**REWARD MANAGEMENT AND EMPLOYEES’ JOB SATISFACTION; CASE OF XCLUSIVE CUTTINGS UGANDA LTD, KIWENDA, WAKISO**

**DISTRICT, UGANDA**

**NABATANZI ESTHER**

**19/MHR/BU/G/1005**

**MASTERS OF BUSINESS ADMINISTRATION**

**(HUMAN RESOURCE MANAGEMENT)**

**SEPTEMBER, 2022**

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A Thesis Submitted to the School of Graduate Studies, Bugema University, in Partial Fulfillment of the Requirements for the Award of Masters of

Business Administration in Human

Resource Management

**SEPTEMBER, 2022**

# ACCEPTANCE SHEET

This thesis entitled “**REWARD MANAGEMENT AND EMPLOYEES’ JOB SATISFACTION; CASE OF XCLUSIVE CUTTINGS UGANDA LTD, WAKISO DISTRICT, UGANDA”**, prepared and submitted by **NABATANZI ESTHER** in partial fulfillment of the requirement for the degree of **MASTERS OF BUSINESS ADMINISTRATION** (Human resource management), is hereby accepted.

**Isaiah Onsarigo Miencha, PhD** Stephen Kizza**, PhD**

Member, Advisory Committee Member, Advisory Committee

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Date Signed Date Signed

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Chairperson, Advisory Committee

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Date Signed

# DECLARATION

I **NABATANZI ESTHER,** declare that the information contained in this proposal epitomize original information as a result for sovereign interpretation. Indebtedness and due acknowledgement have been accredited to the work of

Signed…………………………………….

**NABATANZI ESTHER**

**Date signed…**…………………………

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**LIST OF ACRONYMS**

**EJS:**

**SPSS:**

**CVI:**

**CRDB:**

**NBC:**

**NMB:**

# ABSTRACT

**NABATANZI ESTHER, School of Graduate Studies Bugema University, Kampala-Uganda, September 2022. REWARD MANAGEMENT AND EMPLOYEES’ JOB SATISFACTION; CASE OF XCLUSIVE CUTTINGS UGANDA LTD, WAKISO DISTRICT, UGANDA”,**

**Advisor: Dr. Stephen Kizza, Ph.D**

Specific study objectives were; to establish the assessment of reward (financial and non-financial) management, to find out the evaluation of job satisfaction, to establish the relationship between financial reward management and employee job satisfaction, and to determine the relationship between non-financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District. Descriptive and correlational research designs guided by both quantitative and qualitative data collection approaches were used. The study managed to gather data from 79 respondents out of a sample of 79 respondents representing 100% response rate.

There was a moderate level of reward (financial and non-financial) management by employees of Xclusive cuttings in Kiwenda Parish, Wakiso District (aggre mean = 3.15, std = 0.889). In addition, there was a moderate level of employees’ jo satisfaction of Xclusive cuttings in Kiwenda Parish, Wakiso District (grand mean = 3.19, std = 0.761). The findings (r = 0.229, P value= 0.000<sig = 0.05) revealed that there was a average/medium positive and significant linear relationship between financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District. Similarly, the findings (r = 0.361, P value= 0.000<sig = 0.01) revealed that there was a average/medium positive and significant linear relationship between non-financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District. Since financial rewards was moderate, the study recommends for more investments in the basic pay and allowances whereby the firm management can review and increase salary and allowances to the employees. Since non-financial rewards was moderate, the study recommends for more investments in the terms of improved training of workers through in-service programs, improved working environment, promotion opportunities for everyone. Workers of Xclusive cuttings should have internal seminars to be able to address all their reward related challenges in all the dimensions. In return the firm should regularly conduct these evaluation seminars and take in consideration the feedback given by employees to be aware of where to implement and make improvements.

# CHAPTER ONE

# INTRODUCTION

# Background of Study

Job satisfaction is a critical issue for every organization, because satisfied employees are likely to be efficient and effective in doing their duties (Yulia, 2019); whereby several factors including reward like pay, work, supervision, promotion, co-workers and work environment are said to significantly influence employee job satisfaction. From the perspective of Herzberg’s two-factor theory as cited by Alam et al (2018), the contents of reward such as financial reward which includes basic pay, health care, allowances and bonus; as well as non - financial reward which comprises of promotions, decision making, working condition, training have a high level of influence towards job-satisfaction. The conceptual aspect of reward and job satisfaction is addressed by Sarabjeet and Manisha (2017) who links the relationship between reward management and employee job satisfaction by indicating how financial reward and non-financial reward influences employee job satisfaction.

Employee job satisfaction has been an issue in organizations operating in different parts of the world, and a number of researchers have worked hard towards coming up with empirical information on how reward management influences employee job satisfaction. For instance, Agbaeze, Agu, Onuoha, and Etim (2017) found a positive link between non-financial rewards and job satisfaction in the United States of America. In their study, Hayati and Caniago (2018) found out that financial rewards such as basic pay, health care, allowances and bonus; as well as non-financial reward which comprises of promotions, decision making, working condition, training have a significant influence towards employee job-satisfaction.

The issue related to challenges in employee job satisfaction is not only experienced in the developed world like the United States of America, it is as well a thorn in the flesh for companies operating in developing world. For instance, Tausif (2018) examined the relationship between non-financial rewards and job satisfaction among employees in Pakistan and found that non-financial rewards are the most dominant predictors of employee job satisfaction whereby employees receiving minimal reward tend to be dissatisfied with their work leading to inefficiency and ineffectiveness of the workers. Despite the fact that the study by Tausif (2018) was not in the context of a flower firm, it still addressed the influence of reward on employee job satisfaction, hence making it a vital addition in this current study.

In Africa, employee Job Satisfaction has been a problem with many workers who seem not to be loyal, rarely use word of mouth communication to promote their employers, are less trust worth, and express high retention level, due to low reward level indicated by low basic pay and poor working environment compared to the situation in developed world in the west. For instance, Raeesa (2019) explains how workers of Oak Valley Estate, a flower farm in the Western Cape, South Africa went on strike for a month, accusing the company of paying low wages and segregating worker housing along apartheid racial lines. To investigate the issue, an independent investigation by the South African Human Rights Commission realized that there was low level (37.3%) of employee job satisfaction which was attributed to low or poor reward management. This situation somehow indicates the low employee job satisfaction situation in the study area, hence boosting the need to carry out this study.

The problem of employee job dissatisfaction is as well experienced in East African Community member countries. For instance, in a study carried out by Kiprono and Ndegwa (2020) on reward and employee job satisfaction at Finlays Kenya Limited in Kericho County, Kenya, it was concluded that job satisfaction has a significant direct influence on employees’ performance. Salary and other rewards constitute the most important element of job satisfaction besides promotions/job position which enables employees to do the job and meet their expectations. At the same time, leadership is necessary for employees’ performance with senior managers at prime position to influence performance of their employees through job satisfaction.

Picho (2020) investigated the effect of job satisfaction-based rewards and job satisfaction of employees in Kampala Capital City and noted that the most common types of job satisfaction-based rewards used are public appreciation, promotion, packages, overtime pay and allowances. More so, it is ascertained that job satisfaction-based pay affects job satisfaction of the employees by motivating them and enhancing their productivity and efficiency.

According to an internal job satisfaction survey carried out by the Board of Xclusive Cuttings in year 2020, the employee satisfaction levels index was 60.11% which had decreased compared to year 2019 index of 76.65% (Xclusive Cuttings Board Report, 2020) with many labelled as unloyalty, rarely using word of mouth communication to promote the image of the company and being less trusted. Though the company introduced different measures including ensuring that employee work environment is conducive, job safety, reward strategies such as timely payment of salaries and wage as well as in-job and off-job training, the trend in employee job Satisfaction; Case of Xclusive Cuttings is still low. It was upon this background that the researcher seeks to investigate the influence of reward management on employee job Satisfaction; Case of Xclusive Cuttings, Uganda Ltd.

# Statement of the Problem

Ideally, when employees are well rewarded, through both financial and non-financial compensations, their level of job satisfaction is significantly influenced (Picho, 2020). This seems not to be the case at Xclusive Cuttings Uganda Ltd where according to an Internal Job Satisfaction Survey (IJSS) indicates that employee satisfaction levels index was 76.65% in 2019 and declined to 60.11% in 2020 (Xclusive Cuttings Board Report, 2020). As a result, in 2020, the company set a target of 80% employee satisfaction index then introduced a number of measures to mitigate the declining trend in employee job satisfaction in terms of financial rewards such as basic pay, health care, allowances and bonus being paid to workers in time; as well as non-financial reward like promotions, decision making, working condition, training being offered to workers. Despite such efforts, Xclusive Cuttings Uganda Ltd still reported a declining employee satisfaction levels index at 49.33% in the 2020-2021 financial year compared to the 53.8% in 2019-2020 and 59.1% in 2018-2019 financial years respectively. Though the company is striving to ensure that it meets its demand in the supply of flowers to its customers, the alarming decline in employee job satisfaction indicated loyalty and retention will affect its productivity and financial performance of the company in the years to come.

Previous studies done in other places (Yulia, 2019, Alam, et al., 2018, and Sarabjeet and Manisha (2017) indicates a relationship between reward management and employee job satisfaction, but there is no empirical data on how reward management system can explain the declining employee job satisfaction in Xclusive Cuttings Ltd. Hence, the researcher suspects that the decline in employee job satisfaction from 59.1% in 2018-2019 FY, to 53.8% in the 2019-2020FY down to 49.33% in the 2020-2021FY is to a certain extent influenced by reward management of the company under this study. This therefore, motivated the researcher to establish the influence of reward management on employee job Satisfaction; Case of Xclusive Cuttings, Kiwenda Parish, and Wakiso District to fill this knowledge gap.

# Research Questions

1. What is the assessment of reward (financial and non-financial) by employees of Xclusive cuttings in Kiwenda Parish, Wakiso District?
2. What is the evaluation of job satisfaction by employees of Xclusive Cuttings in Kiwenda Parish, Wakiso District?
3. What is the relationship between financial reward and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District?
4. What is the relationship between non-financial reward and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District?

# General Objective

The general objective of this study was to establish the relationship between reward management and employee job satisfaction, so as to suggest appropriate interventions to enhance the employee job satisfaction among employees of Xclusive Cuttings, Kiwenda Parish, Wakiso District.

# Specific Objectives of Study

1. To establish the assessment of reward (financial and non-financial) management by employees of Xclusive cuttings in Kiwenda Parish, Wakiso District.
2. To find out the evaluation of job satisfaction by employees of Xclusive Cuttings in Kiwenda Parish, Wakiso District.
3. To establish the relationship between financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District.
4. To determine the relationship between non-financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District.

