

**THE INFLUENCE OF REMUNERATION ON EMPLOYEE PRODUCTIVITY LEVELS:
A CASE STUDY OF DARLING UGANDA LIMITED EMPLOYEES 2023**

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**A RESEARCH PROPOSAL SUBMITTED TO THE SCHOOL OF BUSINESS IN
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DECLARATION

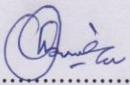
I Atuhaire Ruth, hereby declare that this is my original work, it is not plagiarized and has not been submitted to any other institution for any award.

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APPROVAL

This research was done under my supervision

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SIGNATURE.....

DATE.....17 | August | 2023

DEDICATION

It gave me the greatest joy to sincerely put together this dissertation in memory of my adored and devoted parents, Mrs Grace Mugabi and Mr Mugabi Elia. This is a gesture of gratitude and acknowledgement for the outstanding moral support that has been provided to me throughout this academic journey, especially as I have pursued my academic goals.

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LIST OF ACRONYMS

SHOs: Senior Health Officers

JHOs: Junior Health Officers

PHM: Population Health Management

UNATU: Uganda National Teachers' Union

UMA: Uganda Manufacturers' Association

UN: United Nations

ILO: International Labour Organisation

CEOs: Chief Executive Officers

ERCs: Emergency and Regulatory Compliance Services



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ABSTRACT

The study examined the influence of remuneration on employee productivity levels and used a case study of darling Uganda limited employees 2023. The major research gap under investigation was mainly the limited productivity of employees that is attributed to demotivation from employers especially In terms of unfavourable remuneration strategies, and thus, what is causing poor remuneration standards at darling factory? In order to effectively answer the highlighted research problem, the researcher employed the case study research design to examine the data about the influence of remuneration on employee productivity. The case study research design was used as the most suitable research design mainly because the researcher needed adequate details about the problem of study and the time frame was limited. In so doing, the researcher focused on the Darling factory employees as a specific case for the study and from which, generalisation about the findings of the case study would be made.

The research established that lack of job security in the private sector, low payments, bad payment schedule and the lack of equity between the amount of work done and payment were the major bottlenecks that affected remuneration and thus resulted into low employee productivity. Therefore, it was concluded that employee productivity and compensation have a significant relationship. That is to say, based on the findings of this study, compensation has a direct effect on overall employee productivity. In doing so, some of the remuneration gaps that needed to be addressed by employers included: a lack of employee motivation due to the absence of fringe and performance benefits; a lack of team building; a lack of job security; a poor payment schedule; and lower salaries paid to the employees. Therefore, the study provided important recommendations that included; provision of on board training to employees, remuneration adjustment and improvement on the job security especially in the private sector of Uganda



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CHAPTER ONE

GENERAL INTRODUCTION

1. Introduction

This chapter provides a general outline of the dissertation. This was a perfect reflection of the study's exact facts. Consequently, the section accurately depicts the research on the influence of compensation on employee productivity. The chapter explored; the background of the study, problem statement, purpose, goal, research objectives, and research questions, scope of the study, justification, significance and conceptual framework.

1.2 Background of the Study

The issue of productivity had been further exacerbated by the constant debate about employee compensation. Employee compensation issues have grown to be one of the biggest issues in the modern era, especially when considered globally. The two objectives of compensation and productivity, which both employers and employees must meet, are what adds more appeal to the discussion. The majority of affluent nations in Europe have placed a strong emphasis on assuring high levels of pay and labour productivity. The minimum wage rules and other labour laws, rights, and privileges have been particularly effective in achieving this.

An employee's output over a specific period of time can be used to evaluate productivity. The productivity of a particular employee is typically evaluated in comparison to the average of employees performing similar work. Paying workers well encourages them to work hard (Kirvan, 2013). Employees' standard of living is largely determined by their salaries, which are a significant source of income. Employee productivity and performance are impacted by salaries. Therefore, both management and employees have a lot riding on the amount and mode of compensation.

For instance, Uganda was grappling with countless industrial actions staged by unsatisfied employees in various sectors. With evidence from some of the employee strikes, the problem of remuneration in Uganda becomes easily traceable. The Uganda Medical Association called for a 100-day strike in 2017 in protest of inadequate salary, lack of equipment and supplies, and the hiring of senior health officers (SHOs) and medical interns (JHOs) into the public service. After

2021's pandemic-related labour unrest came the Senior House Officers' Strike in 2023 (Serumaga, 2023). It goes without saying that the unmet demand in each case was an increase in physician remuneration.

The major concern resonated around remuneration and thus, there is necessity for this research project to provide a glance at some of the remuneration strategies. Scheduling and managing compensation-related concerns across the organisation is dependent on the remuneration strategy, also known as the compensation strategy, of a company. Based on a variety of factors, including the nature of the job and the position of the employee in the hierarchy, compensation approaches vary across industries and even within businesses.

Some of the standardised remuneration strategies constitute: basic remuneration, performance based incentives, profit sharing policy, nonfinancial remuneration, and sales commission structure among others. In the basic remuneration strategy, the level of education, seniority, or skill can affect pay rates. Performance and compensation are not directly correlated with this type of compensation. In terms of the performance based incentives compensation strategy, it is more appropriate in some work environments to judge employees' performance and pay them according to the outcomes. Merit pay, contingent pay, and piece rate pay are a few illustrations of performance-based incentives (Dan, 2013).

On the other note, the profit sharing policy involved employees being encouraged to take into account the overall objectives and performance of the organisation by a profit sharing policy at a company. Earnings from profit sharing can take the form of cash, company stock, stock options, or stock appreciation rights. Other remuneration strategies are nonfinancial remuneration that entailed incentives for achievement, an accommodating workplace, and chances for promotion, involvement of staff in decision-making, bonuses, and additional benefits (Ibid, 2013). Whereas the sales commission structure is where a significant number of businesses offer commission to salespeople as a proportion of the selling price of the good or service. In essence, this encouraged the salesperson to concentrate on promoting the priciest goods in order to receive the highest commission.

