsic rewards are tangible rewards and these rewards are external to the job or task performed by the employee. External rewards can be in terms of salary or pay, incentives, bonuses, promotions, job security, Intrinsic rewards are intangible rewards or psychological rewards like appreciation, meeting the new challenges, positive and caring attitude from employer, and job rotation after attaining the goal.

In his specification of the "wage-performance" hypothesis, Stiglitz posited a number of reasons why an increase in the wage rate may have a positive effect on labour performance and hence labour retention. These reasons fall within the general framework of "efficiency wage" models of the labour market Akerlof and Yellen (1936), Katz (1986), Carmichael (1990).

Bargaining explicitly over some "target" level of performance (that is performance bargaining) is said to have a positive effect of the firm by improving morale and cooperation among workers and management and by inducing management to alter production methods and introduce more efficient working practices and hence improving performance of employees in the organization (Freedman and Medoff, 1984).

Opsahl and Dunnette (1966) noted that, while employees profess to value many types of rewards (such as recognition) more than pay, 'they behave as if they value money'. The extant compensation research literature (Heneman, 1992) provides evidence that pay, in its various forms, affects employee-organization relationships.

Consistent with reinforcement and expectancy theories, most of this research concludes that when high performance results in high pay increases, performance is reinforced and more likely to be repeated in the future. Lawler & Jenkins (1992) in a major review of the compensation literature, stated that 'Our sense is that there is relatively strong evidence that individual incentives, merit pay and bonuses, and gain sharing (all rein forcers for past performance) can contribute to higher performance under the right circumstances. Most compensation managers implicitly assume (or perhaps hope) that high pay levels will maintain and enhance future high performance (Kanter, 1987).

Benefits are emphasized for their impact on greater employee efficiency, performance as well as morale boosting. Offering benefits depends on compensation policy where the organization offers the best for the best expectations (Davar, 1996). Employee performance can be influenced where management cares about employee welfare (Mullins, 1999), he cites that if employees are worried about housing, job security and welfare, for example, their effort will be wasted in thinking about the fulfillment of these things and not work. Fleet (1991) expounds more on the view, noting that effective rewards should satisfy the basic needs of the employees. In the opinion of Hunt (1986), tangible benefits like gifts and prizes have abundant motivation value for employees and thus their retention in organization they work.

Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favorably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer and Peng, 2006). An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments etc. (Aidis, 2005; Meyer and Peng, 2006).

Basic Pay practice is one of human resource management practice which normally refers to pay, wage, salary etc. The basic pay has an important role in implementation of organization strategies. First, an institution can attract and retain high quality employees. Second, by tying pay to performance, the institution may elicit specific activities and level of performance from employee, (Henri, 2007).

According to Verhees (2012), Basic pay practice is very significant for the organizations and firms can attract employees to apply for the job at recruitment. On the other hand, the employees have to retain the high performance of work in order to show their quality of work otherwise will lose their work.

Kotelnikov, (2010), noted that pay and pay related variables have a modest effect on service quality. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they leave and or reduce commitment and effort. They cite findings from Milkovich and Newman (1999) that where collective reward systems replace individual incentives, their introduction may lead to higher turnover among high performers.

Likewise, Manjorie (2007), observed the impact of HRM practices and pay inequality on workers job satisfaction. On their study employ many HRM practices such as work organization, recruitment and pay practice as independent variables and job satisfaction as dependent variables. The result shows that pay practice is positively associated with job satisfaction and performance. Furthermore, on their works clarify satisfaction with pay is high where seniority and individual performance- related schemes are in place.

Amstrong (2009), maintained that the key issue in retention is the amount of total compensation relative to levels offered by other organizations. "Organizations that have higher levels of compensation," he wrote, "have lower turnover rates and larger numbers of individuals applying to work for them." Furthermore, he argued, high wage workplaces may create a "culture of excellence". Whatever their circumstances, companies that have successfully incorporated compensation and benefits into their retention efforts have a clear understanding of their business objectives and use compensation as a tool for influencing organizational and employee behaviour (Morris, 2007). For example, pay systems and practices can have a major impact on employee retention by motivating membership oriented behaviour (commitment). Pay systems may also

affect knowledge sharing and transfer if sharing, teamwork, suggestions are rewarded or recognized.

Meyer and Nguyen (2005) and Egwurudi (2008). State that, the performance of workers has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial set ting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their performance.

Workers tend to perform more effectively if their payments are related to performance which is not based on personal bias or prejudice, but on objective evaluation of an employee's merit. Though several technique of measuring job performance has been developed, in general, the specific technique chosen varies with the type of work. For achieving prosperity, organization designs different strategies to compete with their rivals and for increasing the performance of the organizations, (Sara et al, 2004).

A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievement and encouraged, none of the organization can progress or achieve success. All these issues call for research efforts, so as to bring to focus how an appropriate reward package can jeer up or influence workers to develop positive attitude towards their job and thereby increase their performance, (Houran, 2010).

Employees want to earn reasonable salary and payment, and desire their workers to feel that is what they are getting (Houran, 2010). Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al, 2004). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance.

Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating workers to attain greater productivity (Adeyinka et al, 2007). Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Kalimullah et al 2010). Payment Rewards are a management tools that hopefully contributes to firms' performance by influencing individual or group behavior.

All firms use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Reena et al, 2009). To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Adeyinkaet al, 2007).

Katz, in Sinclair, et al. (2005), noted that, to use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain

categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating workers to achieve greater performance. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success.

Katz, in Sinclair, et al. (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a librarian or information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer.

Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

Money is described as the most fundamental factor in motivating workers to attain greater productivity (Adenyinka et al (2007). This is corroborated with evidence which established a

positive relationship between financial rewards and employee job satisfaction and performance in various regions of the world (Kamalian et al. 2010). Kamalian et al. (2010) observed that all businesses use pay, promotion, bonuses and other types of rewards to motivate and encourage employees to perform. Adeyinka et al (2007) however caution that for money or salary to be an effective motivator, it must be based on the importance that is attached to the job role and the performance of the employee. Otherwise basing such incentives on seniority or experience alone can prove to be a de-motivator.

Hassan et al (2005) noted that all employees want to earn reasonable pay in return for their efforts. According to Kabasomi (2004), monetary reward is the fundamental inducement for employees, with "no other incentive or motivator coming even close to it". Kabasomi further notes that money has "the supremacy to magnetize, maintain and motivate individuals towards higher performance" This is consistent with the findings of Mumanyire (2005), which showed that monetary incentives such as salaries, allowances, bonuses, duty allowances and other monetary rewards were found to be the most important motivator among Ugandan teachers.

Stewart (2010) examined the extent to which financial incentives such as salaries and allowances affected the motivations of employees in information and communication technology firms. The study established that a financial reward system tended to promote corporate entrepreneurship. Similarly, Dieleman (2006) assessed the effect of salary and allowances on job satisfaction and performance among British workers and concluded that these financial incentives had a significant effect on staff performance. These findings agree with other studies which concluded

that financial incentives and promotion were important in employee motivation and performance (Analoui, 2000; Jibowo, 2007).

Rizwan (2010) found out that the most influential factor that affected the performance of employees was the job itself, followed by payment and promotions in that order. Rizwan's findings corroborate the findings of a study by Arnolds and Venter (2007) which was conducted among employees at manufacturing and clothing retail firms in the USA. In this study, Arnolds and Venter (2007) found out that the most important individual motivational reward for senior managers was a paid holiday and for frontline employees, retirement plans. However, the most important motivational reward for both categories of employees was found to be fringe benefits such as paid holidays, sick leave and housing loans.

Dieleman et al (2006), found out that the most valued incentives by the employees were promotions, financial allowances, leave, and participation in decision making, while the least valued incentives were verbal appraisal, letters of thanks and financial allowances for work at distant and isolated areas. Nonetheless, the study identified financial incentives as the most important motivators to the employees.