# Hypothesis of the Study

There were two (02) null hypotheses of this study. They were;

1. There is no significant relationship between financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish.
2. There is no significant relationship between non-financial reward management and employee job Satisfaction; Case of Xclusive Cuttings at Kiwenda Parish.

# Scope of Study

This study was conducted at Xclusive Cuttings Uganda Ltd, Uganda located in Kiwenda Parish, Wakiso District, Uganda; it is about 32 Km from Kampala Capital City off Gayaza, Bulemezi Road. The researcher chose this place because according to the Parish Annual Report (2020), the Parish has many organizations with low employee job satisfaction.

The independent variable of this study was reward management which includes financial reward and non-financial reward. Financial reward sub-variables include basic pay, allowances and bonuses while non-financial reward include promotion, decision making, working condition and training. The dependent variable was employee job satisfaction which includes loyalty, and retention. The study was carried out among employees of Xclusive cuttings in Kiwenda, Wakiso District, Uganda. It focused on employees of the firm for the last 3 years (2019, 2020 and 2021). The study was undertaken for the period of 8 months which was from January 2022 to August 2022. The choice of this firm was based on the declining trend in employee job satisfaction.

# Significance of Study

The findings and recommendations of this study are expected to benefit the following stakeholders;

**Managers of Xclusive Cuttings:** The study findings are expected to be beneficial to Managers of Xclusive Cuttings by being informed about the influence of reward management on employee job satisfaction. It is expected that Managers of Xclusive Cuttings may implement reward practices in the organization.

**Employees**: Suggestions and recommendations of this study are expected to provide a positive change in terms of compensation benefits and working conditions at the work place.

**Other researchers**: The results from this study are expected to offer research gaps and literature which other researchers could utilize for similar studies.

# Limitation of Study

The researcher used a cross sectional study which is descriptive and involves data collection from a sample of the population at one specific point in time. This method was suitable but it could not track sequences of incidents that required the study over a longer time covering a wider area. However, this problem was solved through pre-testing of the questionnaires in Mairye Estate as well as data triangulation. In addition, the use of a questionnaire for data collection was more suitable for provision of quantitative data but lacked the capability to provide adequate qualitative data. However, the study considered the use of a Key Informant Interview to get qualitative data which could support the quantitative data.

# Theoretical Framework

The study was informed and guided by Herzberg’s two factor theory of Job Satisfaction (1959) as also by Widodo and Ratih (2020). The theory states that reward system influences employee job satisfaction. The theory illustrates that, when workers were provided with financial and non-financial rewards, their level of job satisfaction goes up leading to increased productivity. Based on the theory, it was therefore, evident that financial rewards such as basic pay, health care, allowances and bonus being paid to workers in time; as well as non-financial reward like promotions, decision making, working condition, training being offered to workers promotes or influences the level of employee job satisfaction.

Argumentatively, Herzberg’s two-factor theory is an important basis of reference for managers who want to gain an understanding of job satisfaction in relation to reward. This theory is relevant and significant to this study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed by the company. The theory recognizes the components of rewards namely financial and non-financial reward as salient factors determining job satisfaction. However, the theory had never been used in a similar study in Xclusive Cuttings.

As cited by Widodo and Ratih (2020), the theory recognizes the components of rewards namely financial and non-financial reward as salient factors determining job satisfaction. Therefore, this theory is relevant and significant to this study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed by the company. The theory recognizes the components of rewards namely financial and non-financial reward as salient factors determining job satisfaction. However, the theory had never been applied in a similar study in Xclusive Cutting Limited before and also it does not specifically talk about the variable indicators addressed in this study.

# Conceptual Framework

The conceptual framework explains the variables of the study, showing the relationship between reward management and employee job satisfaction. Reward management was analyzed by considering both financial and non-financial reward management. Financial reward will be measured by considering basic pay, pensions, health care, allowance and bonuses while non-financial reward was measured by promotions, decision making, working condition and training. The dependent variable was employee job satisfaction which was indicated by loyalty, and retention.

**Independent Variables Dependent Variables**



# *Figure 1. Conceptual Framework, Source:* Sarabjeet and Manisha (2017) *modified by the Researcher (2022)*

# Operational Definition of Terms

**Reward management:** it referred to incentives which workers believe and understand that it is their right to be given to support and reinforce desirable behavior that increases with their productivity and services rendered (Armstrong, 2016). In this study, it referred to the financial and non-financial reward given to employees of Xclusive Cuttings Uganda Ltd.

**Financial Reward:** According to Cho, and Perry (2012), financial reward is defined as monetary benefits and payments to employees for their job done. This included the following nominal scale basic pay, health care, allowances and bonuses.

**Basic pay:** Basic salaryrefers to the adequate payment of salary that a worker receives and it does not include incentive benefits and pay (Covey, 2016). This was measured using a five-point Likert scale; 1 = Strongly disagree interpreted as very low level of basic pay with a mean range scale of (1.00 -1.79), 2 = disagree interpreted as low level of basic pay with a mean range scale of (1.80-2.59, 3 = somehow agree interpreted as moderate level of basic pay with a mean range scale of (2.60-3.39), 4 = Agree interpreted as high level of basic pay with a mean range scale of (3.40-4.19), 5 = Strongly agree interpreted as very high level of basic pay with a mean range scale of (4.20-5.00).

**Health care:** Health carereferred to adequate and regular medical services given or promised to the employee (Khan, Yusoff and Khan, 2017). This was conceptualized in terms of the time of medical services given to the employee, and the employee’s family (parents, spouse and children). This was measured using a five-point Likert scale; 1 = Strongly disagree interpreted as very low level of health care provision with a mean range scale of (1.00 -1.79), 2 = Disagree interpreted as low level of health care with a mean range scale of (1.80-2.59, 3 = somehow agree interpreted as moderate level of health care with a mean range scale of (2.60-3.39), 4 = Agree interpreted as high level of health care with a mean range scale of (3.40-4.19), 5 = Strongly agree interpreted as very high level of health care with a mean range scale of (4.20-5.00).

**Allowances:** Allowance refers to the adequate and regular financial reinforcements provided in supplement of the salary (Kim, 2014). These was conceptualized on the basis that the organization may provide rent, transport, settlement, marking, practical allowances to a practicing worker. This was measured using a five-point Likert scale; 1 = Strongly disagree interpreted as very low level of allowances with a mean range scale of (1.00 -1.79), 2 = Disagree interpreted as low level of allowances with a mean range scale of (1.80-2.59, 3 = somehow agree interpreted as moderate level of allowances with a mean range scale of (2.60-3.39), 4 = Agree interpreted as high level of allowances with a mean range scale of (3.40-4.19), 5 = Strongly agree interpreted as very high level of allowances with a mean range scale of (4.20-5.00).

**Non-Financial Reward:** Non-financial reward means those rewards given to workers of good job satisfaction which are not financial in nature (Armstrong, 2016). This involves promotion, decision making, working conditions, and training. This was measured using the following ordinal scale: Promotion, decision making, working conditions, and training.

**Promotions:** Erbasi and Arat, (2016) defines promotion as the chances of practicing employees accessing promotions to another professional level. This was measured using a five-point Likert scale; 1 = Strongly disagree interpreted as very low level of promotion with a mean range scale of (1.00 -1.79), 2 = Disagree interpreted as low level of promotion with a mean range scale of (1.80-2.59, 3 = somehow agree interpreted as moderate level of promotion with a mean range scale of (2.60-3.39), 4 = Agree interpreted as high level of promotion with a mean range scale of (3.40-4.19), 5 = Strongly agree interpreted as very high level of promotion with a mean range scale of (4.20-5.00).

**Decision making:** Decision making is defined as how often employees participate or are being involved by organization administrators in arriving at decisions regarding objective, resource allocation, and discipline (Kim, 2014). This was measured using a five-point Likert scale; 1 = Strongly disagree interpreted as very low level of decision making with a mean range scale of (1.00 -1.79), 2 = Disagree interpreted as low level of decision making with a mean range scale of (1.80-2.59, 3 = somehow agree interpreted as moderate level of decision making with a mean range scale of (2.60-3.39), 4 = Agree interpreted as high level of decision making with a mean range scale of (3.40-4.19), 5 = Strongly agree interpreted as very high level of decision making with a mean range scale of (4.20-5.00).

**Working Conditions:** Working condition is defined asall that which is external to the human cost prevailing at the work place and can influence human beings (Mary, Andrew, and Dennis, 2015).). In this study this term was taken to include kinds of meals, medical care, security, work load, and working materials available to the workers. This was measured using a five-point Likert scale; 1 = Strongly disagree interpreted as very low level of working condition with a mean range scale of (1.00 -1.79), 2 = Disagree interpreted as low level of working condition with a mean range scale of (1.80-2.59, 3 = somehow agree interpreted as moderate level of working condition with a mean range scale of (2.60-3.39), 4 = Agree interpreted as high level of working condition with a mean range scale of (3.40-4.19), 5 = Strongly agree interpreted as very high level of working condition with a mean range scale of (4.20-5.00).

**Training:** Training is the possibilities of a practicing worker accessing further training and career development in either education or to pursue any other course (Milkovich, Newman, and Gerhart, 2020). It thus, implies development and knowledge hoped for in academic discipline for continued professional development in each worker’s profession. It also includes chances of prospectus individuals getting a grant to go for further study. This was measured using a five-point Likert scale; 1 = Strongly disagree interpreted as very low level of training with a mean range scale of (1.00 -1.79), 2 = Disagree interpreted as low level of training with a mean range scale of (1.80-2.59, 3 = somehow agree interpreted as moderate level of training with a mean range scale of (2.60-3.39), 4 = Agree interpreted as high level of training with a mean range scale of (3.40-4.19), 5 = Strongly agree interpreted as very high level of training with a mean range scale of (4.20-5.00).

**Employee Job satisfaction:** Muhammad, and Farid, (2018)defines employee job performance as the output realized by an employee on his or her job description that is meant to help in achieving organizational goals and objectives.

**Loyalty:** Loyalty is defined as the state of the worker being faithful and committed to his or her work (Muhammad, and Farid, 2018). This was conceptualized in terms of the way the teacher does his or her work perfectly. This will be measured using a five-point Likert scale; 1 = Strongly disagree interpreted as very low level of loyalty with a mean range scale of (1.00 -1.79), 2 = Disagree interpreted as low level of loyalty with a mean range scale of (1.80-2.59, 3 = somehow agree interpreted as moderate level of loyalty with a mean range scale of (2.60-3.39), 4 = Agree interpreted as high level of loyalty with a mean range scale of (3.40-4.19), 5 = Strongly agree interpreted as very high level of loyalty with a mean range scale of (4.20-5.00).

**Retention:** Ladhari (2009) is defined as the chances of the worker being retained after his or her contract expires. Talented employees and top performers are retained within the organization. This was measured using a five-point scale. The scale was ranged from Always = 5 (very high) with a mean range of 4.20 - 5.00, Often = 4 (high) with a mean range of 3.40 - 4.19, Sometimes = 3 (moderate) with a mean range of 2.60 - 3.39, rare = 2 (low) with a mean range of 1.80 - 2.59 and Never = 1 (very low) with a mean range of 1.00 - 1.79.