If favourable payment levels to employees are not well enhanced and thus, the economic crisis in Uganda makes additional strikes likely, according to Bukenya (2022). The repercussions for the

government would rise if the government allowed industrial action to spread to other groups of healthcare professionals. PHM Uganda is requesting that all health workers receive adequate compensation in order to recognise the contributions made by them and prevent situations in which the quality of care is questioned.

Failure to meet the salary demands became a continuous phenomenon in the Uganda labour market. The problem of poor compensation of employees has been clearly witnessed through the various strikes by different categories of employees. For example, science teachers' strike, arts teachers' strike, local government workers' strike, Health workers' strike and laboratory technicians' strike in Uganda. Macho, a member of parliament for the Busia Municipality, claimed that the differences in teachers' pay have undermined their morale and, as a result, lowered educational performance (The Independent, August, 2022).

The concern on salary enhancement had not been fully addressed in Uganda and still remains a huge problem in the labour market. For instance, A Private Member's Bill on the minimum wage was written by MP Arinaitwe Rwakajara in 2013 with permission from Parliament. Among the many ideas made in his Bill was the minimum wage, which he proposed be set at Shs250, 000 per month. Trade unionists at the time claimed that this would safeguard employees from exploitation (Monitor, 2021).

1.3 Research Problem

The underlying gap was mainly the limited productivity of employees that were attributed to demotivation from employers especially In terms of unfavourable remuneration strategies. The available evidence showed that poor performance in various spheres of work is attributed to bad remuneration. The outcry was much louder through various trade organisations in Uganda among which, included the UNATU, UMA and so forth. These claim that, employees are not performing to the expectation because of low/poor wages (Barigaba, 2022). Consequently poor service delivery in the key service sectors of the economy especially health, education and public service were very bad because of poor payment of their respective employees (Muhima, 2022). Thus, the issue at hand showed that bad remuneration accounts for the general undesirable low productivity levels of employees.

There was rampant industrial action especially from science teachers, arts teachers, medical workers and local government workers. These endless strikes had been purported on the ground that, poor remuneration caused bad performance among the employees (Olukya, 2021). This is the main reason as to why there was generally very poor service delivery in most of the sectors of the economy. That was to mean, poor remuneration demotivates employees from performing to the expected level. In a straightforward manner, poor payment was the root cause of low employee productivity. Therefore, what was causing poor remuneration standards at darling factory?

1.4 Research Goal

The purpose of this study was to examine the influence of compensation systems on employee productivity. As a result, the major goal of this research was to provide a comprehensive solution to conundrum of employee compensation and productivity.

1.5 Research Objectives

1. To examine some of the remuneration gaps at Darling
2. To find out the causes of low employee productivity.
3. To establish the remuneration strategies to improve employee productivity

1.6 Research Questions

1. What were some of the remuneration gaps at Darling?
2. What were the causes of low employee productivity?
3. What were the remuneration strategies to improve employee productivity?

1.7 Scope

The research will be clearly demarcated in terms of the extent of coverage as it seek to investigate the impact of remuneration on employee productivity. This will be especially by way of geographical scope, time scope and content scope.

1.7.1 Content Scope

In matters of content, the research will concentrate on the influence of remuneration over employee productivity. We mainly focused on information or data about remuneration's determination of the employee productivity levels.

1.7.2 Time Scope

When it came to time scope, the research strictly studied its problem with a specific timeline of 4 months (semester duration) for easy information manageability and effectiveness in obtaining results. Therefore, the research's timeline was five years with specific time boundaries for easy management, accuracy and sufficiency.

1.7.3 Geographical Scope

Whereas under the geographical scope, we focused on Darling Uganda limited located at Namanve Industrial area. Namanve industrial park located in Kampala Uganda along the Kampala Jinja highway. Namanve Darling was the central production plant and was one of the most labour intensive manufacturers and highest employer in Uganda.

1.8 Justification

The limited focused on the employee remuneration situation especially in the private sector made this academic research highly necessary. It was unfair to look at remuneration and employee motivation in terms of public sector alone. Rather, there was need to also consider the plight of workers in the private sector. This made the research on The Influence of Remuneration on Employee Productivity Levels, highly necessary and valid with a specific consideration of the private sector employees.

1.9 Significance

This research helped future researchers to gain deeper and concrete understanding of the problem of remuneration and its influence on employee productivity. It thus, became a source of reference for future researchers especially those that might be interested in studying a problem that might be directly or indirectly related to this one.

Results, findings and conclusions of this research project served as a reliable source of information and evidence to policy makers, most especially those that deal with employment and salaries in the country. It provided ideal evidence upon which policy makers can base their recommendations when drafting policies to solve employment problems in Uganda.

The research findings therein, would help in solving labour related problems especially those that are attributed to remuneration. This would directly benefit employers and employees in terms of providing independent and researched authority about the best remedies to adopt in the labour market. Therefore, this would be an ideal tool for curbing industrial actions in Uganda by providing pragmatic solution to both remuneration and employment gaps in Uganda.

1.10 Study limitations

The research was limited by case study research design which narrowed down its focus to a smaller group. This might limit the accuracy of findings and the generalisation of results and conclusions might become quite difficult to accomplish. The research might be threatened by the individual biases of the researcher and this might compromise the accuracy of findings about the problem of study.