The pay rise must not be so large that the required level of effort puts workers off and they go elsewhere or workers do not co-operate when teamwork is required and employees engage in non-productive activities, (Lazear 1998).

2.3.2 The effectiveness of promotion on quality of service delivery

According to the Wikipedia, the free encyclopedia,(2014), a promotion is the advancement of an employee's rank or position in an organizational hierarchy system. Promotion may be an

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

The advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title, and, often, more and higher level job responsibilities, is called a promotion. Sometimes a promotion results in an employee taking on responsibility for managing or overseeing the work of other employees. Decision making authority tends to rise with a promotion as well.

Visually, a promotion moves an employee's job up one level on an organizational chart. The new reporting relationships are displayed as vertical lines to boxes below the new level of the employee following the promotion.

According to Waldman (2007), a promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. In many companies and public service organizations, more senior positions have a different title: an analyst who is promoted becomes a "principal analyst"; an economist becomes a "senior economist"; or an associate professor becomes a "full professor". The amount of salary increase associated with a promotion varies a great deal between industries and sectors, and depending on the parts of the hierarchical ladder an employee is moving between. In some industries or sectors, there may be only a modest increase in salary for promotions; in other fields, a promotion may substantially increase an employee's salary.

Promotion stimulates self-development and creates interest in the job. According to Yoder, (2012) "promotion provides incentive to initiative, enterprise and ambition; minimizes discontent

and unrest; attracts capable individuals; necessitates logical training for advancement and forms an effective reward for loyalty and cooperation, long service etc." The purposes and advantages of promotions are to:

- recognize employee's performance and commitment and motivate him towards better performance;
- develop competitive spirit among employees for acquiring knowledge and skills for higher level jobs;
- retain skilled and talented employees;
- reduce discontent and unrest;
- To fill up job's vacant position that is created due to retirement, resignation or demise of an employee. In this case next senior employee will be promoted to the vacant job.
- utilize more effectively the knowledge and skills of employees; and
- attract suitable and competent employees.

The same is true with benefits and other privileges; in some industries, the promotion only changes the title and salary, and there are no additional benefits or privileges (beyond the psycho-social benefits that may accrue to the individual). In some not-for-profit organizations, the values of the organization or the tightness of funding may result in there being only modest salary increases associated with a promotion. In other industries, especially in private sector companies, a promotion to senior management may carry a number of benefits, such as stock options, a reserved parking space, a corner office with a secretary, and bonus pay for good performance, (Waldman 2003, 2007).

According to Prendergast (1999), Different organizations grant the hiring and promoting managers different levels of discretion to award promotions. In some parts of the private sector, the senior management has a very high level of discretion to award promotions, and they can promote employees without going through much procedures or formalities such as testing, screening, and interviewing. In the public sector and in academia, there are usually many more checks and balances in place to prevent favoritism or bias. In many Western public service

bodies, when a manager wants to promote an employee, they must follow a number of steps, such as advertising the position, accepting applications from qualified candidates, screening and interviewing candidates, and then documenting why they chose a particular candidate. In academia, a similar approach is used, with the added safeguard of including several layers of committee review of the proposed promotion using committees which include members of other faculty and experts from other universities.

There is no need for tasks, responsibilities and output rates to differ between pre- and post-promotion jobs for firms to profit from promotions. Workers can be promoted because those left behind are motivated to supply more effort and invest in hard to verify specific human capital by the prospect of a wage rise upon their own promotion later on (Lazear and Rosen 1981; Malcomson 1984; Rosen 1986; Prendergast 1993, 1999; Waldman 2003, 2007).

Workers enter at one level and are promoted if they win a promotion tournament. The promotions are similar to prizes in sports tournaments. The promotions are prizes for past efforts, not future potential (Lazear and Rosen 1981). Even if individual output and specific human capital investments cannot be measured with any precision, it is often possible to identify who is the best worker with relative performance evaluation, which is a common reason for running promotion tournaments (Lazear and Rosen 1981). Observing the actions and the outputs of competing employees performing similar tasks provides information to employers on what has been done and what could be done.

There can be a gap between the contribution of the best worker and that of the next best, and so on, that is large enough to be perceived without being quantifiable. These gaps are indicators of

who is exerting most effort and investing more in the specific human capital, albeit often otherwise unverifiable human capital is needed to underpin success. To induce greater employee effort and human capital investment, the best performer (highest scorer) is promoted to a better paid job. In addition to motivating workers promoted to the higher level, the prospect of future promotion is a prize to motivate those left behind at the lower levels (Prendergast 1993, 1999; Waldman 2007).

To effectively encourage workers to work harder, there must be a fair but not overly generous chance of promotion and a reasonable pay rise or a lower chance of promotion and a much larger pay rise (Lazear 1998). Higher level jobs may be handsomely paid not because of a higher output, but to act as a prize to encourage effort at the lower levels. There must be regular job turnover so that follow-up promotions keep hope alive among the junior workers.

A promotion is viewed as desirable by employees because of the impact a promotion has on pay, authority, responsibility, and the ability to influence broader organizational decision making. A promotion raises the status of the employee who receives a promotion which is a visible sign of esteem from the employer.

A promotion is a form of recognition for employees who make significant and effective work contributions. Consequently, a dilemma arises in organizations since repeated promotions generally place an employee in a management role. Employers are challenged to provide alternative career paths for employees who deserve the benefits and recognition provided by a promotion, but do not aspire to manage the work of other employees.

Individual contributors must be eligible for promotions that recognize and reward their role as contributors. A promotion is a powerful communication tool about what is valued within an organization. Thus, a promotion must be available to employees who play any role in the contribution of work and value.

A study by Oudejans (2007) established that "motivators" or intrinsic job factors such as promotion and recognition were more valued at the higher levels of the organization, while at the lower occupational level, "hygiene factors" or extrinsic job factors such as salaries and allowances were more valued. The study concluded that given the variations at the way motivation is perceived at the different layers of the organization, employers should pay attention to both extrinsic motivators (such as pay) and intrinsic motivators (such as promotion) if they are to get the best out of their staff.

The above finding agrees with Maicibi (2003), who found out that whereas rewards such as medical allowances, contributory pension schemes, free life insurance and subsidized canteens were found to be an important motivator for all categories of University staff in Uganda, salary was found to be a job satisfier for junior staff and not a strong satisfier for senior staff. Both of these findings seem to contradict the assertion by Kabasani et al. (2004) that money is the "fundamental inducement for employees, with no other incentive or motivator coming even close to it".

In their study on promotion and performance evaluation practices of university staff in Pakistan, Muhammad and Memon (2012) found out that compensation had a greater influence on staff performance than had promotion. According to the study, the more financial compensation the

teachers got, they better they performed. On the other hand, measures such as promotion were not valued as importantly as financial incentives. The study attributed this attitude to the fact that most promotion and performance evaluation procedures were vague and not properly implemented.

Ahmad et al. (2012) did a study on Human Resource Management practices in order to examine their relationship with the perceived performance of employees in private and public sector banks. The study found out that promotion and performance evaluation practices were positively correlated with employee performance. However, another study by Manzoor (2012) found out that training, compensation and employee participation had a stronger influence on financial performance of banks as compared to incentives such as promotion.

Promotion effects in the different style taking as ladders as motivator but sometime as prize and sometime as taking as incentive and recruitment. more talented workers are usually high productivity its assigns according to their skills quickly move toward talented workers. There are some other purpose of the promotion its can help as rewards as past employee effort, promote investment in the some specific manner in human capital and low turnover. There are pre post and post promotion jobs for the firm taking as profit from promotion in the organization worker are promoted because they think their status are increase as well as wage rate specially increase later on. It is time of need that regular job turnover are the rising star having some little bit disadvantages for seeking the older jobs with the firm wage structure are seen as a whole.