# CHAPTER TWO

# LITERATURE REVIEW

This chapter presents the review of literature about what has been done and written in relation to the effect of reward management and workers’ job satisfaction. Literature was reviewed guided by the specific objectives of the study. Purpose of reviewing the literature was to identify the study gaps.

# Financial Rewards and Employee Job Satisfaction

Several studies about factors for job satisfaction exists. However, in this study, literature review about employee job satisfaction is based on both financial and non-financial reward management. Financial reward will be measured by considering basic pay, pension, health care, allowance and bonuses while non-financial reward will be measured by promotions, decision making, working condition and training.

**Basic Pay and Employee job satisfaction**

The study by Samma, Yan, Madeeha, and Muhammad (2018) on job related financial rewards on job satisfaction in the banking sector of China collected data from five major banks from Shanghai, China at the administrative and operational level. Self-administered questionnaire technique is used for data collection. In this study, correlation analysis is used to test the hypotheses with the sample of 220. The empirical resultant shows that financial reward in terms of basic pay has a positive and significant relationship with job-satisfaction. For practitioners, the results point out that this study will help the top-level management and Human Resource managers to optimize the managerial recommendations for improving the financial rewards. In addition, it will increase the morale of employees, job satisfaction and makes them feel motivated. Despite the fact that the study by Samma, Yan, Madeeha, and Muhammad (2018) is addressing financial reward and employee job satisfaction in the banking sector, it is still vital and useful in this study as it provides empirical evidence on how financial rewards influences employee job Satisfaction; Case of Xclusive Cutting, Uganda ltd.

Azasu (2017)also state that when a company does not pay its employees well, the general work morale is low. Many workers may need to get a second job to make ends meet, which leaves them tired, overworked and resentful. Employee satisfaction rates are typically low; as workers feel little motivation to exceed standards and absentee rates tend to be high. Employee turnover in these companies is often very high, as people do not want to work for a company paying below industry standards. Kanzunnudin (2007), states that one purpose of a person as an employee of a company is to earn income in the form of wages or compensation in order to meet the personal basic needs such as food, clothing and housing. He further urges that every company in determining the number of wages paid to the employees must be feasible, so that the lowest wage that is given can help them to meet the basic needs of their life as well as motivate them to put in their best efforts into the work.

**Pension and Employee job satisfaction**

As people develop through their lifetime, they have an expectation that a time will come when they will be able to retire. For some people the State pension is sufficient to provide a basic level of income. Others may have an opportunity to accumulate wealth without using pension schemes - perhaps through their business ventures or other assets. But most people will want to supplement what they have with some form of pension scheme. Many employers also take the view that, while their employees are working, they should be building up an entitlement to a pension when they retire. Therefore, it is concluded in a study by Azasu (2017) that there is a significant relationship between pension and employee job satisfaction with the argument that the feeling of getting pension after retirement promotes employees’ job satisfaction.

**Health Care and Employee job satisfaction**

In a study by Straz (2015), it was realized that employees get satisfied with their work when they are sure that their health care issues are considered by the employer. Employees feel secure when the company they work for settle their medical bills or has a health care cover and insurance. Health insurance or medical insurance (also known as medical aid in South Africa) is a type of [insurance](https://en.wikipedia.org/wiki/Insurance) that covers the whole or a part of the risk of a person incurring [medical expenses](https://en.wikipedia.org/wiki/Medical_expenses). As with other types of insurance is risk among many individuals. By estimating the overall risk of [health risk](https://en.wikipedia.org/wiki/Health_risk) and [health system](https://en.wikipedia.org/wiki/Health_system) expenses over the risk pool, an insurer can develop a routine finance structure, such as a monthly premium or [payroll tax](https://en.wikipedia.org/wiki/Payroll_tax), to provide the money to pay for the health care benefits specified in the insurance agreement. The benefit is administered by a central organization, such as a government agency, private business, or [not-for-profit](https://en.wikipedia.org/wiki/Not-for-profit) entity.

**Allowances and Employee job satisfaction**

An explanatory research by Grey (2017) explored the relationship between one variable, (reward) which was sub divided into financial, and non-financial rewards has on the other (Job Satisfaction). In emphasizing some of the key issues covered in this study, some available literature was scrutinized and reviewed. The study was approached in a deductive manner and employed a quantitative method whereby a survey was conducted through the use of questionnaires. A combination of the Minnesota Satisfaction Questionnaire and the Bikita compensation questionnaire were used to obtain respondents’ feelings towards different facets of the reward and the job. The population used for the study was 120. SPSS Version 23 was used for data presentation and analysis. ANOVA and correlation coefficients were employed to explore the link between and among variables. Results revealed that employees at Flamboyant Hotel were dissatisfied with their jobs. The majority of employees indicated poor satisfaction levels with the direct financial rewards they get from the company. The workers indicated better levels of satisfaction with the non-financial reward which covers housing allowance, social security and health insurance among others. In conclusion, results of the survey are discussed in an attempt to pave and clear the way for future researches on the enhancement of job satisfaction of hotel employees in Zimbabwe and beyond. However, despite the fact that the literature by Grey (2017) is in the context of hotel sector yet this study is about flower farming sector, it is as well addressing reward and employee job satisfaction hence it is relevant in this study which intends to address financial reward and employee job satisfaction in Xclusive Cuttings Uganda Ltd.

**Bonus and Employee job satisfaction**

A bonus payment is usually made to [employees](https://en.wikipedia.org/wiki/Employees) in addition to their base salary as part of their [wages](https://en.wikipedia.org/wiki/Wages) or [salary](https://en.wikipedia.org/wiki/Salary). While the base salary usually is a fixed amount per month, bonus payments more often than not vary depending on known criteria, such as the annual turnover, or the net number of additional customers acquired, or the current value of the stock of a public company. It is therefore, concluded in an empirical study by Robertson (2016) that bonus pay to employees has a significant correlation with employee job satisfaction. However, the literature never addressed the issue of bonuses among employees of Xclusive Cuttings, hence calling for this study.

Thus bonus payments can act as [incentives](https://en.wikipedia.org/wiki/Incentive) for [managers](https://en.wikipedia.org/wiki/Management) attracting their attention and their personal interest towards what is seen as gainful for their companies' economic success (Widodo and Ratih, 2020). There are widely‐used elements of [pay for performance](https://en.wikipedia.org/wiki/Pay_for_performance_(human_resources)) and working well in many instances, including when a fair share of an employee’s participation in the success of a company is desired. There are, however, problematic instances, most notably when bonus payments are high. When they are tied to possibly short-lived figures such as an increase in monthly turnover, or cash flow generated from an isolated marketing action, such figures often do not reflect a solid reliable win for a company, and they certainly do not reflect a manager's lasting efforts to the company's best. However, the literature by Widodo and Ratih (2020) did not indicate based on a clear methodology how bonuses promote employee job Satisfaction; Case of Xclusive Cuttings.

# Non-Financial Rewards and Employee Job Satisfaction

Several studies about factors for job satisfaction exists. However, in this study, literature review about reward management is based on both financial and non-financial reward management. Non-financial reward will be measured by promotions, decision making, working conditions and training.

**Promotions and Employee job satisfaction**

In support of the study by Abdulkhaleq (2021), a similar study by Alkhaliel (2018) presented the theoretical and empirical evidence conceptually regarding the relationships between non-monetary reward like recognition and job satisfaction in Malaysia. The paper discussed direct linear relationship between non-monetary reward as independent variable and job satisfaction as dependent variable. The study used theoretical and empirical studies to support the hypotheses that non-monetary rewards influences job satisfaction. The study proposes that non-monetary reward significantly and positively influence employee job satisfaction particularly when a variety of non-monetary incentives including employee recognition are used among satisfied employees in an organization. However, the literature by Abdulkhaleq (2021) is more of the situation in Malaysia with no knowledge about what is happening or the situation regarding non-financial reward and employee job satisfaction in Xclusive cutting Uganda Ltd.

According to Khan, Yusoff and Khan (2017) study on influence of non-financial reward on employee job satisfaction, descriptive research design was used and data collected using a questionnaire through quantitative data collection approach and analyzed descriptively in terms of mean and standard deviation. Results of the study indicated that non-financial reward, if not adequately provided affects the level of employee work satisfaction. Khan, Yusoff and Khan (2017) therefore concluded that the most important form of reward desired of employees while working in the organizations are promotions. These are effective tools that increase the spirit to work in the organization. If employees are provided with opportunities for the advancement and growth, they feel satisfied and become more committed to work. In addition, Michalowicz (2017) stressed that promotion is not only giving employees high position within organization, but also there are other ways of giving employee opportunity such as sending them in training sessions specific to whatever skill the individual is interested in learning. In the light of the above, it shows that non-financial incentives motivate and contribute to employees’ retention leading to job satisfaction (Nelson, 2018). Similar to the study by Armstrong (2016), the study by Khan, Yusoff and Khan (2017) used only a questionnaire without considering interview guide from key informants to constitute qualitative data.

**Decision Making and Employee job satisfaction**

According to Armstrong (2016) the role of non-financial rewards like have extra responsibilities and being part of decision-making team in enhancing employees’ job satisfaction used both descriptive and correlational research designs whereby data was collected using a questionnaire from 320 employee respondents. Results indicated that there was a moderate level of non-financial rewards given to the workers and that the level of employee job satisfaction was low. It was concluded that, Non-financial rewards such as being a decision maker can make workers more comfortable on the job if adequately offered. In addition, Erbasi and Arat, (2012) examined the importance of non-financial rewards among head physicians in hospitals and concluded that the respondents give more prominence to job promotional opportunities, and organizational culture that have significant and imperative effects on job satisfaction. Based on the study by Armstrong (2016), only a questionnaire was used to collect data and this was biased because only quantitative data was gathered without considering interview guide from key informants to constitute qualitative data, as it is the intention of this current study which intends to apply both quantitative and qualitative data collection approaches using questionnaire and key informant interview guide among employees of Xclusive cutting Uganda Ltd.

**Working Condition and Employee job satisfaction**

Working condition is at the heart of non-financial reward for employees. This has long been acknowledged by the employees of both private and the public sectors. According to Hashim, and Mahmood, (2018), favorable working conditions could be in form of official staff quarters and staff vehicles, organizationally sponsored retreats outside work station or even outside the country, free medical care for the staff, the four biological children and dependent mother and father, a well-arranged staff canteen, spacious and well-furnished office accommodation, salary advance among others, are within the realm of favorable working conditions. Hashim, and Mahmood, (2018) observes further that in an attempt to motivate workers for higher job satisfaction, provision of such enabling condition acts as a stabilizing force between workers and management in the employment relations. Before the advent of health insurance scheme, free or subsidized medical service have been sources of motivation to the workers of the public sector. From such services, apart from guaranteed quality Medicare, free medical care prevents pocket droppings. It also affords the organizations some benefits since the employees were ever spending hours in the queues before obtaining medical attention (Gupta, 2014 and Jayarathna, 2014). The literature does not indicate how working condition influence employee job satisfaction, specifically in Xclusive Cuttings, hence calling for this study to investigate the association between working environment and employee job satisfaction, case of Xclusive Cuttings.