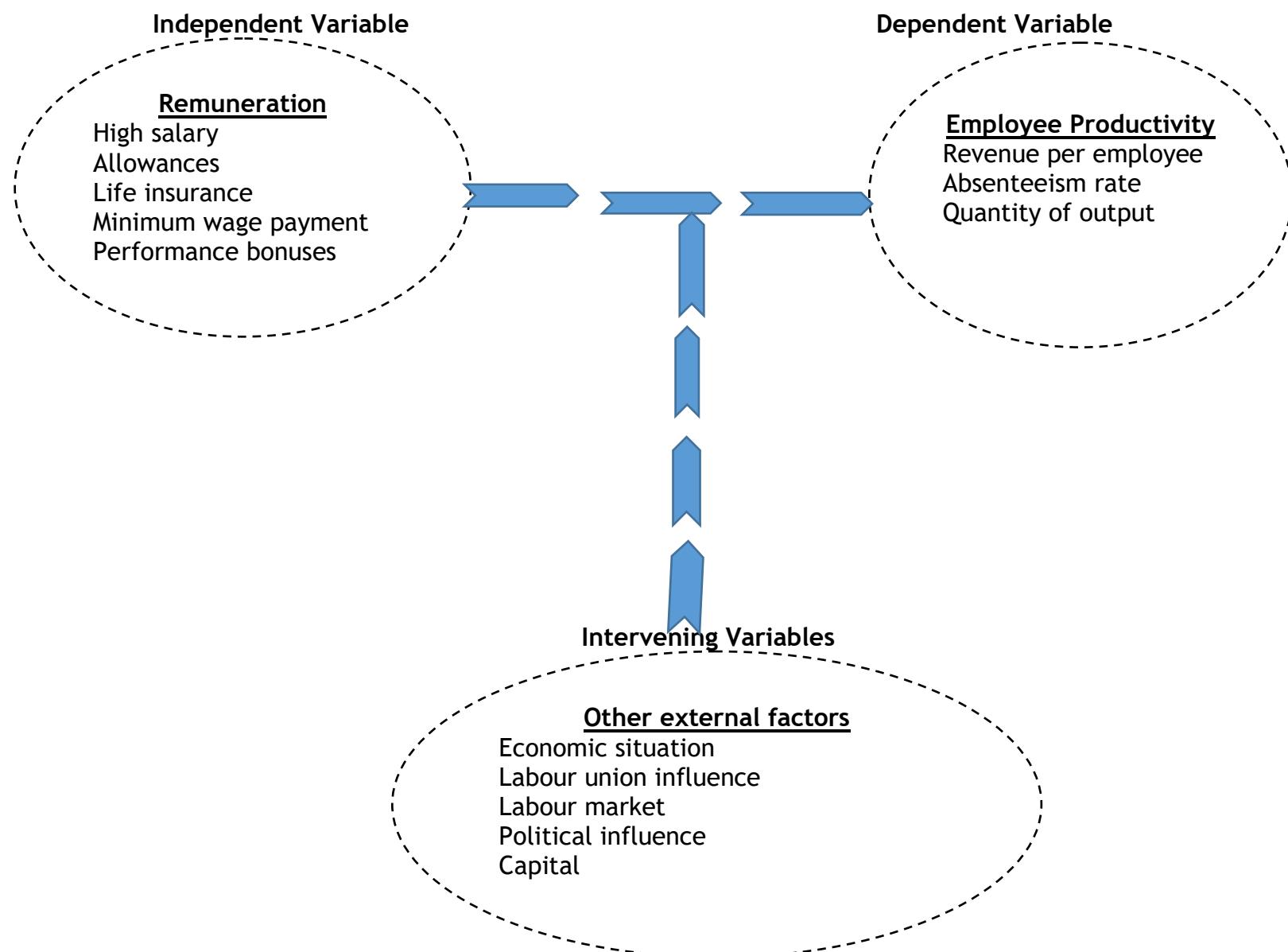
However, the researcher will ensure effective minimisation of the likelihood of these outlined limitations. This will be especially by digging adequate details using the case study design so as to get concrete evidence that is fit and easy to generalise as a general phenomenon. For the case of individual bias infiltrations, calibration of data collection tools with unknown letters and the use of simple random selection of the population sample will aid in getting rid of individual biases of the researcher.

1.11 Theoretical/Conceptual Framework

The enhancement of salary will provide a motivation factor to employees and result into high productivity levels at work. According to Smith, the demand for labour can only rise in direct proportion to the growth in the amount of money set aside for paying wages (Kleinsorge et al, 2023). Thus, a rise in capital would lead to a rise in the demand for labour. There are key factors to consider in order to increase remuneration of employees, these include; cost of living, economy, society, labour unions and labour market among others.

More relatedly to this research's problem of investigation, John Davidson (1899), the first proponent of the bargaining theory of wages, contended that the wages and hours of work were ultimately determined by the relative negotiating power of the employers and the employees. According to this idea, there are upper and lower wage rate limits, and the actual rates between these limits are decided by the employers' and employees' bargaining strength. Thus, there is need to increase salaries of employees to improve their productivity levels.

Diagram 1: The Conceptual Framework Diagram



Source: Arabian Journal of Business and Management Review (Nigerian Chapter)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

We would look at prior literature that was pertinent to our study problem in this chapter. It will be taken into consideration how compensation affected employee productivity according to studies, research undertakings, and other earlier surveys. As a result, it would be carried out chronologically in accordance with the specific research objectives, which include looking at some wage disparities, identifying the reasons behind low employee productivity, and assessing the effect of compensation on employee productivity. As a result, we would be better able to comprehend the issue under inquiry in this study.