Promotion were regular prize offered for encouraging more efforts at the lower level. The rewarding of team and individual effort provision and the accumulation of human capital. It is the structure of wages within the firm rather than individual current wages and productivities that can be important to the overall productivity of the firm. Some proper rewards are being promoted and sorting employees into senior jobs that better matching their own relative abilities and skills for accumulating human capital.

Promotion increase the productivity of the employee its enhanced commitment in the work performance good impact on the psychological satisfaction and subordinate toward he works and get maximum capabilities of the exploited less.

Unclear promotion policies can create conflicts and high turnover rates among employees who don't understand why co-workers received a promotion instead of them. Problems may not end there if vague promotion procedures also appear discriminatory. Employers can avoid such difficulties by creating a transparent promotion policy and consistently applying that policy's standards to each employee seeking advancement.

An effective promotion policy focuses on advancing employees based on their skills and performance, not favoritism. Companies risk putting people in jobs they can't handle when promotions aren't based on workers' abilities. Moreover, employers who don't base employee advancement on job performance could face lawsuits if workers assert that the promotion process is discriminatory. In such cases, workers would have to show that an employer violated Title VII of the Civil Rights Act. The legislation prohibits companies from denying job promotions based on workers' age, gender, race or other characteristics.

Setting Criteria

It's important to determine the minimum criteria for advancement and make employees aware of the standards they need to meet to earn promotions. For example, employees may need to work with a company for at least two years before they're eligible for any type of promotion, or meet certain quotas to advance within a company. Salespeople, for instance, may need to meet monthly sales goals to be considered for promotions. Employers can bolster motivation among employees by encouraging the advancement of qualified workers to higher positions before hiring from outside the company to fill such jobs.

2.3.3 Extent to which Career Advancement influences the Quality of Service Delivery

The manner and feelings of employee's towards their work and work place; the positive attitude and behaviors of employees indicates job satisfaction or employee satisfaction. Self-esteem is often defined as parallel to job satisfaction (Valencia, 2008). The extent to which employee's needs are fulfilled and the extent to which employees achieve that satisfaction from his/her work areas are generally called morale (Valencia, 2008). The degree of job satisfaction will always depends upon intrinsic and extrinsic motivating factor provided to them, quality of guidance and supervision, work place and work group to which employees succeed or loose to achieve his/her goals (Valencia,2008).

According to Kepner & Karl (2001), Career mapping tools are gaining prominence as a way to communicate and guide employees and their managers through productive discussions of career advancement opportunities and to facilitate development planning discussions. This is in response to the growing recognition that employees place a high value on an organization's ability to demonstrate commitment to employee advancement. Career growth element is an

important driver of employee engagement but neglected by many employers, investing in employee's careers can also be a cost effective way of increasing employee engagement.

Dessler (2003) adds to the notion of career development and employee productivity when he emphasizes that those HRM activities that support employee development, promotion from within a career advancement should be devised to enhance employee motivation. Wayne (2006), notes that promotions help satisfy employee's needs for security, belonging and personal growth. Promoted individuals tend to increase their commitment; conversely those who are by passed for promotion feel they have not been treated fairly, their commitment decreases and their absenteeism increases. Tzabber et al., (2003) observe that employee and performance evaluation take a central part in overall organizational career strategy and practice.

The Public sector provides training and development to enable career opportunities and prepare employees for changing organizational needs with the aim of developing a competent work force. But they lose scarce-skilled talent because they are unable to accelerate career growth. The Districts are now working to provide attractive career paths and career opportunities so that people with scarce skills will stay after the District has invested in their training. However they have failed to achieve this due turnover of the employees in Public sector. Although literature has discussed career growth and development their effect on employee performance has not been discussed.

Staff training and development Interpersonal relationship in the organization, Ahuja (1998) in agreement with Armstrong, added the aspect of job security as a function of training. Training therefore reinforces job satisfaction and increased competences. The absence of training in an organization means that employees are not acquitted with the skills required, Cascio (1998),

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Armstrong (1995), put up another view that the absence of training implies failure of the organization to retain its staff. There are many forms of training but however, this study focused on induction and professional, in respect of encouraging employees' performance.

Continuous Professional Training, Armstrong (1999), defines professional training as the kind of training which empowers the employee to perform more superior and complex tasks than they were able to do before. It usually takes place over a relatively long time lasting from six months to several years with most if not all of it off job. Most private and non-government organizations seldom sponsor this type of training.

There is debate in the performance of employees to which professional training promotes employee performance. Dovlo and Martineau (2004) argued that over sees professional training results into high staff turnover since its beneficiaries from the less developed world do not return to their countries of origin. Atuheirwe (2006), in agreement with Dovlo and Martineau added that training is looked at as expensive and makes employees attractive to other organizations. Organizations spend quite an amount of money to train but later their employees find their levels elsewhere at the cost of the company.

Lindener (1998) holds a different view motivated employees help organizations to survive since they are more productive. Professional training in the long run tends to be a cost saving device for the organization. This is because the training of a well-motivated staff will be effectively applied and this in turn through increased performance will considerably reduce the need for hiring additional man power.

2.3.4 Personal traits of employees

Individual characteristics show how economic imperatives and familial constraints rein headquarters the desire for the status-quo. Individuals who are a household's primary earner are likely to work had. For the same reasons, we expect that employees from larger households will work harder to support their families (Blau & Kahn, 2001). In so doing performance levels must also be high such that employers are kept impressed but less likely to happen in government education institutions with employees on government pay roll since it takes a long process to have such persons removed from their jobs.

Among the individual-level variables, the role of education has been widely tested. A consistent finding is that more educated employees are more likely to exit and therefore tend to lender less efforts compared to those with average level of education (Cotton & Tuttle, 2006), although Curry, McCarragher, and Dellmann-Jenkins (2005), found the opposite result among social service employees. The basic logic for these findings is that education provides an externally legitimated measure of human capital that is accepted in other organizations, and therefore increases the ease of movement of the employee that largely affects their performance levels.

2.3.5 Worker's attitude

Both managers pin point two distinctive areas which can influence the attitudes of their employees. These were the positive aspects and the negative aspects which they both have taken remarks of. The general and human resource managers both agreed on the positive side that, good working conditions influenced the employees to extent their duties after the normal working period. The human resource manager convin-cingly acknowledge the fact that the speedy attendance by the head office in listening to all complains put forth by the employees and prompt actions taken works positively to shape employees attitude. None the less, the human resource managers made a negative remark on the base salaries of employees which he considers not satisfactory.

When employees efforts are not recognized it affects their attitude and out puts within the company. On the part of the general manager time factor affects the attitudes of some chief of center, there are under pressure to summit their reports within a very short period

2.4 Summary of literature review

Various studies that summarize the laboratory and field studies have concluded that financial incentives, in general, do increase employee performance, but the finding comes with significant qualifications. A review of 39 studies indicated a positive correlation with performance quantity and no relationship with quality. A review of 128 studies which examined the effects of extrinsic rewards, such as pay, and extrinsic rewards, such as interest in the job itself, significantly undermined intrinsic motivation. The thinking here is that when pay becomes the important goal, an individual's interest tends to focus on the goal rather than the performance of the task which is an important source of intrinsic satisfaction (Giancola (2010).

In addition, various psychologists have noted a major shortcoming of research supporting the use of financial incentives, most of it deals with simple tasks and may not apply to professionals and managers.

As is true with most unconventional ideas, the unconventional pay system receives almost no attention from compensation professionals, except to warn about the dangers inherent in its use. At times, these professionals seem to overlook the studies showing that pay is not as important as organizational, career, and job factors for motivating and engaging employees. It is very possible that companies that provide competitive salary levels, no financial incentives and do a good job of addressing non-pay motivational and engagement factors could achieve the same performance levels as companies that rely primarily on financial incentives, such as merit pay plans (Giancola,2010).