The purpose of this research is to elaborate the key factors which are useful for the satisfaction of the employees i.e. workplace environment, reward and recognition, training and team work. These factors help to make the policies effective and through this effectiveness, efficiency takes place in the management process. This research paper is based on theoretical considerations, a model was proposed linking the employee job satisfaction (EJS) constructs. The survey was conducted in 2012 and covered 200 employees within the territory of Punjab in Pakistan. Through this survey, the researchers find a strong positive relationship between financial reward and employee job satisfaction. The study by Muhammad, et al., (2020) is addressing employee job satisfaction in regard to workplace environment, reward and recognition, training and team work while this study is specifically addressing financial reward and employee job satisfaction in Xclusive Cutting, Uganda ltd.

**Training and Employee job satisfaction**

Ismail and Mwei (2019) in their empirical study which used descriptive and correlational research designs with data collected using a questionnaire and interview guide emphasized that opportunity to learn new things by means of training is a source of motivation for the employees and such motivation leads to employee job satisfaction, trust and good work ethics. They pointed out that not having the skills to perform a job correctly can set up employees for failure and put the organization at a less-than-competitive disadvantage. The literature does not indicate how training influence employee job satisfaction, specifically in Xclusive Cuttings hence calling for this study to investigate the association between training and employee job Satisfaction; Case of Xclusive Cuttings.

An empirical study by Abdulkhaleq (2021) aimed to investigate the effect of Non-Monetary Incentives and work environment on employee’s job satisfaction at the Business administration department of Shaqlawa technical college - Erbil Polytechnic University, where a stratified random sample, which was chosen, consisted of 234 academic staff within Erbil Polytechnic University in Iraq. To achieve the objectives of the study, the analytical descriptive approach and SPSS were used. The results indicated that there is a positive statistically significant relationship between the study's two independent variables (non-monetary incentives, and the work environment), reveal that non-monetary incentives such as training and coaching are positively correlated with job satisfaction. Also, the results show that employee non-monetary incentives have significant positive effects on employees' job satisfaction, so non-monetary incentives have significant positive effects on employees' job satisfaction. However, this study by Abdulkhaleq (2021) focused on learning institution setting involving polytechnic staff members as the target respondents yet this study is about the issue of non-financial reward and employee job satisfaction in the flower business. But since the study addressed same variables as those being investigated in this study, then the literature is relevant in this study on the relationship between non-financial rewards and employee job Satisfaction; Case of Xclusive cuttings Uganda Ltd.

Picho (2020) conducted a study in Uganda and reports that career development through training affects motivation and job satisfaction of employees in an organization. The author delved into career development and staff motivation focusing on Bank of Uganda. The study used, case study research design where the data was collected using self-administered questionnaires. The study found that career advancement significantly influenced staff motivation. There was lack of opportunities concerning career paths despite the existence of career advancement training. The irrelevant training of employees resulted to lack of career advancement. The study recommended that there should be clear and transparent policies that minimize constraints to career advancement and that enhance fair promotion in the bank. However, the literature in the study of Mwanje (2020) is talking about career development, motivation as having influence on employee job satisfaction in the banking sector of Uganda yet this study is interested in addressing the influence of non-financial reward on employee job satisfaction in the flower sector or particularly in Xclusive Cuttings Uganda Ltd.

# Reward management on Employee Job Satisfaction

The purpose of an empirical study by Kikoito (2017) examined the impact of rewards on employee job satisfaction in commercial banks in Mwanza city, Tanzania. The study was guided by the following specific objectives:(i) to determine the rewards currently used in commercial banks in Mwanza city, (ii) to determine employees’ view of reward used by commercial banks in Mwanza city, (iii) to assess the effect of extrinsic rewards (remuneration, bonus, salary and promotion) in organization performance and (iv) to assess the effect of intrinsic rewards (praise and recognition) on organization performance in commercial banks of Mwanza city. The study used descriptive research design which incorporated both quantitative and qualitative approaches. The study surveyed 65 employees from three commercial banks (CRDB, NBC and NMB) in Mwanza City, using self-administered questionnaire. It also interviewed selected employees. The data was analyzed with use of descriptive statistics (SPSS and excel) and data presented as frequency distribution tables and histograms. The findings of this study showed that the three commercial banks in Mwanza city offer both extrinsic (salary, bonus and promotion) and intrinsic (praise, recognition and genuine appreciation) rewards to their employees. However, the results found that employees were not satisfied with the current reward packages and salary level was viewed to be too low and did not reflect cost of living in Mwanza city. The study further indicated the intrinsic (non-financial) rewards were not satisfactory to employees. Therefore, it is knowledgeable that reward influences employee job performance in the banking sector in Tanzania but there is no empirical evidence regard how reward influences employee job satisfaction in Xclusive Cuttings Uganda Ltd.

According to Ochenge and Susan (2018) in their study on the influence of reward on employee job satisfaction in selected Flower Companies in Naivasha Kenya using descriptive and correlational research designs, it was realized that the level of reward was moderate while the level of employee job satisfaction was low. It was also realized that there was a significant relationship between reward and employee job satisfaction in selected Flower Companies in Naivasha Kenya. The study concluded that, a wide range of rewards in an organization are important in satisfying employees. Such rewards such as training, good working conditions, promotion are valued by employees and therefore crucial in motivating them for enhanced productivity and job satisfaction. In addition, in another study in Kenya, Ngui (2018) observed that rewards directly influence job satisfaction. The author cited financial and non-financial rewards that contributed to employee motivation and consequently enhanced job satisfaction in flower firms. The context of the literature by Ochenge and Susan (2018) as well as Ngui (2018) is similar to the context of this study in terms of reward and employee job satisfaction in the flower sector. However, it is not yet empirically proven whether and how reward influence employee job satisfaction in Xclusive Cutting Uganda Ltd.

According to a study by Bozeman and Gaughan (2019) in influence of reward on job satisfaction of employees in the Agri-Business Sector of the United States of America. The study use descriptive and correlational research designs, data was collected using both questionnaire and interview guide. SPSS version 23 was used to analyze the data through descriptive and inferential statistics. Results of the study revealed that there is a significant relationship between reward and employee job satisfaction. The researchers further state that there is a positive significant influence of reward on job satisfaction in the Agri-Business Sector of the United States of America. Job satisfaction is perceived as an individual’s attitude and behavior towards aspects of his own job (Saxsena, 2015, Aslam, et al, 2015, and Chatterjee and Chattopadhyay, 2015). Personal job satisfaction is an affective or emotional response toward various facets and outcomes of one’s job, meaning that personal satisfaction in relation to a job is not unitary, as a person may be satisfied with one aspect of his or her job and dissatisfied with the rest. Overall job satisfaction is reflected in three indicators of employee retention: whether employees expect to resign from their jobs in the coming year; whether or not they are currently looking for a new job; and their commitment to the organization they work for. Nearly 40% of employees who expect to resign from their jobs within 12 months are less than satisfied with their jobs (Kulchmanov, and Kaliannan, 2014). This “expects to resign” group combines employees who say they definitely will resign and employees who say it’s very likely they will. In contrast, only 4% of employees who say they are very unlikely to, or definitely will not resign also say they are less than satisfied with their jobs overall (Ruth, 2017). The literature does not indicate the association between reward and employee job Satisfaction; Case of Xclusive Cuttings.

# Summary Reviewed Literature Identified Gap

Despite the fact that the literature by Grey (2017) is in the context of hotel sector yet this study is about flower farming sector, it is still relevant in this study which intends to assess reward and employee job Satisfaction; Case of Xclusive Cuttings Uganda Ltd. In addition, the study by Muhammad, Waqas, Hafiz, Abdul, Malik and Ehsan (2020) is addressing employee job satisfaction in regard to workplace environment, reward and recognition, training and team work while this study is specifically addressing financial reward and employee job satisfaction in Xclusive Cutting, Uganda Ltd. Similarly, despite the fact that the study by Samma, Yan, Madeeha, and Muhammad (2018) is addressing financial reward and employee job satisfaction in the banking sector, it is still vital and useful in this study as it provides empirical evidence on how financial rewards influences employee job satisfaction hence it is relevant in this study at Xclusive Cutting, Uganda Ltd.

However, the study by Abdulkhaleq (2021) focuses on learning institution setting involving polytechnic staff members as the target respondents yet this study is about the issue of non-financial reward and employee job satisfaction in the flower business. Also, the literature by Abdulkhaleq (2021) is more of the situation in Malaysia with no knowledge about what is happening or the situation regarding non-financial reward and employee job satisfaction in Xclusive cutting Uganda Ltd. Similarly, the literature in the study of Mwanje (2020) is talking about career development, motivation as having influence on employee job satisfaction in the banking sector of Uganda yet this study is interested in addressing the influence of non-financial reward on employee job satisfaction in the flower sector or particularly in Xclusive Cuttings Uganda Ltd.

More so, based on the study by Armstrong (2016), only a questionnaire was used to collect data and this was biased because only quantitative data was gathered without considering interview guide from key informants to constitute qualitative data, as it is the intention of this current study which intends to apply both quantitative and qualitative data collection approaches using questionnaire and key informant interview guide among employees of Xclusive cutting Uganda Ltd. Similar to the study by Armstrong (2016), the study by Khan, Yusoff and Khan (2017) used only a questionnaire without considering interview guide from key informants to constitute qualitative data. Finally, the context of the literature by Ochenge and Susan (2018) as well as Ngui (2018) is similar to the context of this study in terms of reward and employee job satisfaction in the flower sector. However, it is not yet empirically proven whether and how reward influence employee job satisfaction in Xclusive Cutting Uganda Ltd.

Despite the fact that the reviewed literature is addressing the study variables of reward and employee job satisfaction just the same as the Herzberg’s two factor theory of Job Satisfaction (1959) cited and modified by Widodo and Ratih (2020), the trend is not yet researched on and proven through empirical evidence on whether and how reward (financial and non-financial rewards) influence employee job satisfaction in Xclusive cuttings Uganda Ltd.

# CHAPTER THREE

# METHODOLOGY

This chapter highlights the methods that the researcher employed. It includes the research design, location of the study, population of the study, sampling and sampling procedure, research instruments, methods of data collection, validity and reliability of instruments, data collection procedure and data analysis.