2.2 Examining Some of the Remuneration Gaps

According to some findings, segregation in remuneration especially based on gender of employees is one of the commonest remuneration gaps today (UN Report, 2022). For instance, based on new research released on Wednesday by two UN organisations, the gender pay gap in the health and care industry is about 25% worse than it is in other economic sectors (ILO Report, 2022). In order to reduce gender wage discrepancies, an increasing number of governments have proposed transparency measures and information exchange during the past few years. Recent studies have shown that depending on how they are implemented, pay transparency measures can efficiently reveal compensation disparities and lessen more general gender inequities in the labour market (Ibid, 2022).

More details on the gender remuneration gap problem, are channelled towards society's prejudices against women in the labour market. Since women's labour is undervalued and they are more likely to work in occupations with lower concentrations of women than men, there is a persisting disparity in average pay between men and women that exists in all nations and across

all industries (Chidi, 2022). Even if the labour itself may involve just as much or even more skill and effort, it is less appreciated and paid for.

Different from the previous arguments, other survey results purport that Fair pay must be a major topic of discussion during negotiations at the national, sectorial, regional, and enterprise levels. This will stop societal unrest and unplanned labour disputes. Raphael Pils made notice of the necessity of enhancing the social partnership role, ensuring adequate compensation, taking into account the needs of employees, and overseeing the practical application of the stipulated minimum wage.

Another research account suggest that, poor preconceptions and bad perceptions about certain professions or sectors in the economy is responsible for all the remuneration gaps in the labour market. For instance, Agriculture, forestry and fishing, fine art, leisure real estate transactions are among the professions with the lowest pay. The extent of the average income disparity by industry, profession, and position is substantial (ILO, 2021). Jobs in the most vital socioeconomic sectors like agriculture, education, and health care are undervalued. Adequate minimum wages and the subsistence minimum must be established in order to close the wage gap. In order to fairly redistribute income between extremely profitable and unprofitable sectors, it is important to implement certain processes.

Contrary to the above, other research findings point out the impracticability of the modern remuneration trend. For instance, According to a 2016 Stanford University Public Perception Survey on chief executive salary, 74% of Americans think that CEOs are paid too much in comparison to the average worker (Summerfield, 2020). Only 16 percent of respondents think CEOs are compensated fairly. Although opinions on CEO remuneration differ across demographic groups, the general consensus is still highly unfavourable. Over the past ten years, the public and the media's perceptions of inequality and the gap between workers and senior executives have become more entrenched (Ibid, 2020). There is extensive reporting on the gap between top executives and the general workforce today.

I brief, the concern of remuneration has been persistent mainly because the employers regard payment of workers as a burden. The management of salaries is by far the most complicated issue faced by companies. This is a source of delight and happiness as well as frustration. (Dinca,

2021). Although not the sole factor affecting our work lives, remuneration is very important (otherwise more people would choose non-paid work). Companies' perception of wage as an expense (up to 70% of their cost base in some cases) hinders their efforts to compensate workers for their abilities and performance while also pursuing profitability (11% is the average profit in a listed business). This causes tension (Ibid, 2021).

2.3 Finding out the Causes of Low Employee Productivity

According to some studies, Poor productivity at your place of business can have an impact on profit margins, efficiency, and staff morale. Sadly, a number of internal problems that have erupted and now require your immediate attention frequently led to poor levels of productivity (Quain, 2018). You, as the company's owner, are in charge of creating the ideal organisational structure and culture. Understanding the causes of low levels of productivity at any firm is the first step in resolving the problem. Finally, management can create the strategies required to inspire a low-productivity employee and restore order to your company's operations.

Other survey findings have established three major causes of low levels of employ productivity which include; employee training gap, Management and supervision that are ineffective and Poor Organisation Structure (Onyenkwelu, 2020).

Employee Training Gap: Lack of sufficient training for employees was frequently the cause of low productivity at the workplace. Insufficient education or training was frequently to blame when your employees are unable to perform to the levels required to meet significant project milestones. When employees were adequately trained, they might work independently without direct supervision, which were not the case when they make mistakes or take a long time to complete simple jobs. Due to the requirement for higher-performing employees to rectify the errors of the less experienced workers, there will be a drop in productivity at work as a result of their inability to finish their work on time.

Other major causes of low levels of employee productivity was the Management and supervision that are ineffective. Managers that lack the ability to inspire workers and maintain high performance standards might lead to low productivity at work. Incompetent management is frequently characterised by poor communication, excessive micromanagement that made staff members hesitant to make even the most fundamental decisions without permission, and the

failure to recognise and reward achievement. Frequently, a low-productive employee will provide you the cues you need to assess your management. Your task was to speak with that employee to ascertain whether your management are giving them the freedom they need to work to the levels that are necessary for achievement.

Poor Organisation Structure was the third most cited cause of low levels of employee productivity. In certain cases, a very low productivity employee was the victim of a management structure that does not maximise the people's skills and talents. For instance, the survey picked a demonstration where one operates a content writing company, and coming up with new content ideas for the clients were critical to providing high-quality work and staying productive. Thus, In that case, one may need to restructure company business to a horizontal organization, in which the authors develop content ideas that were evaluated by everyone before they are authorised. Through implementing this modification, it now enabled the authors to take ownership of their material and drive them to boost productivity since they are more enthusiastic about what they are composing.

Contrary to the above arguments, other research findings provide social concerns as the major barriers to better employee productivity. That was to mean, personal problems such as Child care challenges, marital problems, loss and bereavement, illness or accident, and life transitions can all led to poor performance and attendance. Our workplace regulations and management styles may not allowed employees to take the necessary time to address issues or provide the necessary support (ERC, 2011). We generally find that if we provide our employees with the tools and resources to manage their personal lived more flexibly, such as generous leave, flexible scheduling, employee assistance programmes, and supportive management, they can properly manage their individual affairs and performance on the job.