CHAPTER THREE
METHODOLOGY

3.0 Introduction

This chapter covers the methods that the researcher used to carry out the study. It covers the research design, population of the study, sample size and selection, data collection methods and instruments, data analysis and measurement of variables.

3.1 Research Design

The study utilized a case study design that used both qualitative and quantitative approaches. The design is simple, less time consuming and cost effectiveness. The design adopted les of qualitative than quantitative approaches. This is supported by Amin (2005), who established that, the use of mixed methods helped to research a problem from all sides, aids to focus on a single process and confirms the data accuracy. Qualitative method facilitated in building the theories to explore new areas through thorough examination of the phenomenon. Quantitative approach allows statistically measuring and analyzing numeric data for objective results, (Mugenda & Mugenda, 2005).

3.2. Study Population

The study population comprised of 10 top Management, 50 middle level officers and 90 junior officers, giving a total number of 150 officers from police headquarters, Naguru Kampala. These people were selected because they are believed to have information about the employees' performance.

3.3 Sample size and Selection

3.3.1 Sample size

The sample size was determined using the Sample Determination Table developed by Krejcie & Morgan (1970). Therefore, out of a population of 150 people, a sample size of 132 respondents was selected. The sample was considered by the researcher to be useful in providing adequate, valid and reliable data since it was drawn from both managers and employees thus allowed comparison of views.

Table 3.1: Showing a sample size

Respondents	Accessible Population	Sample	Sampling technique
Top management officers	10	6	Purposive sampling
Middle level officers	50	42	Simple random sampling
Junior officers	90	85	Simple random sampling
TOTAL	**150**	**132**	

Top management involved the senior managers of the institution who make final decisions as explained in the study population, middle level officers are those involved in the management of the personnel of the institution and junior officers are those who carry out the daily operations of the institution.

3.3.2 Sampling Techniques and Procedure

Simple random sampling involved selecting respondents randomly in order to avoid bias (Mugenda and Mugenda, 2003). In conducting simple random sampling a list of employees was got from the human Resource Department at Uganda Police Headquarters to determine the appropriate number of respondents involved in the study. Information of respondents of each category was written on pieces of papers the numbers in each respective sample size category was involved in the study.

Top management officers were selected using purposive form of sampling, since they are key informants, while the middle and junior staff officers were selected randomly because of the bigger number of the population.

Simple random sampling was used to select respondents who participate in the study in order to eliminate bias. Simple random is a probability based sampling method in which every unit of the target population has an equal chance of being selected.

3.4 Data Collection Methods

Data was collected using three key methods: the questionnaire method, the interview method and content analysis of documentation method.

3.4.1 Questionnaire Survey Method

The researcher administered the questionnaire in person to the respondents. This method was selected due to the fact that it was time saving, many respondents were covered within a short time and sensitive questions were confidentially answered by respondents. The questionnaire method gave time to the respondent to think and analyze the questions asked before giving an appropriate answer

3.4.2 Interview method

Face to face interviews with the help of an interview guide were conducted with the key informants such as top management staff, middle level officers and junior police Officers. The researcher believed that these people would provide rich information in regard to the study. As Sekaran (2003) noted, the advantage with face- to- face or direct interview is that the researcher can adopt the questions as necessary, clarify doubts and ensure that the responses are properly understood, by repeating or rephrasing the questions.

Interviews were used, since they are appropriate in providing in-depth data, required to meet specific objectives of the study and respondents were interviewed on how reward systems have affected employee performance. Interviews were used because they allow clarity in questioning and are quite flexible compared to questionnaires.

3.4.3 Documentary Review

In seeking for more qualitative data, the researcher also carried out reviews of existing documents, related to human resource reports, performance reports, journals, text books and other relevant sources. This gave an overview of how much has been addressed in this line.

3.5 Data Collection Instruments

3.5.1 Questionnaire forms

Meyer, (1999) observed that semi-structured questionnaires were used to collect data when respondents are many in number. The questionnaires were used to collect data from top management and technical staff in supervision unit

3.5.2 Interview Guide

Meyer, (1999) noted that interview schedules are used to collect in-depth qualitative data from respondents, especially when the respondents are considered as key informants and literate enough to read and write required answers. Therefore, Pre-designed structured face- to –face interview were conducted by the researcher on key informants (Mugenda and Mugenda, 1999) was deemed to generate very important data for the study.

3.6 Validity and Reliability of Instruments

3.6.1 Validity

Validity is the accuracy and meaningfulness of inferences, which are based on research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomenon understudy. Therefore validity looks at how accurately the variables of the study (Mugenda and Mugenda 2003). The study adopted a content validity which is the degree to which data collected using particular instruments represents a specific domain of indicators or content of a particular concept. Thus;

$$\text{Content validity index} = \frac{\text{Number of relevant items}}{\text{Total number of items.}}$$

Example;

Rating scale used for rating items

0 = Not necessary, **1** = useful, **3** = essential

To calculate the content Validity Ratio (a score for individual scale item)

$$\mathbf{CVR} = \frac{ne - N/2}{N/2}$$

Where

CVR = Content Validity Ratio.

ne = Number of experts who rated an item as "essential".

N = Total number of experts.

Example: Out of 108 experts rated an item as essential.

The CVR would be 8-5/5 = 0.6

The content validity index (CVI) is the mean of CVR for all retained items.

To ensure content validity of instruments, the researcher constructed instruments with the items that measured variables of the study.

3.6.2 Reliability

According to Mugenda and Mugenda (2003), Reliability refers to the measure of the degree to which research instruments yields consistent results after repeated trials. In testing the reliability of instruments, the study adopted the test-retest method which involved administering the same instruments twice to the same group of subjects and this was done by selecting an appropriate group of respondents, the researcher administered the instruments to respondents and then re administered the same instruments to another group after a week and the results of the two periods were correlated to obtain the coefficient of reliability. If the coefficient is 0.8 and more as recommended by Mugenda and Mugenda (2003), the instrument will be considered reliable.

Example: Given variable $x_1, \ldots, x_k$ and $x_0 = \sum_{j=1}^{k} x_k$ and Cronbach's alpha was defined to be

$$\frac{k}{k-1}\left(\frac{\sum_{i=j}^{k} cov(x_i, x_j)}{var(x_0)}\right) = \frac{k}{k-1}\left(1 - \frac{\sum_{j=1}^{k} var(x_j)}{var(x_0)}\right)$$

Let $x_j = t_j + e_j$ where each e_j is independent of t_j and all the e_j are independent of each other. Also let $x_0 = \sum_{j=1}^{k} x_j$ and $t_0 = \sum_{j=1}^{k} t_j$. Then the reliability of $x_0 \geq \alpha$ where α is Cranach's alpha.x_j refers to the measured values, the $t_j$is the true value and the e_j is the measurement error values.

Commonly-accepted is that an alpha of 0.7 (some say 0.6) indicates acceptable reliability and 0.8 or higher indicates good reliability. Very high reliability (0.95 or higher) is not necessarily desirable, as this indicates that the items may be entirely redundant. (These are only guidelines) The actual value of Cronbach's alpha depends on many things. For example as the number of items increases, Cronbach's alpha tends to increase too even without any increase in internal consistency.

The researcher also consulted the supervisor for proper guidance after which the researcher pre-tested the instruments and after pretesting ambiguous questions were subjected to removal or polishing for preciseness and conciseness.

The goal in designing a reliable instrument is for scores on similar items to be related (internally consistent), but for each to contribute some unique information as well.

3.7 Data Processing, Analysis and Presentation

In the study, the instruments used yielded both qualitative and quantitative data. After respondents answered questionnaires and interviews, raw data was cleaned, sorted and condensed into systematically comparable data. Data analysis was done using the Statistical Package for Social Sciences (SPSS), which helped to summarize the coded data and produce the required statistics in the study.