# Locale of the Study

This study was conducted at Xclusive Cuttings Uganda Ltd, located in Kiwenda Parish, Wakiso District in Busukuma Sub-County, Uganda; it is about 32 Km from Kampala City off Gayaza - Bulemezi Road. The study is being carried out in this area because there had been a declining trend in employee job satisfaction as indicated in the Xclusive Cuttings Board Report (2020). There was also no evidence of a similar study that had been carried out to find out the influence of reward management on employee job Satisfaction at Xclusive Cuttings, Kiwenda Parish, and Wakiso District. The coordinates of the town are: 00 41 15N, 32 36 31E (Latitude: -0.6875; Longitude: 32.6085). The study targeted Kiwenda Parish because it is the location of Xclusive Cuttings Limited which is experiencing the challenge of declining employee work satisfaction.

# Research Design

This study considered the use of both quantitative and qualitative research approaches. Quantitative approach was used to cater for numerical data. Amin, (2005), states that quantitative research entails collection of numerical data to explain, predict and control phenomena of interest, data analysis being mainly statistical. Qualitative approach was used in order to include respondents’ views and opinions (qualitative data) concerning the study in an interview schedule with the management of the firm.

This study applied a cross-sectional-descriptive implied research designs. Descriptive research is research designed to provide a snapshot of the current state of affairs. Correlational research design is designed to discover relationships among variables and to allow the prediction of future events from present knowledge (Cresswell, 2012). Therefore, in this study, descriptive research design helped in describing non-financial reward, financial reward and reward management in terms of mean and standard deviation to reflect the level in which the three rewards elements are applied at Xclusive Cutting Uganda Ltd through descriptive statistics. The correlational research design was suitable in determining the influence or relationship between two or more variables (Amin, 2005) whereby in this study, it was applied to determine whether there was a significant relationship between financial, non-financial, reward management and employee job satisfaction through inferential statistics.

# Study Population

According to the Xclusive Cuttings Uganda Ltd 2021 Human Resource Information, the firm had a total of 82 permanent employees and also hires 50 to 100 laborers per day to carry out specific manual jobs in the firms. The day to day hired laborers was excluded in this study because they keep on changing each day, hence it was not easy for them to provide relevant information based on reward management of the firm and how it influences their job satisfaction. The inclusion and exclusion criteria involved or considers employees employment status whereby unionsal workers was included in the study while temporary laborlores hired on daily basis for daily wages was excluded.

# Target Population

Exclusive Cutting Limited acts as the unit of analysis while employees of the firm were the unit of inquiry for this study. Therefore, the stud targeted 82 permanent employees of Xclusive Cuttings Uganda Ltd. The staff structure of the organization was made up of 3 senior managers, 28 middle level managers and 51 Unionisable staff. The 3 Senior managers acted as the key informants who was subject to a face to face interview schedule to provide the study qualitative data.

# Sample Size

Determining the appropriate sample size is one of the most important factors in statistical analysis (Amin, 2005), and if the sample size is too small, it does not yield valid results or adequately represent the realities of the population being studied. Hence, Creswell (2012) recommends that it was important to consider a small target population of a study as the sample size in order to gather adequate information for the study. On the other hand, Creswell (2014) explains that while larger sample sizes yield smaller margins of error and were more representative, a sample size that was too large may significantly increase the cost and time taken to conduct the research.

Therefore, since the target population was small, the target population was not subjected to sample size calculation because it was small and subjecting it to sample size calculation wascome very small making it impossible for the study to have adequate data. This study therefore, was based on a sample size of 79 employees working at Xclusive Cuttings and 3 senior managers to act as key informants.

**Table 1: Target Population and Sample Size**

| **Category** | **Population** | **Sample Size** | **Sampling Procedure** |
| --- | --- | --- | --- |
| Middle Level Managers | 28 | 28 | Purposive/Census |
| Unionisable Staff | 51 | 51 | Purposive/Census |
| **Totals Respondents** | **79** | **79** |  |
| **Key informants** | **3** | **3** | Purposive |

*Source: Researcher (2021) with reference to Xclusive Cuttings Board Report, (2020)*

## 79 are the study respondents who answered the questionnaire while 3 were the key informants to be interviewed. This makes a total of 82 study participants or target population.

# Sampling Procedure

In probability sampling, the sampler chooses the representative to be part of the sample randomly, whereas, in non-probability sampling, the subject was chosen arbitrarily, to belong to the sample by the researcher. The chances of selection in probability sampling, were fixed and known (Creswell, 2012). Thus, this study applied non-probability sample whereby the researcher adopted a census survey to select all 82 employees (79 employees and 3 senior managers) working at Xclusive Cuttings made up of senior managerial level, middle level and the Unionisable staff. Thus, a census sampling technique eliminates errors and provided data on all the individuals in the population (Saunders *et al.*, 2009). Data was collected from all the 82 employees. The unit of analysis was the employees made up of senior managerial level, middle level and the Union sable staff and all the cadres of employees. Census and purposive sampling were used to select the required sample of employees to ensure representativeness (Saunders *et al*., 2007). The study as well consider a convenient sampling technique in that staff members available and willing to participate in the study was considered. It is necessary to sample the respondents because this ensured that data was purposively collected only from the intended respondents.

# Data Collection Methods and Instruments

This study used both a questionnaire survey and key informant interview data collection methods in order to gather quantitative and qualitative data respectively. These methods were also cost and time effective since they save time and are cheap to produce and collect data within a very short time. The use of a questionnaire survey and key informant interview methods of data collection were supported by Creswell (2012) because they provided an opportunity for the researcher to gather both quantitative and qualitative data for the research.

# Self-administered Questionnaire

The study used a self-administered questionnaire, which had a set of well formulated statements to probe and obtain responses from respondents (permanent workers of Exclusive Cuttings) who were confidentially either agree, disagree, not sure, disagree or strongly disagree with the statements. It consisted of four sections. Section A sought to obtain demographic information of the respondents; section B was statements on reward management and employee job satisfaction while section D was for questions on respondents’ suggestions and recommendations. The closed ended questions were guided by a five-point Likert scale as illustrated in Table 2.

**Table 2: Operationalized Likert Scale**

| **Description** | **Mean Range** | **Scale** | **Interpretation** |
| --- | --- | --- | --- |
| Strongly agree | 4.20 – 5.00 | 5 | Very high |
| Agree | 3.40 – 4.19 | 4 | High |
| Not Sure | 2.60 – 3.39 | 3 | Moderate |
| Disagree | 1.80- 2.59 | 2 | Low |
| Strongly disagree | 1.00 – 1.79. | 1 | Very low |

Source: Vagias (2006)

# Key Informant Interview Guide

An 'interview' is typically a face-to-face conversation between a researcher and a participant involving a transfer of information to the interviewer (Creswell, 2012). A Key informant interview guide was used as a primary instrument to collect in-depth data where the researcher set some questions for use in interviewing 3 senior managers as key informants. The 3 senior managers were the key informants because they were the supervisors and they as well set the objectives for the employees and highly concerned as well as involved in reward management and job satisfaction of employees. The senior managers included the Human Resource Manager, Production Manager, and Finance Manager.

# Validity and Reliability

Before data collection, both the validity and reliability of the instruments was ascertained as described below

### Validity

## The content validity test indicates the extent to which an instrument would measure what it is supposed to measure by using the content validity index. Therefore, in this study, the researcher first of all formulated a questionnare based on the study objectives as well as ensure that the items in the questionnare are gramatically correct. The researcher presented the questionnaire to two research supervisors in Bugema University Graduate School who scrutinized the tool, make necessary recommendations for the items in the data collection to be relevant and able to answer the study objectives. After receiving the recommendations from the supervisors, the researcher made necessary adjustments then shared the tool with the supervisors before embarking on the calculation of Content Valid Index (CVI), a scale that was developed by computing the relevant items in the questionnaire by checking their clarity, their meaningfulness in line with the objectives stated dividing by the total number of items. The instrument was considered valid if the CVI gotten is above 0.7 as recommended by Kothari (2003) using the following formular: the tool was valid at a CVI of 0.930.

### Reliability

According to Sproul (1998), reliability is consistency of measurement of the degree to which an instrument measures the same ways. Each time was used under the same condition with the same subjects. The pre-test was done in Mairye Estate Flower Company because it had similar characteristics with Xclusive Cuttings in Kiwenda Parish located in Busukuma Sub-County. 30 questionnaires were used for pretesting, the data collected was analysed using SPSS version 26 and the instrument was considered reliable if reliability Cronbach Alfa coeficient (α) ranges from 0.7 and above. Cronbach's alpha was a measure of internal consistency, that is, how closely related a set of items were as a group (Cronbach, 1951).

**Table 3: Reliability Statistics**

| Cronbach's Alpha | N of Items |
| --- | --- |
| 0.837 | 40 |

**Source:**Public Primary Schools data, May 2022

# Data Collection Procedure

Before the researcher engaged into data collection, an introductory letter was obtained from the School of Graduate Studies, Bugema University which introduced the researcher to the Human Resource of Xclusive Cuttings in order to collect data using the questionnaire where permission was given and then appointments for the day to carry out the study itself. Employees were requested to respond to the questionnaire and General Managers was requested to be interviewed.

The researcher therefore scheduled time with respondents as to when to meet with them and collect information. The researcher sought guidance from the Human Resource Manager on where, how and when to access the employee respondents. The researcher met with the employees, especially during lunch break and administer the self-administered questionnaire to them, wait for them to fill the questionnaires and then collected them back. After collecting the quantitative data using questionnaire from the employee respondents, the researcher then arranged with the senior managers considered as key informants on when to interview them. The interview was separately organized for each of the 3 key informants. Field editing was done while in the field and after field work central editing was done in preparation for data analysis.

All ethical consideration was put in place during data collection. In order to eliminate the spread of COVID-19, the researcher always observed COVID-19 regulations set by the Ministry of Health Uganda by putting on a mask as well as carrying with her a sanitizer which was used by the respondents before and after responding to the questionnaires as well as the face-to-face interview.

# Data Analysis

Data processing in this study refers to editing, coding, transcription, data entry and data cleaning tabulation and report formatting to ensure that the data collected is accurate and complete before data analysis. Data processing was done during and after fieldwork. Editing-This was a process of examining the collected raw data to detect errors and omission and to correct these where possible. Editing involved a careful scrutiny of the completed questionnaires. Editing was done to ensure that the data is accurate, consistent with other facts gathered to facilitate coding and tabulation. Coding-This was done after the researcher had classified the raw data into some purposeful and usable categories. It is a process of assigning numerals or other symbols to the responses. The structured questions were pre-coded by assigning them numerical and alphabetical numbers before fieldwork. The responses from open-ended questions were post-coded which involves assigning them numbers, and entering the response into the computer for analysis.