According to Demings (2023), the systemic challenges are the major contributors to low levels of employee productivity. The thinking of Deming was supported by recent research. Critical workplace issues, like leaders failing to implement strategy within organisations, threats to employee mental health and well-being, and a lack of belonging and inclusion, are primarily

caused by systemic factors that are embedded in organisational cultures and processes (Praslova, 2023).

Opposed to the above claim, the classical theorist hold a contrary view that the foundation of traditional management theory is the idea that workers only have material and financial needs. It does not consider social needs or job satisfaction, in contrast to more contemporary theories of workplace management. A specialisation of labour, centralised leadership and decision-making, and profit maximisation are instead promoted by classical management theory (Villanova University, 2022). Thus, this management theory first emerged in the late 19th century and rose to prominence in the first half of the 20th century. Its sole purpose is to streamline operations, boost productivity, and improve the bottom line.

From another academic perspective, Adam Smith as traced from his treatise on the “Wealth of Nations” centralises the value of labour on the type of output it produces. The amount of labour that can be exchanged for a possession ultimately determines its value (Divyansh, 2020). Any good should be worth the same to buyers as the amount of labour it allowed him to obtain or command. Therefore, the true indicator of the exchangeable value of all commodities was labour. The subsistence wage theory states that labour wages should be kept to a minimum. The return to labour was mandated by the subsistence wage theory.

2.4 Establishing the remuneration strategies to improve employee productivity

In view of Kyprianou (2022) argument, it was clearly suggested that among any company's primary objectives should be to figure out how to increase employee productivity. Operational effectiveness was given a lot of attention because it can determine a company's success or failure. But there were many other ways to motivate your employees to be more productive, so it isn't just a matter of approving significant pay raises.

Slightly opposed the above claim, Symonds (2022) argues that a compensation strategy entailed much more than merely giving your staff a salary that complied with FLSA regulations, such as minimum wage and overtime pay. You must also provide extra benefits like healthcare, wellness initiatives, and retirement planned in order to remain competitive as an employer in a cutthroat industry. In other word, the overall game plan for company operations includes a compensation strategy. It outlined the employee benefits and compensation policies for your small business and

links them to the mission, vision, and objectives of your enterprise. It involves choosing where you want to compete, how competitive you must be, and how you would compensate the employees. In other words, what policies you need to put in place to fairly compensate the staff so they stay with the company (Ibid, 2022).

According to some studies, Employee dissatisfaction may result from improper compensation management, which was regarded as a complex process requiring accuracy and precision. Additionally, it aids in the establishment of job standards that are pertinent, practical, and quantifiable by the organisations. Thus, an employee's compensation was one of the primary factors that drove them to perform better. In light of this, management in the civil service should be examining the compensation that its workers receive. This is because updated pay scales help incentivize employees to perform better at their places of employment to some extent (Maxwell, 2008). Employee performance is impacted by environmental working conditions.

Other research have made fact findings on the relationship between remuneration and employee performance. It was therefore discovered that, although it was not always compensation-based, remuneration can encourage workers to be more productive. Remuneration can also refer to adulation or acceptance. However, compensatory payment, like a raise or promotion, can be effective in fostering long-term motivation and productivity (Richason, 2021). Hence, Remuneration was a technique for enhancing morale, boosting urge, and fostering team cohesion which all result into good employee performance.

In total contrast to the previous claims, other findings confirm that remuneration alone was not enough to improve employee performance, rather, motivation was another key component that should be considered. According to incentive theory, giving employees bonuses and additional benefits can boost both employee and business performance. This theory contends that if managers and staff are promised extra resources and other perks, they will work harder and more diligently (Salamah, 2017). Additionally, according to Aziz and Naid (2010), an incentive payment can boost employee engagement, loyalty, organisational productivity, and interpersonal

ties. In order to effectively improve their productivity, employees may be motivated by incentives.

Another section of researchers have established that, employee performance is unaffected by compensation. As a result, receiving more money does not motivate people to perform better (Chin-Sang et al, 2014). Additionally, businesses must take into account the fairness principle when implementing compensation. Employee performance, meanwhile, was significantly influenced by motivation. As a result, increased motivation will result in better performance. Implementing a human resources development policy is one way to increase employee performance. Thus, one element that has the power to enhance performance is motivation. Self-development, training, and culture are just a few of the processes that can generate motivation.

Other proponent positions purport that remuneration especially in accompaniment of other incentives, fuels employee performance/productivity. Advanced performance was generally correlated with greater worker negative consequence, according to compensation theories, or it involves more notable effort (Adewale et al, 2014). These theories assume the existence of compensation structures that align employee normal functionality with observed profit growth in order to encourage the development of such systems (Akter et al, 2016). These incentives can come in a variety of forms, such as praise from upper management and lower management, glances at potential promotion opportunities in the future, assurances derived from notable accomplishment and recognition, and present and future monetary incentives linked to performance.

A more divergent discovery was made by Malthus who was greatly opposed to motivation of employees through remuneration. In his findings, Malthus suggested that, He argued that all salaries, rents, and profits must be considered as the foundation for exchange. Due to population pressures, labour returns were at a subsistence level. Malthus completely ignores increases in worker pay because it will only encourage them to have more children (Divyansh, 2020). This implies that there is no relationship at all between compensation and worker productivity.

2.5 The Research Gap

The arguments presented throughout the entire literature review exercise clearly portray the fact that employee compensation has been a source of ongoing conflict in the labour market. There

was no definite strategy in place to guarantee productivity and employee satisfaction. This explanation explains why there are so many strikes, especially in developing nations like Uganda where employee compensation was still a major problem. The majority of owners of production factors view wages as a liability that injures their margins of profitability. As a result, there was a poor and regrettable culture of underpaying employees, who are seen as an opportunity cost in the production process. Therefore, it was essential that we promote the relationship between compensation and employee productivity.