3.7.1 Qualitative data Analysis

The qualitative data obtained through the use of interviews was reviewed thoroughly. Information from the interviews was sorted and classified into themes and categories in support of hypothesis. In analysis, the researcher used narrative statements depicting the relationship between the themes and categories. This was followed by evaluation and analysis to determine the adequacy, credibility, usefulness and consistency of the information. Responses from interviewees and findings from questionnaires were analyzed and conclusions done.

3.7.2 Quantitative data Analysis

The use of quantitative data collected by the use of questionnaires was converted into numerical codes. The analysis yielded relational and inferential statistics that were used to test the hypothesis. They were summarized using descriptive statistics to enable the researcher to meaningfully interpret the distribution of scores using a few categorical variables like gender, level of education of respondents and their age as suggested by Mugenda and Mugenda (1999).The cross tabulation was used to produce a chi-square to show the variance between variables. In testing the relationship between variables, the Pearson correlation technique and regression analysis was computed to examine the relationship between the variable.

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CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter contains introduction, the presentation, interpretation and analysis of findings. The presentation follows the order of objectives which include the extent to which payment influences job accomplishment in the Uganda police, the effectiveness of promotion on quality of service delivery in the Uganda police and Extent to which career advancement influences the quality of service delivery in Uganda.

4.1 Demographics

The study explored the demographics of respondents and this was intended to ensure that the respondents had the desired characteristics. The next section below gives an account of the findings on the demographics of respondents including gender, age bracket, education and number of years spent in service in the Uganda police.

4.1.1 Gender of Respondents

The study explored the gender of respondents to determine if the sample and the study was gender sensitive.

Table 4.1: Gender of Respondents

	Frequency	Percent	Cumulative percent
Male	53	58.9	58.9
Female	37	41.1	100.0
Total	**90**	**100.0**	

Source: Primary Data

Table 4.1, indicates that males were 53 (58.9%) while females were 37 (41.1%). This shows that males were the majority in the study. Implying that Uganda police has more males than females. Generally, Women in the Uganda police have typically been outnumbered by men. Hence, despite women being underrepresented in the police the study was not discriminative.

4.1.2 Age Bracket of Respondents

The study also explored the age of the respondents. This was intended to ensure that the respondents are mature enough and would give dependable results and also to determine the age structure of the respondents.

Table 4.2: Age bracket of Respondents

Age	Frequency	Percent	Cumulative percent
15-19	25	27.8	27.8
20-24	13	14.4	42.2
25-29	28	31.1	73.3
30-34	12	13.3	86.7
35-49	12	13.3	100.0
Total	**90**	**100.0**	

Source: primary data

Table 4.2, indicates that respondents within the age bracket of 18-20 were 25 (27.8%),the age bracket of 21-25 got 13 (14.1%), those with 26-30 years of age were 28 (31.1%), in the 31-35

age bracket 12 respondents(13.1%) were obtained and the same results were obtained for the age bracket of 36-40. This implies that the respondents were spread across different age groups. This also means that the police force has staff of different ages and shows a well-balanced workforce. It also indicates a ray of hope where the young force beefs up the old force thus making a strong and dependable force.

4.1.3 Education level of respondents

The study also explored the education level of respondents. This was intended to ensure that the respondents had the necessary academic qualifications that could enable them to answer the pertinent questions in the study.

Table 4.3: Education Level of Respondents

Education level	Frequency	Valid percent	Cumulative percent
Primary	11	12.2	12.2
Secondary	10	11.1	23.3
Certificate	34	37.8	61.1
Diploma	11	12.2	73.3
Degree	11	12.2	85.6
Masters	11	12.2	97.8
Above masters	2	2.2	100.0
Total	**90**	**100.0**	

Source: primary data

Table 4.3, indicates that respondents having primary education were 11 (12.2%). Those with secondary education were 10(11.1%, certificate were 34 (37.8%), those with Diplomas were 11(12.2%) and the same results were obtained for degrees, and masters while those above masters were 2 (2.2%). This means that the police force has staff of different levels of education. This also implies that the respondents had quite acceptable academic achievements to enable

them to respond to the questions in the study. It also indicates that the police has qualified staff that can render the necessary services expected of them.

4.1.4 Number of Years spent in service in the police force

The study also explored the number of years the respondents had spent in service in the police force. This was intended to ascertain if the respondents had enough experience in the affairs of the police force that could enable them to respond from an informed point of view. Accordingly, results on this analysis are indicated in table 4.

Table 4.4: How long have you worked /been in the Uganda police?

Duration (years)	Frequency	Percent	Cumulative percent
1-2	20	22.2	22.2
3-4	34	37.8	60.0
5-6	18	20.0	80.0
More than 6	18	20.0	100.0
Total	**90**	**100.0**	

Source: primary data

Table 4.4, indicates that respondents were of different experiences, those with 1-2 years of experience were 20 (22.2%), with experience of 3-4 were 34 (37.8%), those with experience of 5-6 years were 18 (20%) and those with more than 6 years of experience were 18 (20%). This means that most of the respondents had experience with the police force of at least 3-4 years which made them very legible to participate in the study. It also implies that the views were obtained from respondents who had quite good experience with police thus making their views quite dependable. It also indicates that, the police staff turnover is quite acceptable since the police force retained staff for quite a long duration which also has a bearing on experience and improved service quality.

4.2 The extent to which payment influences job accomplishment in the Uganda police

The first objective of the study was to establish the extent to which payment influences job accomplishment in the Uganda police. Accordingly, several questions were put to the attention of the respondents and the options varied from 1= strongly disagree, 2=disagree, 3=not sure, 4=agree and 5=strongly agree. The interpretation of the results is based on the mean and the S.D.

Table 4.5: The extent to which payment influences job accomplishment in the Uganda police

Descriptive statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Payments have generally influenced job accomplishment in the Uganda police.	90	1	5	2.49	1.400
Payments given to Uganda police employees are good enough to motivate them to put in more efforts to accomplish their jobs.	90	1	2	1.56	.500
Payments have enabled police to generate innovative ideas that lead to better business functionality.	90	1	3	1.57	.735
Payments are one of the most important elements to motivate Uganda police staff in contributing their best effort in the accomplishment of their job.	90	1	2	1.46	.501
Payments have ensured staff retention within the police force and enabled optimum utilization of staff talents in accomplishing their job.	90	1	2	1.59	.495
		TOTAL	**14**	**8.67**	**3.631**

Source: primary data

Table 4.5, it explores whether Payments have influence on job accomplishment in the Uganda police and the results were (Mean=2.49, S.D=1.400). This means that majority disagreed, implying that payments have influence on job accomplishment.

It was also investigated whether Payments given to Uganda police employees are good enough to motivate them, the results on this were (Mean=1.56, S.D=.500).

This means that majority of the respondents disagreed that the payments to Uganda police are not good enough to motivate them to put in more efforts to accomplish their job. Thus the force is generally not well motivated.

It was further explored whether Payments have enabled police to generate innovative ideas that lead to better business functionality and the results on this were (Mean=1.57,S.D=.735). This means that majority disagreed that innovative ideas were common in the police force and this could be linked to payments and as such business functionalities had not substantially improved.

Another factor looked into was on whether Payments are one of the most important elements to motivate Uganda police staff in contributing their best effort in accomplishment of their job and results on this were (Mean=1.46, S.D=.501). This means that majority of the respondents disagreed that payments were a key motivator to the Uganda police staff in contributing their best effort. This however does not imply that payments are not important; it rather implies that payments were not contributing to motivation since they were noted by most respondents as not being adequate.