Data Entry: Information was entered into a computer using statistical package for social scientists. There was data cleaning involving detecting inaccurate entries from the computer. It will involve identifying incomplete, incorrect, inaccurate, irrelevant entries among other parts of the data and then replacing, modifying or deleting the useless data. Tabulation-This involved the process of summarizing raw data and displaying the same in compact form, for interpretation.

For data analysis, SPSS (Statistical Package for Social Sciences) version 26 was used. Objectives 1 and 2 were analysed using descriptive statistics (mean, and standard deviation). Objective 3, 4 and the study hypothesis was analysed using inferential statistics in particular the Pearson’s moment of correlation. According to Creswell (2015), r = 0.00 – 0.199 (very low / very weak linear correlation), 0.20 – 0.399 (low correlation/weak linear correlation), 0.40 – 0.599 (average/medium linear correlation), 0.60 – 0.799 (high/ correlation linear correlation), above 0.799 is a (very high /very big linear correlation) between 2 variables. Further multiple linear regression was applied to establish the contributions of each reward management (financial and non-financial) on employee job satisfaction. At P-value<0.05, the findings indicated existence of a significant relationship between reward management and employee job satisfaction, hence the null hypothesis was rejected and its alternative positive hypothesis considered. At P Value>0.05, the results indicated no significant relationship between reward management and employee job satisfaction hence the null hypothesis was upheld. The qualitative data from key informants was analyzed using a narration approach whereby views given or narrated by the key informants was discussed in the study as they were. The key informants’ views were in form of quotes written in italics.

# CHAPTER FOUR

# RESULTS AND DISCUSSION

This chapter presents results and discussion of the study findings based on specific objectives in regard to “Reward Management and Employees’ Job Satisfaction; Case of Xclusive Cuttings Uganda Ltd, Kiwenda, Wakiso District, Uganda. “

# Profile of the Respondents at Xclusive Cuttings Uganda Ltd, Kiwenda

The study managed to gather data from 79 respondents out of a sample of 79 respondents representing 100% response rate, where descriptive statistics of frequency and percentages was used to analyze the demographic characteristics of the respondents in terms of; sex, experience, age, qualifications. The profile of the respondents is summarized in Table 4. The main purpose of involving or studying respondents’ demographic information is because their personal characteristics can influence the study findings (Amin, 2005).

# Table 4: Profile of Respondents at Xclusive Cuttings Uganda Ltd, Kiwenda

|  | | **Frequency** | **Percent** |
| --- | --- | --- | --- |
| Sex | Male | 52 | 65.8 |
| Female | 27 | 34.2 |
| Work experience | 1-3 Years | 11 | 13.9 |
| 4-6 Years | 19 | 24.1 |
| 7-9 Years | 38 | 48.1 |
| Above 9 years | 11 | 13.9 |
| Age | 18-24 Years | 6 | 7.6 |
| 25-31 Years | 15 | 19.0 |
| 32-38 years | 34 | 43.0 |
| 39-44 Years | 15 | 19.0 |
| Over 45 years | 9 | 11.4 |
| Qualification | Certificate | 11 | 13.9 |
| Diploma | 40 | 50.6 |
| Bachelor | 22 | 27.8 |
| Masters | 6 | 7.6 |

**Sex**

Concerning the gender/sex character of the respondents, Table 4 findings indicates that majority 52(66%) of the respondents were male and 27 (34%) were female. This suggests that there is a dominance of male workers in the firm under study which is explained by the energy requirements in executing the flower production process.

**Work Experience**

Concerning the job experience character of the respondents, Table 4 findings indicates that nearly half 38(38%) of the respondents were 7-9 ears of experience and fewer 11(14%) were above 9 years of experience.

**Age**

In terms of age, findings indicate that nearly half 34(43%) were aged 32-38 years, and fewer 6 (8%) were aged 18-24 years. There is dominance of youthful workers at the firm is explained by increased activities at the firm production level.

# Education Qualification

In relation to education level of the respondents, findings in Table 4 shows that majority 40 (51%) were having diploma level of education, and while fewer 6 (8%) had master’s level of education. The dominance of educated persons explains the high skill and knowledge requirement the firm level.

# Assessment of reward (financial and non-financial) management by employees of Xclusive cuttings in Kiwenda Parish

Objective 1 of the study was to establish the assessment of reward (financial and non-financial) management by employees of Xclusive cuttings in Kiwenda Parish, Wakiso District. The description of level of reward was assessed based on the computed a 5-mean range Likert scale as follows; 1.00-1.79 (very low level of reward), (1.80-2.59 (low level of reward), 2.60-3.39 (moderate level of reward), (3.40-4.19 (high level of reward) and, 4.20-5.00 (very high level of reward).

**Table 5: Assessment of reward (financial and non-financial) management by employees of Xclusive cuttings in Kiwenda Parish**

| **Financial Reward (compensation)** | **Mean** | **Std. D** | **Interpretation** |
| --- | --- | --- | --- |
| Basic Pay | 3.05 | 0.713 | Moderate level of reward |
| Allowances | 3.21 | 0.686 | Moderate level of reward |
| **Agg for Financial Reward** | **3.13** | **0.700** | **Moderate level of reward** |
| **Non-financial reward (compensation)** |  |  |  |
| Promotions | 3.08 | 0.726 | Moderate level of reward |
| Decision making | 3.15 | 0.799 | Moderate level of reward |
| Working conditions | 3.23 | 0.779 | Moderate level of reward |
| Training | 3.16 | 0.792 | Moderate level of reward |
| Health care | 3.35 | 0.836 | Moderate level of reward |
| **Aggr for Non-Financial Reward** | **3.19** | **0.786** | **Moderate level of reward** |
| **Grand Mean and Std. D** | **3.15** | **0.889** | **Moderate level of reward** |

**N=79; Source**: Primary Data from the field (2022)

Legend: *4.20-5.00 = very high, 3.40-4.19 = high, 2.60-3.39 = moderate, 1.80-2.59 = low, 1.00-1.79 = very low*

Results in Table 5, based on the mean range and standard deviation of a 5 five Likert scale, indicate that there was a moderate level of reward (financial and non-financial) management by employees of Xclusive cuttings in Kiwenda Parish, Wakiso District (aggre mean = 3.15, std = 0.889).

# Financial Reward Management

Results show that there was a moderate level of basic pay to employees of Xclusive cuttings in Kiwenda Parish, Wakiso District (aggr mean = 3.05, std = 0.713). In addition, there was a moderate level of allowances to employees of Xclusive cuttings in Kiwenda Parish, Wakiso District (aggr mean = 3.21, std = 0.686). In summary, the results specifically show that there was a moderate level of financial reward management (Grand mean = 3.13, std = 0.700). Having moderate level of financial reward means that employees of Xclusive curriting in Kiwenda Parish were somehow but not fully satisfied with the financial benefits such as salary and allowances and this may in one way of the other affect job satisfaction and performance of the employees.

The key informant interview supports the quantitative data with the major views regarding how the firm address the issue of amount and timeliness of salary payment to employees. The views were;

*“…our employees are paid in time with main data of payment of the times being before end of the month…”* **(Source: Key Informant 1).**

*“…there are some complaints which we receive from the employees that our quantity of salary and wages is not adequate…” …”* **(Source: Key Informant 2).**

*“…the amount and timeliness in the payment of salaries and wages needs to be improved in the near future despite the fact that the administration has improved on the amount and timeliness of the salary and other reward systems…”* **(Source: Key Informant 3).**

The current study results are in line with the views of Azasu (2017)who state that when a company does not pay its employees well, the general work morale is low. Many workers may need to get a second job to make ends meet, which leaves them tired, overworked and resentful. Employee satisfaction rates are typically low; as workers feel little motivation to exceed standards and absentee rates tend to be high. Employee turnover in these companies is often very high, as people do not want to work for a company paying below industry standards. Kanzunnudin (2007), states that one purpose of a person as an employee of a company is to earn income in the form of wages or compensation in order to meet the personal basic needs such as food, clothing and housing. He further urges that every company in determining the number of wages paid to the employees must be feasible, so that the lowest wage that is given can help them to meet the basic needs of their life as well as motivate them to put in their best efforts into the work.

# Non-Financial Reward Management

Results further shows that there was a moderate level of employee promotion at Xclusive cuttings in Kiwenda Parish, Wakiso District (aggr mean = 3.08, std = 0.726). Similarly, the study results show that there was a moderate level of decision making among employees of Xclusive cuttings in Kiwenda Parish, Wakiso District (aggr mean = 3.15, std = 0.799). With the results further indicating that there was a moderate level of employees working conditions at Xclusive cuttings in Kiwenda Parish, Wakiso District (aggr mean = 3.23, std = 0.779). In addition, results show that there was a moderate level of employee training at Xclusive cuttings in Kiwenda Parish, Wakiso District (aggr mean = 3.16, std = 0.792).

In summary, the results indicate that there was a moderate level of non-financial reward (aggr mean = 3.19, std = 0.786) which means that employees of Xclusive Cuttings are somehow satisfied with the non-financial benefits such as promotion, training, decision making, working environment, and health care benefits. Being not fully satisfied with the non-financial rewards contributes to a certain level of dissatisfaction among employees with their job hence affecting their level of commitment and productivity.

The qualitative data on how the organization deal with employees who work for extra hours supports the quantitative data with some of the views stating;

*“…employees who work for extra hours are given overtime payment in terms of money and others are given time off when there is no much responsibilities required…”* **(Source: Key Informant 1).**

*“…overtime arrangement of employees is paid through financial reward in terms of wages or hourly compensations…”* **(Source: Key Informant 2).**

*“…we ensure that employees who perform extra responsibilities are well paid and rewarded on top of their basic payments…”* **(Source: Key Informant 3).**

*“…every employee of the company is given a medical or health insurance cover whereby they can get or access medication services paid by the company…”* **(Source: Key Informant 1).**

*“…we ensure that our employees get medication from the company as they are assured of getting health care services from the company dispensary or from other recommended health facility…”* **(Source: Key Informant 2).**

*“…not all employees are involved in decision making. However, the union leaders and department heads together with supervisors and the administrators are involved in decision making or being consulted…”* **(Source: Key Informant 3).**

*“…we have ensured that we have necessary working equipment to ease the way our workers do their duties…”* **(Source: Key Informant 1).**

*“…we have been improving the standardization of the working environment for our employees based on the labour standards…”* **(Source: Key Informant 3).**

The current study results are supported by the views contained in a previous study by Khan, Yusoff and Khan (2017) on influence of non-financial reward on employee job satisfaction, descriptive research design was used and data collected using a questionnaire through quantitative data collection approach and analyzed descriptively in terms of mean and standard deviation. Results of the study indicated that non-financial reward, if not adequately provided affects the level of employee work satisfaction. Khan, Yusoff and Khan (2017) therefore concluded that the most important form of reward desired of employees while working in the organizations are promotions. These are effective tools that increase the spirit to work in the organization. If employees are provided with opportunities for the advancement and growth, they feel satisfied and become more committed to work. In addition, Michalowicz (2017) stressed that promotion is not only giving employees high position within organization, but also there are other ways of giving employee opportunity such as sending them in training sessions specific to whatever skill the individual is interested in learning. In the light of the above, it shows that non-financial incentives motivate and contribute to employees’ retention leading to job satisfaction (Nelson, 2018). Similar to the study by Armstrong (2016), the study by Khan, Yusoff and Khan (2017) used only a questionnaire without considering interview guide from key informants to constitute qualitative data.