2.6 Conclusion

Therefore, it can be said that compensation was a major factor that affected how productive employees were and how well they perform overall. The root of all competition on the labour market was unquestionably compensation, which has been clearly established. The supporters and opponents of the existence of a link between pay and worker productivity represent a variety of viewpoints. The provision of poor services, particularly in the case of public services, has been further linked to poor pay and pay practises. Poor pay for employees were primarily to blame for this, as it demotivated them and leads them to skip out on assignments and occasionally solicit token payments from clients. As a result, the analysis of the literature demonstrates the need to investigate and comprehend the relationship between compensation and employee productivity as a motivating factor for enhancing or stimulating improved service delivery and performance of both private and public institutions.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter essentially laid out in detail how the pertinent data and information for the research that was gathered. As a result, this was a description of how the researcher gathered information from the field and addressed the specific research questions. The various components of this exercise, included the research design, study population, sampling technique, sample size estimation, data sources, data collection tools, data quality control, analysis plan, and ethical considerations involved in the entire field exercise, were all methodically demonstrated.

3.2 Research Design

This research exclusively employed the case study research design to examine the data about the influence of remuneration on employee productivity. The case study research design was used as the most suitable research design mainly because the researcher needed adequate details about the problem of study and the time frame was limited. In so doing, the researcher focused on the Darling factory employees as a specific case for the study and from which, generalisation about the findings of the case study were made. This directly implied that, especially by way of assumption, the findings from this particular case of examination, were scientifically fit and valid results about the general conclusion regarding the correlation between remuneration and employee productivity.

By way of execution, the case study research design, as opposed to most broad statistical surveys, enabled the researcher to exceptionally focus on a specific situation in depth. It was the most suitable technique worth using to investigate our research questions because it allowed the

effective condensing of a very wide field of study into a single, manageable subject. Thus, the researcher ensured that all of the data gathered was pertinent and this was crucial when designing the case study. She will also planned and designed how to address the study. In contrast to a scientific report, there were no set guidelines, so the most crucial aspect lied in ensuring that the study was focused and direct to the point; otherwise, it would have required the researcher to sieve through a lot of irrelevant data.

3.3 Population of Study

Both part-time and full-time employees of the Darling factory were the subject of the study. The fact that virtually every worker at the factory was eligible for the investigation, it enabled the researcher to gather reliable data from the field. As a result, the study took into account all of the workers at the Darling factory, including those who were casual, technical, skilled, formally and informally employed on the factory's production line.

3.4 Sampling Technique

The researcher employed two sampling techniques; the simple random sampling and the stratified sampling techniques. The simple random sampling technique involved random selection of the employees to constitute the sample. This approach was also known as a method of chances. That was to mean, the members were selected by way of probability and thus, all workers in Darling factory had equal chances of being selected to be included in the population sample. Given the large target population, simple random sampling technique was the most suitable sampling technique to be used to obtain a bias free sample for the study.

Thus, each employee of the Darling factory essentially had an equal chance of being selected for the sample in a simple random sampling. Simple random sampling was the best sampling method because it eliminated bias from the selection process and produced representative samples, according to the theory supporting it. And as such, simple random sampling was the best option among random sampling techniques because was more representative of the sample group and left less room for researcher bias than non-random sampling methods.

Secondly, the researcher also used the stratified sampling technique mainly because the targeted population was too large. To make the field survey easier, the stratified sampling involved

partitioning of the study population into subpopulations. Therefore, the researcher ensured that the targeted population was very well represented.

3.5 Sample Size Determination

The researcher estimated the needed population sample for the study and used Slovin's method of sample size determination. For social science research projects in particular, this method of determining sample size was the best choice. Since the Slovin method correlated with simple random sampling techniques and was most useful in situations where the study's population was sizable, employed it to calculate the sample size.

To achieve the required sample size for the study, the study specifically operated at a 95% level of confidence, a 5% confidence interval, and a 0.05 margin of error. According to field statistics, Darling was estimated to employ 9900 people altogether, however, for purposes of convenience and feasibility, the general target population was 50 employees. Thus, the sample size would be determined as follows:

$$n = N / (1 + Ne^2)$$

$$n = 50 / (1 + 50 * 0.05^2)$$

$$n = 50 / 1.125$$

n = 45 Darling employees (respondents).

Therefore, the population sample comprised 45 employees of Darling factory.

Table 1: Showing sample size of population

CATEGORY OF RESPONDENT	SAMPLE SIZE	METHODS OF SAMPLING
Casual Female employees	15	Simple random sampling
Casual Male employees	15	Simple random sampling
Skilled employees	10	Stratified sampling
Supervisors	5	Stratified sampling

Total	45 employees at Darling factory
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3.6 Data Sources

While analysing the research problem, the study relied on two types of data sources: primary and secondary data sources. As a result, the investigation used a combination of data from first hand and secondary sources.

3.6.1 Primary data Sources

The primary data was exclusively obtained from the 45 respondents. Thus, the population sample was the primary source of data for the study especially in alignment with the responses obtained from the field at darling factory during data collection.

3.6.2 Secondary Data Sources

The secondary data will be gathered from the Darling factory's human resource reports on worker productivity and individual employee performance reports. The report of Workers' MP on the status of employees in Uganda will provide more detailed second-hand information.

3.7 Data Collection Tools

Given the nature of the problem being investigated, the researcher predominantly used two data collection tools: questionnaires and interviews. The researcher was compelled to use both questionnaire and interview data collection tools, as was illustrated below, due to the research design that was chosen, the general mixture of employee categories, and the need for detailed information about the influence of remuneration on employee productivity.