On the issue of whether Payments have ensured that staff retention within the police force and enabled optimum utilization of staff talents, results were (Mean=1.59, S.D=.495), implying that majority of the respondents disagreed that staff retention was up to the required levels and according to the respondents, this was linked to payments.

Interview with management revealed that Police pays an average salary relatively equal to the market wage , however the experience difficult in maintaining desirable job accomplishment,

because staff think that they are poorly paid which has kept some officers to engage in bribery most especially traffic officers. This has instead increased dis-service in the police force.

4.3 The Effectiveness of promotion on quality of service delivery in Uganda Police

The second objective of the study was about effectiveness of promotion on quality of service delivery in Uganda Police. Accordingly in relation to promotions, several questions were put to the attention of the respondents and the options varied from 1= strongly disagree, 2=disagree, 3=not sure, 4=agree and 5=strongly agree. The interpretation of the results is based on the mean and the S.D.

Table 4.6: The Effectiveness of promotion on quality of service delivery in Uganda Police

Descriptive statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
To most policemen in the Uganda police promotion is the most important motivator.	90	1	5	3.94	.709
The promotions in the Uganda police have aided performance management	90	1	5	4.23	.671
The promotions of the Uganda police are used to evaluate the performance of employees' at all levels.	90	1	3	1.72	.687
The Uganda police use both financial and non-financial rewards which is a good feature of a reward system.	90	1	5	3.82	1.295
Staffs in the Uganda police interpret promotion policies as being fair & justly.	90	1	5	1.72	.687
Promotions have improved the morale of employees in the Uganda police.	90	1	5	1.59	.495

Source: Primary data

Table 4.6, investigates whether promotions in the Uganda police is the most important motivator and the results were (Mean=3.94, S.D=.709). This means majority of the respondents agreed that promotion is a good motivator in the police force and it was an important contributing factor to the performance.

Another factor that was considered in the study was whether promotion as one of the rewards in the Uganda police has aided performance of management and the results on this were (Mean=4.23, S.D=.671). This means that majority of the respondents agreed that promotion of employees as one of the rewards was aiding performance although much more improvements were still needed to achieve the required motivation levels within the Uganda police force.

The study also asked respondents to comment on whether promotion as one of the rewards in Uganda police is used to evaluate the employee's performance at all levels and the results on this were (Mean=1.72, S.D=.687), implying that promotion as one of the reward were not used in the police force as a measure of performance, it is however known that performance should be related to rewards.

The study also asked respondents to comment on whether the Uganda police uses both financial and non-financial rewards as a good feature of a reward system and results on this were (Mean=3.82,S.D=.1.295). The majority of the respondents agreed that there was use of both financial and non-financial rewards. This was good as it catered for both officers who wanted material and financial rewards as well as those who did not consider financial rewards as important.

It was also investigated whether staff in the Uganda police interprets promotion policies as being fair & justly. and results were (Mean=1.72, S.D=.687). The majority of the respondents

disagreed that to most staff, promotion policies were unfair and thus not justly. Such a setting could de motivate the police officers in doing their best.

In relation to the above, the study also explored whether promotions have improved the morale of employees in the Uganda police and results on this were (Mean=1.59, S.D=.495). This means that majority of the respondents disagreed that promotions were fairly awarded to result into the required motivation.

4.4 The Extent to which the employee career advancement in Uganda Police influence the efficiency of Service Delivery

The final objective rotated around extent to which the employee career advancement in Uganda Police influences the efficiency of Service Delivery.

Accordingly in relation to how employee career advancement influences quality of services were put to the attention of the respondents and the options varied from 1= strongly disagree, 2=disagree, 3=not sure, 4=agree and 5=strongly agree. The interpretation of the results is based on the mean and the S.D.

Table 4.7: The Extent to which the employee career advancement in Uganda Police influence the efficiency of Service Delivery

Descriptive statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Most people join police due to the fact that it promotes and encourages employee career advancement thus a major driver of efficiency.	90	3	5	4.22	.667
Police officers can always go an extra mile in their service delivery once employee career advancement is achieved.	90	3	5	4.09	.593
Employee career advancement in Uganda police influences the efficiency of services delivered to a very large extent.	90	3	5	4.09	.593
Without embracing employee career advancement as an incentive to performance in Police, the government of Uganda will not realize the best performance from police.	90	4	5	4.22	.418
Employee career advancement is the key driver of engagement and efficiency of police officers.	90	3	5	3.96	.472

Source: primary data

Table 4.7, explores whether most people join police due to the fact that it promotes and encourages employee career advancement thus a major driver of efficiency and the results were (Mean=4.22, S.D=.667). This means that majority of the respondents agreed that the need for employee career advancement was a major driver of efficiency. Thus when an organization embraces employee career advancement, motivation is also likely to be obtained and vice versa.

Another factor looked at was whether the Police officers can always go an extra mile in their service delivery once employee career advancement is achieved and results were (Mean=4.09,S.D=.593). This means that majority of the respondents agreed that police officers are always willing to go an extra mile in case they are given a chance to advance their careers.

The respondents were also requested to comment on whether employee career advancement in Uganda police influences the efficiency of services delivered to a very large extent and results were (Mean=4.09,S.D=.593). This means that majority of the respondents agreed that employee career advancement to a very large extent was an important influencer of efficiency in the services of the Uganda police.

The study also explored the factor of whether without the promotion of employee career advancement as an incentive to performance in Police, the government of Uganda will not realize the best performance from police and results were (Mean=4.22, S.D=.418). This means that majority of the respondents agreed that without the promotion of employee career advancement, the government of Uganda being the employer in this case, would not achieve anything substantial from police without encouraging employee career advancement.

In relation to the above, it was explored whether employee career advancement is the key driver of engagement and efficiency of police officers and the results on this were (Mean=3.96, S.D=.472). This means majority of the respondents agreed that employee career advancement is a key driver of engagement and efficiency to police officers.

4.5 Relationship between payments, rewards and quality of service delivery

In order to establish the relation, the study used the zero correlation matrices and in order to determine how the different factors explained the degree of variation in performance, the regression model was used as explained in the next section.

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4.5.1 Regression

The regression results between the variables are indicated in the table4.8.

Table 4.8: Regression

Model summary					
Model	R	R square	Adjusted r square	Std. Error of the estimate	
1	.611[a]	.374	.359	.19641	
A. Predictors: (constant), rewards, payments					
Anova[b]					
Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	2.002	2	1.001	25.948	.000[a]
	Residual	3.356	87	.039		
	Total	5.358	89			
A. Predictors: (constant), rewards, payments						
B. Dependent variable: quality						
Coefficients[a]					
Model		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. Error	Beta		
1	(constant)	3.719	.237		15.700	.000
	Payments	-.293	.051	-.485	-5.715	.000
	Rewards	.337	.080	.356	4.194	.000
A. Dependent variable: quality						

Source: primary data

Table 4.8, shows a linear relationship noted between payments, rewards and quality service delivery. Overall, R square of 0 .359 and the significance level was 0.000 was obtained and this means that all factors put together predict 35.9% of the variation in the service quality in the

Uganda police force while 62.6% of the factors. The study also went on to determine the contribution of each of the factors to the variation in service quality. Rewards with B= .337 contributed more to the variation in service quality while payments with B= -.293 contributed less to service quality. This means that the police force need to consider rewards as a very important factor since payments only cannot lead to improved service quality. This is true since, salary alone cannot cause excitement to police officers. However, when there are rewards over and above the expected salary, they can be a motivated.

4.5.2 Correlation

Correlation was used to determine the strength and direction of the relationship. The results on this are indicated in table 4.9.

Table 4.9: Correlation between Payments and job accomplishment

Correlations			
		Payments	Quality
Payments	Pearson correlation	1	-.497**
	Sig. (2-tailed)		.000
	N	90	90
job accomplishment	Pearson correlation	-.497**	1
	Sig. (2-tailed)	.000	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: primary data

Table 4.9, shows that the correlation between payments and job accomplishment was -0.497, this implies that there was a negative correlation between payments and quality service delivery, this implies that payments have negative influence on job accomplishment.