# Evaluation of Job Satisfaction by Employees of Xclusive Cuttings in Kiwenda Parish, Wakiso District

Objective 2 of the study was to find out the evaluation of job satisfaction by employees of Xclusive Cuttings in Kiwenda Parish, Wakiso District. The description of level of job satisfaction was assessed based on the computed a 5-mean range Likert scale as follows; 1.00-1.79 (very low level of job satisfaction), (1.80-2.59 (low level of job satisfaction), 2.60-3.39 (moderate level of job satisfaction), (3.40-4.19 (high level of job satisfaction) and, 4.20-5.00 (very high level of job satisfaction).

**Table 6: Evaluation of Job Satisfaction by Employees of Xclusive Cuttings in Kiwenda Parish, Wakiso District**

| **Financial Reward (compensation)** | **Mean** | **Std. D** | **Interpretation** |
| --- | --- | --- | --- |
| **Loyalty** |  |  |  |
| Am committed to my work | 3.27 | .930 | Moderate level of Job Satisfaction |
| I effectively use working materials | 3.19 | .921 | Moderate level of Job Satisfaction |
| I cover my work schedule in the required time | 3.05 | .677 | Moderate level of Job Satisfaction |
| I follow the instruction given to us | 3.27 | .711 | Moderate level of Job Satisfaction |
| I evaluate myself before the supervisors evaluate me | 3.28 | .733 | Moderate level of Job Satisfaction |
| I hand in my report in the required time | 3.33 | .674 | Moderate level of Job Satisfaction |
| **Aggregate Mean and Std. D** | **3.23** | **0.774** |  |
| **Retention** |  |  |  |
| I like to serve my organization for the next year | 2.81 | .699 | Moderate level of Job Satisfaction |
| The management has promised to retain me | 3.33 | .674 | Moderate level of Job Satisfaction |
| The working conditions are good for me and I am willing to renew my contract if given chance | 3.30 | .868 | Moderate level of Job Satisfaction |
| **Aggregate Mean and Std. D** | **3.15** | **0.747** | **Moderate level of Job Satisfaction** |
| **Grand Mean and Std. D** | **3.19** | **0.761** |  |

**N=79; Source**: Primary Data from the field (2022)

Legend: *4.20-5.00 = very high, 3.40-4.19 = high, 2.60-3.39 = moderate, 1.80-2.59 = low, 1.00-1.79 = very low*

Results in Table 6, based on the mean range and standard deviation of a 5 five Likert scale, indicate that there was a moderate level of employee’s jo satisfaction of Xclusive cuttings in Kiwenda Parish, Wakiso District (grand mean = 3.19, std = 0.761).

**Loyalty**

Findings in Table 6 indicate that there was a moderate level of employee’s loyalty at Xclusive cuttings in Kiwenda Parish, Wakiso District (aggre mean = 3.23, std = 0.774). This means that employee respondents of Xclusive are sometimes committed to their work, they are sometimes effectively use working materials, cover their work schedule in the required time, follow the instruction given to them, evaluate themselves before the supervisors evaluate them and they hand in their report in the required time. The results mean that there is a moderate loyalty level suggesting that the workers are not adequately satisfied with their work and this may affect their performance.

The qualitative results support the quantitative results whereby the key informant views were;

*“…our employees are very loyal to us because majority of them have been with the company for more than 5 years…”* **(Source: Key Informant 1).**

*Our esteemed employees always recommend other potential customers for our goods and services. However, we have lost a number of workers to other competing companies within and outside our operating section…”* **(Source: Key Informant 2).**

*“…we have been able to retain almost 90% of our workers in the last five years and this has helped the company to have high experienced workers…”* **(Source: Key Informant 3).**

The results are in line with the views of Ochenge and Susan (2018) in their study on employee job satisfaction in selected Flower Companies in Naivasha Kenya, indicated that there was a moderate level of employee job satisfaction in terms of workers demonstrating minimal level of loyalty to the company.

**Retention**

Findings in Table 6 indicate that there was a moderate level of employee retention at Xclusive cuttings in Kiwenda Parish, Wakiso District (aggre mean = 3.15, std = 0.747). This means that employee respondents of Xclusive sometimes like to serve their organization for the next year, the management has promised to retain them and that the working conditions are good for them and they willing to renew their contract if given chance. The current study results mean that job satisfaction in terms of retention of workers was not satisfactorily achieved in the firm.

The results were in line with previous results by Ngui (2018) who observed that job satisfaction in terms of employee retention is affected by low or moderate reward. The author cited financial and non-financial rewards that contributed to employee motivation and consequently enhanced job satisfaction in flower firms.

# Relationship between financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District

Objective 2 of the study was to establish the relationship between financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District. Data were analyzed using inferential statistics, specifically the Pearson’s correlation moment analysis. The strength of linear relationship was based on Creswell (2015) assessment criterion; r = 0.00 – 0.199 (very low / very weak linear correlation), 0.20 – 0.399 (low correlation/weak linear correlation), 0.40 – 0.599 (average/medium linear correlation), 0.60 – 0.799 (high/ correlation linear correlation), above 0.799 is a (very high /very big linear correlation) between 2 variables.

**Table 7: Correlation analysis of financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District**

| **Correlations** | | | |
| --- | --- | --- | --- |
|  | | Financial reward | Job satisfaction |
| Financial reward | Pearson Correlation | 1 | .229\* |
| Sig. (2-tailed) |  | .043 |
| N | 79 | 79 |
| Job satisfaction | Pearson Correlation | .229\* | 1 |
| Sig. (2-tailed) | .043 |  |
| N | 79 | 79 |
| \*. Correlation is significant at the 0.05 level (2-tailed). | | | |

Table 7 presented information on the relationship between financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District.

The findings (r = 0.229, P value= 0.000<sig = 0.05) revealed that there was a average/medium positive and significant linear relationship between financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District. The results in relation to Xclusive cuttings mean that when employees are rewarded, their job satisfaction level or index improves. The current study findings are in line with previous study results by Bozeman and Gaughan (2019) in their study on the influence of reward on job satisfaction of employees in the Agri-Business Sector of the United States of America. Results of the study revealed that there is a significant relationship between reward and employee job satisfaction. The researchers further state that there is a positive significant influence of reward on job satisfaction in the Agri-Business Sector of the United States of America.

# Relationship between Non-financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District

Objective 2 of the study was to determine the relationship between non-financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District.. Data were analyzed using inferential statistics, specifically the Pearson’s correlation moment analysis. The strength of linear relationship was based on Creswell (2015) assessment criterion; r = 0.00 – 0.199 (very low / very weak linear correlation), 0.20 – 0.399 (low correlation/weak linear correlation), 0.40 – 0.599 (average/medium linear correlation), 0.60 – 0.799 (high/ correlation linear correlation), above 0.799 is a (very high /very big linear correlation) between 2 variables.

**Table 8: Relationship between Non-financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District**

| **Correlations** | | | |
| --- | --- | --- | --- |
|  | | Non-financial reward | Job satisfaction |
| Non-financial reward | Pearson Correlation | 1 | .361\*\* |
| Sig. (2-tailed) |  | .001 |
| N | 79 | 79 |
| Job satisfaction | Pearson Correlation | .361\*\* | 1 |
| Sig. (2-tailed) | .001 |  |
| N | 79 | 79 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | | |

Table 7 presented information on the relationship between non-financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District. The findings (r = 0.361, P value= 0.000<sig = 0.01) revealed that there was a average/medium positive and significant linear relationship between non-financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District. The results in relation to Xclusive cuttings mean that when employees are rewarded through non-financial motivations such as promotion, training, working environment, health benefits, etcetera, their job satisfaction level or index improves. The current study findings are in line with previous study results by Picho (2020) who conducted a study in Uganda and reports that career development through training affects job satisfaction of employees in an organization. He concluded that there is a significant relationship between non-financial rewards and employee job satisfaction.

# Multilinear regression of reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish

Further analysis was done using multilinear regression to establish the contribution of each of the reward management on employee job satisfaction.

**Table 9: Multilinear regression of reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish**

| **Coefficientsa** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 25.827 | 10.753 |  | 2.402 | .019 |
| Financial reward | .147 | .147 | .113 | .996 | .000 |
| Non-financial reward | .484 | .172 | .321 | 2.818 | .006 |
| a. Dependent Variable: Job satisfaction | | | | | | |

**Hypothesis Testing**

The results confirm the rejection of null hypotheses for financial reward (*p* = 0.000 ≤ 0.05), and non-financial reward management (*p* = 0.006 ≤ 0.05) suggesting that there exists enough evidence that financial and non-financial reward management affects employee job satisfaction at Xclusive Cuttings. Therefore, the 2-study null hypothesis stating “1. There is no significant relationship between financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, and 2. There is no significant relationship between non-financial reward management and employee job Satisfaction; Case of Xclusive Cuttings at Kiwenda Parish, were rejected and the alternatives considered. The current study results were supported by the Herzberg’s two factor theory of Job Satisfaction (1959) as also by Widodo and Ratih (2020). The theory states that reward system influences employee job satisfaction. The theory illustrates that, when workers are provided with financial and non-financial rewards, their level of job satisfaction goes up leading to increased productivity. Based on the theory, it is therefore, evident that financial rewards such as basic pay, health care, allowances and bonus being paid to workers in time; as well as non-financial reward like promotions, decision making, working condition, training being offered to workers promotes or influences the level of employee job satisfaction.

# CHAPTER FIVE

# SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter includes the summary, conclusion and recommendations of the organized, presented and analyzed data in the preceding chapters. The summary and conclusions are drawn from the discussed findings in regard with the study objectives.

# Summary of Findings

The study was on “Reward Management And Employees’ Job Satisfaction; Case Of Xclusive Cuttings Uganda Ltd, Kiwenda, Wakiso District, Uganda.“ Specific study objectives were; to establish the assessment of reward (financial and non-financial) management by employees of Xclusive cuttings in Kiwenda Parish, Wakiso District, to find out the evaluation of job satisfaction by employees of Xclusive Cuttings in Kiwenda Parish, Wakiso District, to establish the relationship between financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District, and to determine the relationship between non-financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District. Descriptive and correlational research designs guided by both quantitative and qualitative data collection approaches were used. The study managed to gather data from 79 respondents out of a sample of 79 respondents representing 100% response rate.