3.7.1 Questionnaire

Very well-designed questionnaires were used for the study, which included likert scale questions as well as open-ended and closed-ended questions. It implied that 45 employee respondents at the Darling factory received questionnaires to be completed by 45 participants in order to collect data. Additionally, a research assistant was needed to assist with the translation of the questions for the illiterate and casual workers who were not fluent in English.

The main reason why questionnaires were prioritised was because they offered a quick, efficient, and cost-effective way to gather a significant amount of data from a sizable sample volume. As little more than a consequence, questionnaires were a common method of data collection in such situations. These tools were excellent for gathering data, especially for figuring out how employees behaved, what they preferred, what they intended to do, how they felt about it, and how it affected their performance in general and their ability to work productively at Darling factory.

3.7.2 Interview

The process of gathering data also included interviews. The researcher conducted one-on-one or face-to-face interaction sessions with the key focal persons, particularly the Darling factory supervisors, and were scheduled one at a time. Therefore, the researcher had direct physical contact with the focal individuals she had strategically selected, all of whom had sufficient knowledge of how compensation affected employee productivity.

In contrast to other research methods, the interview in this case allowed the researcher to gather thorough data and made more in-depth conclusions about the connection between compensation and worker productivity. The researcher needed to use interviews in the field when gathering data at the Darling factory because they enabled in-depth questioning and thorough examination.

3.8 Data Quality Control

The researcher paid close attention to the type of feedback received from the field, particularly from Darling employees. To ensure consistency, the answers were cross-checked against the questions. This suggested that the researcher gathered the necessary data from the field, cross-checked the answers especially those from the questionnaires for mistakes, and guaranteed the responses' logical flow.

Additional quality control measures were implemented, such as screened responses, simplified survey language, and excluded respondents who were already biased. As highlighted below, it was carried out through the subsequent phases:

Data collection: calibrated the data collection instruments (interviews and questionnaires) and tested them for accuracy and respondents' biases, created and ensured the reliability of results by

performing multiple measurements, observations, and samples from a variety of sources. The researcher used standardised procedures and protocols to record field observations and data, along with well-defined guidelines for items like interview question structure.

Data editing, cleaning, and verification against the logical flow of the questions, as well as cross-checking and validation, were also a focus of the data verification. She authenticated the entries again afterwards.

3.9 Data Analysis Plan

In the plan for data analysis, key important aspects were systematically observed and followed. Both qualitative and quantitative approaches were predominantly employed when performing data analysis. Therefore, it also involved identifying key responses and using the qualitative data to explore recurring themes. Based on the employees of the Darling factory's field responses, qualitative data was analysed. The study used a standard analysis method for its quantitative analysis, which involved interpreting the data it had already collected. This was because the proposed study design (a case study design) was largely descriptive, the researcher sought to learn more about the impact of compensation on employee productivity.

In light of the evidence that was gathered from the field, the data analysis specifically addressed the research questions. To address the study's initial assumption, it was accomplished by looking at, classifying, tallying, and integrating qualitative and quantitative evidence from various sources. Following that, the analysis and discussion were carried out and evidence from primary and secondary sources was associated through examination and comparison in relation to the objectives of the study.

3.10 Ethical Considerations

The researcher requested ethical approval from the School of Business of Uganda Christian University through the academic supervisor before she headed out into the field to conduct the data collection exercise. This was authorised by an introductory letter that was given to the appropriate authorities at the Darling factory, and permission to carry out the exercise was requested from the pertinent officers in charge there. Each employee that took part in the data collection exercise also gave the researcher their free and informed consent.

Strict adherence to and conformance to a strong sense of confidentiality was observed. In other words, the researcher kept employees' personal information private and made sure that respondents' anonymity was upheld. In so doing, she made sure that the respondents' identities were protected and that their names were never mentioned. Instead, we'll use imaginary names like respondent Z, F, O, and so forth. Additionally, the responses from the employees was only used for this study's specific purpose and was not used for any other non-academic purposes.

3.11 Anticipated Methodological Constraints

Since there was likelihood of worry about losing their jobs, the respondent would not have willed to provide the necessary information. It might have been challenging to travel because of natural hazards like heavy rain. Given that the majority of employees would be preoccupied with running the factory's production lines, there would not have been enough time to conduct a thorough investigation. Some employees would have given responses according to the influence and persuasion of their co-workers at the Darling factory.

3.12 Solutions to the Methodological Constraints

Through asking deceptive questions, the researcher used responsible methods to gather private and sensitive information from the workers. Planning was done in a sufficient and timely manner to prevent interruptions due to inclement weather. To save time while gathering data in the field, a straightforward random sampling technique was used. In order to give employees timely access, the data collection process was properly scheduled.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

The chapter comprised the presentation, analysis and discussion of the field findings about the problem of study. That was to mean, the chapter comprised fact findings about the influence of remuneration on employee productivity levels.

4.2 Background Characteristics of Respondents

To examine the background characteristics of the respondents, the researcher mainly analysed the bio data of the respective respondents in alignment with the designed data collection tool. This comprised, gender, education level, nature of employment and terms of employment of the interviewed respondents.

Figure 2: Gender of Respondents

GENDER CATEGORY	Frequency	%
Females	29	64
Males	16	36
TOTAL	45	100

The study comprised 64% female and 36% male respondents respectively. That is, the filed study had more female participants than males.

Table 2: Education Level and Nature of Employment

Education Level	Nature of employment	Frequency	Percentage
Primary	Casual worker	23	51
Secondary	Casual worker	4	9
Vocational		0	0
Tertiary	skilled labour/ Technical Experts	2	4
None	Casual worker	16	36
TOTAL		45	100

According to the data as presented in Table 2, 23 employees had attained at least primary level of education, 16 employees had not attained education, 4 respondents had attained secondary education, 0 employees had attained vocational education and only 2 employees had attained tertiary level of education.