Table 4.10: Correlation between promotions and quality of service delivery

Correlations			
		promotions	Quality
promotions	Pearson correlation	1	.372**
	Sig. (2-tailed)		.000
	N	90	90
Service Quality	Pearson correlation	.372**	1
	Sig. (2-tailed)	.000	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: primary data

Table 4.10, shows that the correlation between promotions and quality of service delivery was 0.372, at significance level of 0.01 which is less than 0.0. This means there was a significant positive relationship between promotions and quality of service delivery. This is true given the fact that most police officers expect to be promoted .However, in the event of any promotions, excitement will be caused and this will translate into improved quality of service delivery.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION, RECOMMENDATIONS

5.0 Introduction

This chapter has the discussion of findings, conclusion and recommendations as well as areas for further study. The presentation follows the order of objectives which include the extent to which payment influences job accomplishment in the Uganda police, the effectiveness of existing rewards system on service delivery in the Uganda police and the extent to which the reward systems in Uganda police influence the quality of services delivered.

5.1 Discussion of findings

5.1.1 The extent to which Payment influences Job Accomplishment in the Uganda Police

The study made several discoveries in relation to the extent to which payment influences job accomplishment in the Uganda police. It was noted that Payments had no influence on job accomplishment in the Uganda police. This agrees with the literature that organizations measured under employee performance, employee performance, job quality, job accomplishment, willingness to exert extra effort, commitment and goal achievement (Yapa, 2002: Dharmasiri and Wickramasinghe, 2006: Taljaard, 2003).

It was also noted that Payments given to Uganda police employees were not good enough to motivate them to put in more effort. This finding agrees with literature where various studies that summarize the laboratory and field studies have concluded that financial incentives, in general, do increase employee performance, but the finding comes with significant qualifications (Giancola, 2010).

It was also highlighted that Payments had not enabled police to generate innovative ideas that could lead to better business functionality. This finding did not agree with literature, for instance, rewards are one of the important elements to motivate employees for contributing their best effort to generate innovative ideas that lead to better business functionality and further improvise company performance both financial and non-financially according to Dewhurst et al.(2010).

Another revelation was that payments were not an important element to motivate Uganda police staff and thus they could not contribute their best effort in accomplishing their job. This finding too agrees with literature according to Dewhurst et al.(2010).

It was also noted that payments had not led to staff retention within the police force and there was less than the optimum utilization of staff talents usage. This finding agrees with Srivastava (2001) who noted that creative use of personalized non-monetary rewards reinforces positive behaviors and improves employee retention and performance.

5.1.2 The effectiveness of Promotion on the Quality of Service Delivery in the Uganda Police.

The second objective was on the effectiveness of promotion on the quality of service delivery in the Uganda police. On this, several discoveries were made. For instance, the study noted that to most policemen in the Uganda police promotions were the most important motivator. This agrees with literature where it was noted that rewards such as promotion leads to such things as prestige, autonomy and independence, security and shelter, (Lawler, 1988).

It was also noted that the promotions in the Uganda police has aided performance of management. This agrees with literature where it was highlighted that rewards in form of promotions is one of the important elements to motivate employees for contributing their best

effort to generate innovative ideas that lead to better business functionality and further improvise company performance both financial and non-financially. According to dewhurst et al. (2010), there are other means to reward employees that do not just focus on financial compensation.

The researcher discovered that the promotions in Uganda police were not used to evaluate the employee's performance at all levels. This finding did not agree with literature. For instance Frey (1997) notes that an organization must carefully set the rewards system to evaluate the employee's performance at all levels and reward them whether visible pay for performance of invisible satisfaction. When compared to the findings, the police did not use promotions as a means of evaluating performance. This still explains why most officers interviewed did not agree that promotions can be used to evaluate performance since the promotions did not reflect their performance.

The researcher also noted that the Uganda police uses both financial and non-financial rewards which was a good feature of a reward system. This finding agrees with the literature. For instance Szilzgyi, (1981) notes that rewards can either be in monetary or non-monetary terms. Reward systems are the planned activities that organizations implement in order to motivate their employees or individuals to achieve the set goals of the company. The use of this makes it helpful to the concerned officers to balance off those employees who need financial and those who do not need financial rewards. This finding too agrees with Perry et al (2006) who noted that financial rewards is not the most motivating factor and financial results have a de-motivating effect among employees.

It was also noted that Staff in the Uganda police did not interpret its promotional policies as being fair and justly. This finding disagrees with literature where it was noted that reward systems are the planned activities that organizations implement in order to motivate their employees or individuals to achieve the set goals of the company as asserted by Szilzgyi, (1981). This means that such a system which was regarded as being discriminative would not result in desirable results.

The researcher further confirmed that promotions as one of the existing rewards in the system had not improved the morale of employees in the Uganda police, since they were not fairly awarded, they weren't in conformity with the expectations of the police officers. This compares well with literature where it was noted that the extent to which employee's needs are fulfilled achieve that satisfaction from work areas are generally called morale (Valencia (2008). The degree of job satisfaction always depends upon intrinsic and extrinsic motivating factors provided to them, quality of guidance and supervision, work place and work group to which employees succeed or lose to achieve his/her goals (Valencia (2008).

Interview with the Kampala Metropolitan Police head indicated that, promotions help satisfy employee's needs for security, belonging and personal growth. Promoted individuals tend to increase their commitment; conversely those police officers who are by passed for promotion feel they have not been treated fairly, their commitment decreases and their absenteeism increases. However, this call for employee and performance evaluation take a central part in overall Uganda forces backed and funded by a well career strategy and practice.

One of the interviews revealed that, "fringe benefits were intended to increase morale, improve on the quality of life and quantity of output, create good relation among the workers and as well

yield satisfaction, commitment and performance. Nevertheless, majority of Police staff had insufficient fringe benefits, live is squatters (poor housing facilities) with no limited promotional opportunities.

Limited and unjustified promotions and transfers demonstrated police unfair support to motivate performance. This induced low commitment, low retention due to limited new priorities.

5.1.3 The extent to which Employee Career Advancement Influence the Quality of Service Delivery in Uganda Police.

The third objective rotated around the extent to which employee career advancement influence the quality of service delivery in Uganda police. It was noted that most people join police due to need to develop their career further. This thus agrees with literature where Luthans (2000) noted that a properly administered system of rewards can provide incentive for quality workmanship and staff performance. Likewise, a poorly administered reward system can lead to low morale, unproductive performance, and even lead to a high percentage of staff turnover. Since the reward system deviated from what most respondents expected, it would be noted as a cause of low service quality in the Uganda police force.

It was also noted that police officers can always go an extra mile in their service delivery once employee career advancement is embraced. This finding rhymes well with the points put forward by Mehmood (2013) who narrates that explicates reward system is the requirement of any organization to retain and hire the most suitable employee to gain competitive edge in a competitive environment. He further explains that reward system inspiring the employee to work harder and faster because employee needs motivation to put extra effort on their task. This means

that once the police officers are given opportunity to develop and advance their careers, they can easily do more than expected as suggested by Mehmood (2013).

It was further confirmed that employee career advancement in Uganda police influences the efficiency of services delivered to a very large extent. This finding agrees with Frey (1997) who noted that desired performance can only be achieved efficiently and effectively, if employee gets a sense of mutual gain of organization as well as of himself, with the attainment of that defined target or goal. An organization like the police force must therefore embrace employee career advancement as a policy to boost the employees' performance at all levels and rewarding them whether visible pay for performance of invisible satisfaction.