**Key Findings**

There was a moderate level of reward (financial and non-financial) management by employees of Xclusive cuttings in Kiwenda Parish, Wakiso District (aggre mean = 3.15, std = 0.889). In addition, there was a moderate level of employee’s jo satisfaction of Xclusive cuttings in Kiwenda Parish, Wakiso District (grand mean = 3.19, std = 0.761).

The findings (r = 0.229, P value= 0.000<sig = 0.05) revealed that there was a average/medium positive and significant linear relationship between financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District. Similarly, the findings (r = 0.361, P value= 0.000<sig = 0.01) revealed that there was a average/medium positive and significant linear relationship between non-financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish, Wakiso District.

# Conclusion

There was a significant relationship between financial reward management and employee job satisfaction of Xclusive Cuttings at Kiwenda Parish.

There was a significant relationship between non-financial reward management and employee job Satisfaction; Case of Xclusive Cuttings at Kiwenda Parish, were rejected and the alternatives considered

# Recommendations

Since financial rewards was moderate, the study recommends for more investments in the basic pay and allowances whereby the firm management can review and increase salary and allowances to the employees.

Since non-financial rewards was moderate, the study recommends for more investments in the terms of improved training of workers through in-service programs, improved working environment, promotion opportunities for everyone.

Workers of Xclusive cuttings should have internal seminars to be able to address all their reward related challenges in all the dimensions.In return the firm should regularly conduct these evaluation seminars and take in consideration the feedback given by employees to be aware of where to implement and make improvements.

# Further Studies

There should be further studies to address other factors affecting employee job satisfaction apart from those addressed in this study.

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# APPENDICES

# Appendix A: Questionnaire

# INTRODUCTION AND CONSENT

**Dear respondent,**

I am **NABATANZI ESTHER**, a student of Bugema University. I am in the process of conducting a research about: ***Reward management and employees’ job Satisfaction; Case of Xclusive Cuttings Uganda Ltd, Wakiso District, Uganda,*** I kindly ask you to help in providing data for this study. The information helped the institutions, production firms and other enterprise Managers to improve their reward patterns so as to enhance worker’s job satisfaction. The study is meant for academic purposes and the information you provide will be treated with confidentiality.

Thank you for your time.

**SECTION A: Demographic Characteristics of Respondents**

**Tick where appropriate**

1. Sex

(a) Female (b) Male

2. How long have you served as a worker?

(a) 1 -3years (b) 4-6years (c) 7-9years 

(d) Over 9 years. 

3. What is your age range?

(a) 18- 24 years (b) 25-31 years (c) 32-38 years 

(d) 38-44years (e) over 45 years 

4. Qualification

(a) Diploma b) Bachelor c) Masters and above

**SECTION B: Reward management**

Please tick the box which suits your answer where **1 = Strongly disagree (Very Low), 2 = Disagree (Low), 3 = Slightly Agree (Moderate), 4 = Agree (High), 5 = Strongly agree (Very High),**

| **Financial Reward (compensation)** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| **Basic Pay** | | **1** | **2** | **3** | **4** | **5** |
|  | I am paid for working for extra hours |  |  |  |  |  |
|  | Salaries are paid in time |  |  |  |  |  |
|  | I am paid my salary regularly |  |  |  |  |  |
|  | Management review my salary more often |  |  |  |  |  |
|  | I am satisfied with the terms of basic pay in the firm |  |  |  |  |  |
|  | **Allowances** | **1** | **2** | **3** | **4** | **5** |
|  | The organization provides transport. |  |  |  |  |  |
|  | The organization pays for extra work load |  |  |  |  |  |
|  | My allowances are provided in time |  |  |  |  |  |
|  | I am satisfied with the amount of allowances I get |  |  |  |  |  |
| **Non-financial reward (compensation)** | | | | | | |
| **Promotions** | | **1** | **2** | **3** | **4** | **5** |
|  | I stand chances of getting a promotion |  |  |  |  |  |
|  | Promotion in this organization is based on merit. |  |  |  |  |  |
|  | Each year the company promotes some workers |  |  |  |  |  |
|  | My salary has been promoted to a higher level |  |  |  |  |  |
|  | I have ever been promoted to a higher working level in the firm |  |  |  |  |  |
| **Decision making** | | **1** | **2** | **3** | **4** | **5** |
|  | I am consulted regarding critical resolutions |  |  |  |  |  |
|  | I am involved in drawing organization programs |  |  |  |  |  |
|  | The managers consult employees before making organization decisions |  |  |  |  |  |
|  | I offer advise on how some activities should be carried out |  |  |  |  |  |
|  | Decisions which I participate in are always implemented by the firm |  |  |  |  |  |
| **Working conditions** | | **1** | **2** | **3** | **4** | **5** |
|  | The organization does not honor employees’ contracts |  |  |  |  |  |
|  | The organization offers staff quarters |  |  |  |  |  |
|  | The workload is heavy |  |  |  |  |  |
|  | I am provided with safety gears when working in the field |  |  |  |  |  |
|  | I have a good relationship without supervisors |  |  |  |  |  |
| **Training** | | **1** | **2** | **3** | **4** | **5** |
|  | I often attend in-service training facilitated by the organization |  |  |  |  |  |
|  | Workshops are facilitated by the organization |  |  |  |  |  |
|  | Coaches are invited to train me on the use of technology |  |  |  |  |  |
|  | This organization has not helped me to achieve my personal goals |  |  |  |  |  |
|  | I am assigned highly experienced persons to mentor them in the work. |  |  |  |  |  |
| **Health care** | | **1** | **2** | **3** | **4** | **5** |
|  | The organization provides medical services for workers |  |  |  |  |  |
|  | The organization caters for the medications of my family members |  |  |  |  |  |
|  | My organization offers some medical checkup for the employees |  |  |  |  |  |
|  | I am given cash to settle medical bills by the company |  |  |  |  |  |
|  | All health care expenses are taken care by the company |  |  |  |  |  |
| **Job Satisfaction** | | | | | | |
| **Loyalty** | | **1** | **2** | **3** | **4** | **5** |
|  | Am committed to my work |  |  |  |  |  |
|  | I effectively use working materials |  |  |  |  |  |
|  | I cover my work schedule in the required time |  |  |  |  |  |
|  | I follow the instruction given to us |  |  |  |  |  |
|  | I evaluate myself before the supervisors evaluate me |  |  |  |  |  |
|  | I hand in my report in the required time |  |  |  |  |  |
| **Retention** | | **1** | **2** | **3** | **4** | **5** |
|  | I like to serve my organization for the next year |  |  |  |  |  |
|  | The management has promised to retain me |  |  |  |  |  |
|  | The working conditions are good for me and I am willing to renew my contract if given chance |  |  |  |  |  |

**Section C: Workers’ Opinions**

1. What strategies do you suggest to improve employee job satisfaction in your organization?

**………………………………………………………………………………………………………………………………………..……………..………………………………………………………………………………………………………………………………………………………………**

Thank you.

**APPENDIX B**: **INTERVIEW GUIDE FOR KEY INFORMANTS**

**Financial Reward**

1. How does the organization deal with employees who work for extra hours?
2. How does the firm address the issue of amount and timeliness of salary payment to employees?
3. How does the company address the issue of health care among its employees?
4. What types of allowances are given to employees by the company?
5. Do you involve all the employees in decision making? If yes, how do you ensure that employee’s views are incorporate in decision making of the company?
6. Can you describe the working condition in the company? And if it is good, how does the management of the company ensure that employee working condition is conducive?
7. Are workers in the company loyal? If yes, what elements do you consider to say that they are loyal?

| **Financial Reward (compensation)** | **Mean** | **Std. D** |
| --- | --- | --- |
| **Basic Pay** |  |  |
| I am paid for working for extra hours | 2.99 | .792 |
| Salaries are paid in time | 3.01 | .855 |
| I am paid my salary regularly | 3.18 | .474 |
| Management review my salary more often | 3.05 | .677 |
| I am satisfied with the terms of basic pay in the firm | 3.00 | .768 |
| **Mean and Std. D** | **3.05** | **0.713** |
| **Allowances** |  |  |
| The organization provides transport. | 3.13 | .925 |
| The organization pays for extra work load | 3.29 | .602 |
| My allowances are provided in time | 3.34 | .677 |
| I am satisfied with the amount of allowances I get | 3.06 | .539 |
| **Mean and Std. D** | **3.21** | **0.686** |
| **Agg for Financial Reward** | **3.13** | **0.700** |
| **Non-financial reward (compensation)** |  |  |
| **Promotions** |  |  |
| I stand chances of getting a promotion | 2.90 | .727 |
| Promotion in this organization is based on merit. | 3.05 | .711 |
| Each year the company promotes some workers | 3.16 | .706 |
| My salary has been promoted to a higher level | 3.24 | .582 |
| I have ever been promoted to a higher working level in the firm | 3.05 | .904 |
| **Mean and Std. D** | **3.08** | **0.726** |
| **Decision making** |  |  |
| I am consulted regarding critical resolutions | 3.25 | .967 |
| I am involved in drawing organization programs | 3.34 | .677 |
| The managers consult employees before making organization decisions | 3.27 | .693 |
| I offer advise on how some activities should be carried out | 3.04 | .898 |
| Decisions which I participate in are always implemented by the firm | 2.84 | .758 |
| **Mean and Std. D** | **3.15** | **0.799** |
| **Working conditions** |  |  |
| The organization does not honor employees’ contracts | 3.43 | .843 |
| The organization offers staff quarters | 3.28 | .999 |
| The workload is heavy | 3.34 | .766 |
| I am provided with safety gears when working in the field | 2.96 | .724 |
| I have a good relationship without supervisors | 3.15 | .557 |
| **Mean and Std. D** | **3.23** | **0.779** |
| **Training** |  |  |
| I often attend in-service training facilitated by the organization | 3.15 | .849 |
| Workshops are facilitated by the organization | 2.91 | .771 |
| Coaches are invited to train me on the use of technology | 3.37 | .683 |
| This organization has not helped me to achieve my personal goals | 3.24 | .738 |
| I am assigned highly experienced persons to mentor them in the work | 3.15 | .921 |
| **Mean and Std. D** | **3.16** | **0.792** |
| **Health care** |  |  |
| The organization provides medical services for workers | 3.18 | .675 |
| The organization caters for the medications of my family members | 3.11 | .847 |
| My organization offers some medical checkup for the employees | 3.08 | .931 |
| I am given cash to settle medical bills by the company | 3.59 | .887 |
| All health care expenses are taken care by the company | 3.78 | .842 |
| **Mean and Std. D** | **3.35** | **0.836** |
| **Aggr for Non-Financial Reward** | **3.19** | **0.786** |
| **Grand Mean and Std. D** | **3.15** | **0.889** |