Another revelation was that without embracing employee career advancement as an incentive to performance in Uganda Police, the government of Uganda will not realize the best performance from Police. This finding agrees with literature where Giancola (2010) noted that without some sorts of incentives based on performance, the employer will not realize the best performance from employees. Presumably, many employees will not work hard and strive to excel without a financial incentive to motivate their behavior.

The researcher established that payment was a key driver of engagement and efficiency of police officers. These findings also agree with Giancola (2010) who discovered in his study in ***The 2007-2008 towers Watson global workforce*** where it was indicated that employers do not necessarily need a conventional pay system to engage and retain their employees. Accordingly, police needs some sort of pay which is clearly defined in order to get the desired level of engagement.

Interview results with one of senior superintendent of police that career development is one of those HRM activities that support employee development. She advocated that promotion from within career advancement should be devised to enhance employee motivation.

5.2 Summary of the major findings

Reward systems are one of the most essential things in an organization's development and success. It is hence vital for the government of Uganda as the employer of Police to understand what motivates Police officers so as to maximize their overall job performance.

Based on this study, there are two major factors that have a profound effect on work performance in Uganda police. One is intrinsic motivation which comes from inside the employee and is related to his or her feelings such as feeling of achieving something, responsibility and freedom to act. The other factor is extrinsic motivation where outside factors such as salary, rewards and criticism motivate the employee's.

5.3 Conclusion

The first objective was to establish the extent to which payment influences job accomplishment in the Uganda police. There was a negative correlation between payments and job accomplishment (-0.497). This leads the researcher to conclude that payments do not influence job accomplishment. They may even contribute negatively since in the state of the Uganda police they were not enough to cause motivation besides not being paid prompt amidst increasing cost of leaving.

The second objective was rotating around the effectiveness of existing rewards system on service delivery in the Uganda police. The study indicated a correlation between rewards and service

quality to be 0.372. This leads to the conclusion that rewards were important in the bid to improve quality of services. Any improvements in rewards could lead to substantial improvements in quality of services delivered.

The last objective was the extent to which the reward systems in Uganda police influence the quality of Services delivered. A linear relationship was noted between payments, rewards and service quality with an overall, R square of 0 .359. This leads to a conclusion that payments and rewards together contributed 0.359 to the variations in service quality. This implies that any improvements in the above two factors would lead to 35.9% improvements in service quality. This again means that there is a multiplicity of factors other than rewards and payments that are responsible for service quality in Uganda police force and should therefore be attended to.

5.4 Recommendations

From the conclusions, the study makes the following recommendations,

I. The police management should make sure there is existence of an alignment between payments and job accomplishment to ensure that all officers feel their compensation is adequate and is proportionate to their contribution.

II. Public service in collaboration with the Police management team should put up a well streamlined payment system that will ensure that all police officers are motivated to do their best.

III. Police administrators should be trained and sensitized by the government of Uganda about the value of rewarding police officers. They should be made aware that rewards motivate police officers to perform at their best. This means that to implement a performance-based scheme, administrators should not perceive the process of rewarding

as being expensive and time consuming, but rather, a necessity where performance based on financial incentives does not provide enough incentives for Police to improve.

IV. The Uganda police force should use a mix of financial and non-financial rewards to ensure that rewards lead to better quality of services delivered.

V. The police managers need to ensure that they streamline the reward system to make it more effective and officers should be given chance to indicate how best they should be rewarded through continuous employee performance appraisal by management basing on key performance indicators.

VI. Public service should evaluate and appraise police officers periodically and make sure that any improvements in performance are rewarded so as to enhance quality of the services delivered.

5.5 Areas for further Study

From the conclusions and recommendations, the study has identified some areas for further study;

i. Streamlined recruitment policy and guide lines put in place to cater for promotional criteria.

ii. Staff development policy and service delivery in Uganda police

iii. Employee commitment and efficiency in Uganda police

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APPENDIX 1: QUESTIONNAIRE FORM FOR POLICE OFFICERS

Identification No:

Dear respondents, i am carrying out an academic study entitled "the **reward systems and employee performance, a case of Uganda police headquarters.** You are kindly requested to participate in this study. The information you are going to provide is entirely for this study and it is purely academic and will be treated with utmost confidentiality.

Section a: ***(social demographic characteristics of respondents)***

1. ***Gender of respondent.***

Male	Female
1	2

2. ***Age bracket of respondents.***

18-20	21-25	26-30	31-35	36-40	41 and above
1	2	3	4	5	6

3. ***Education level of respondents.***

Primary	Secondary	Certificate	Diploma	Degree	Masters	Above masters
1	2	3	4	5	6	7

4. ***How long have you worked /been in Uganda police?***

1-2	3-4	5-6	More than 6
1	2	3	4

SECTION B:

Please indicate by ticking in the appropriate box to what extent you agree/disagree to the following statements below. (sd=1 strongly disagree, d= 2 disagree, ns= 3 not sure, a= 4 agree and sa= 5 strongly agree)

	Objective 1: the extent to which payment influences job accomplishment in the Uganda police.	1	2	3	4	5
1	Payments have generally influenced job accomplishment in the Uganda police.	1	2	3	4	5
2	Payments given to Uganda police employees are good enough to motivate them to put in more efforts to accomplish their jobs.	1	2	3	4	5
3	Payments have enabled police to generate innovative ideas that lead to better business functionality.	1	2	3	4	5
4	Payments are one of the most important elements to motivate Uganda staff in contributing their best effort in accomplishment of their job.	1	2	3	4	5
5	Payments have ensured that staff retention within the police force and enabled optimum utilization of staff talents in accomplishing their job.	1	2	3	4	5

	Objective 2:the effectiveness of promotions on service delivery in the Uganda police					
1	To most policemen in the Uganda police promotion is the most important motivator.	1	2	3	4	5
2	Promotion as one of the rewards in the system in the Uganda police has aided performance of management	1	2	3	4	5
3	Promotion as one of the rewards in Uganda police is used to evaluate the employee's performance at all levels.	1	2	3	4	5
4	The Uganda police uses both financial and non-financial rewards which is a good feature of a reward system.	1	2	3	4	5
5	Staffs in the Uganda police interpret promotion policies as being fair & justly.	1	2	3	4	5
6	Promotions as one of the existing rewards in the system have improved the morale of employees in the Uganda police.	1	2	3	4	5

	Objective 3:the extent to which career advancement in Uganda police influence the efficiency of services delivered					
1	Most people join police due to the fact that it promotes and encourages employee career advancement thus a major driver of efficiency.	1	2	3	4	5
2	Police officers can always go an extra mile in their service delivery once employee career advancement is achieved.	1	2	3	4	5
3	Employee career advancement in Uganda police influences the efficiency of services delivered to a very large extent.	1	2	3	4	5
4	Without embracing employee career advancement as an incentive to performance in Police, the government of Uganda will not realize the best performance from police.	1	2	3	4	5
5	Employee career advancement is the key driver of engagement and efficiency of police officers.	1	2	3	4	5

Thank you for your time

KYAMBOGO UNIVERSITY

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Office of the Dean, Graduate School

Your ref:.....
Our ref: KYU/GSch/01/14

07th August, 2014

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: LETTER OF INTRODUCTION

This is to introduce to you **WODUMAGA JULIAN** Registration Number **12/U/ 313/GMBA/PE** who is a student of Kyambogo University pursuing a Master of Business Administration of Kyambogo University.

She is carrying out a research on ***"Reward Systems and Employee Performance in Uganda".*** *A* Case Study of Uganda Police Headquarters, Naguru Kampala in partial fulfillment of the requirements for the award of the Master's degree of Business Administration of Kyambogo University.

This is to kindly request you to grant her permission to carry out this study in your establishment.

Any assistance rendered to her will be highly appreciated.

Yours faithfully,

Dr. M. A. Byaruhanga Kadoodooba
Dean-Graduate School

Bk/nmb