Similarly, the data shows that majority of the employees are casual workers or unskilled labour force at the factory. Thus, there was a significant correlation between education level and nature of employment.

Table 3: Terms of Employment

Terms of Employment	Frequency	%
Permanent	0	0
Hire/Temporal	43	96
Contract	2	4
TOTAL	45	100

The findings in Table 3 showed that 43 (96%) of the interviewed employees were under hire/temporal and only 2 (4%) had contract employment terms.

In brief, the background characteristics clearly show that, the factory employs labour intensive means of production whereby majority of the employees are unskilled. This has had a direct impact on the nature of work category of work done by the employee at the factory.

4.3 To Examine Some of the Remuneration Gaps at Darling

Under this objective, the researcher looked at some of the commonest prevailing challenges that hinder remuneration of employees. That is, some considered gaps included; lack of bargaining power, gender, and time of payment, level of experience, payment schedule, job insecurity and amount of compensation.

Table 4: Identifying the major Remuneration Gaps at darling

n=45 Respondents

QUESTIONS	YES	%	NO	%	TOTAL
My salary is paid on time?	37	82	8	18	45
I am satisfied with the schedule of payment?	12	27	33	73	45
Does my gender determine the amount of my salary?	5	7	40	89	45
Does my experience influence the amount of my salary?	17	38	28	62	45
Do I bargain for the amount of compensation to earn?	2	4	43	96	45
Is the amount of compensation equivalent to my work done?	5	11	40	89	45
Do I have job security at my work?	2	4	43	96	45

According to the field findings as visualised in table 4 above, the identified major remuneration gaps included; poor payment schedule, lack of bargaining power for remuneration amounts, lack of job security and the difference between the amounts of compensation and work done.

For instance, the results showed that, 33 (73%) respondents were not satisfied with the schedule of payment/remuneration, 28 (62%) of the respondents suggested that they are not compensated according to their levels of experience, 43 (96%) respondents had no job security at work and 40 (89%) employees were not satisfied with the amount of compensation with respect to their work done

The findings also illustrate that, 40 (89%) respondents claimed that gender does not affect their remuneration at the factory/work place while 5 (11%) respondents agreed that gender affects their compensation. Thus it was factually established by the researcher that, gender category does not determine the amount and terms of remuneration.

When critically evaluated, the field findings about the objective on remuneration gaps at darling, it can be inferred that there are mainly 3 remuneration gaps faced by employees and these included; lack of job security, less amounts of remuneration and bad/poor schedule of payment.

Figure 3: The Identified Remuneration Gaps from the Respondents

IDENTIFIED REMUNERATION GAPS	YES	%	NO	%	TOTAL
IS the amount of compensation equivalent to my work done?	5	11	40	89	45
Do I have job security at my work?	2	4	43	96	45
I am satisfied with the schedule of payment?	12	27	33	73	45

In other words, the discovered remuneration gaps; job insecurity, less amounts of payment and unfavourable payment schedule are the major limiting factors of employee productivity.

According to the analysis from the field, the above sighted remuneration gaps are inevitable mainly because; majority of the employees are temporal with no contracts and hence, job losses, limited amounts of salary and bad unfavourable payment schedule are obvious challenges.

In relation to the examined literature about the remuneration gaps, it is evident that the findings in this particular research are contrary to the results of most previous studies. This is mainly because most prior studies had established gender as the major remuneration gap. On the contrary, the present findings prove that gender is not the major concern of remuneration. Rather, job insecurity, unfavourable payment schedule and little amounts of salaries are to blame.

4.4 To Find out The Causes of Low Employee Productivity.

In order to discover the main cause of employee productivity, the researcher considered the commonest issues as based on the literature review. These included: meeting work targets, time frame, relations at work, and motivation factors like benefits, and performance bonuses.

Table 5: The Major Causes of Low Employee Productivity

n= 45 Respondents

Question	YES	%	NO	%	TOTAL
I meet the given work targets?	15	33	30	67	45
I observe the given time frame?	20	44	25	56	45
There is relationship amongst employees	18	40	27	60	45
There is relationship between employees and supervisors	17	38	28	62	45
My supervisors complain about my performance	29	64	16	36	45
I am paid some performance bonuses?	21	47	24	53	45

I am given other benefits at work	11	24	34	76	45
I am rewarded for good performance?	13	29	32	71	45

According to the findings as visualised in table 5, it was discovered that there are remuneration gaps that hinder employee productivity. This is premised on the field evidence that, the majority 30 (67%) of the interviewed employees were not in position to meet their given work targets.

The identified major causes of low employee productivity included; low motivation spirits represented by the lack of performance bonuses and lack of performance benefits. Other causes are poor work relations especially between the supervisors and employees as well as amongst the employees themselves.

In a critical assessment of the above results, it can be deduced that the major causes of low employee productivity as obtained from the field are; lack of motivation to workers especially in the form of other benefits and performance rewards, poor relations at work amongst employees themselves and between their supervisors,

4.5 To Establish the Remuneration Strategies to Improve Employee Productivity

In the process of examining the above stated objective, the researcher focused on some key applicable strategies that would be employed to leverage employee productivity and these were; attending to employees' complaints and grievances, performance indicators and team building strategies.

Table 6: Strategies Put in Place to Improve Employee Productivity

n = 45 Respondents

Question	YES	%	NO	%	TOTAL
Have efforts been put in place to improve your performance?	37	82	8	18	45
There are employee performance indicators put in place?	14	31	31	69	45
There is a mechanism for settling my complaints	34	76	11	24	45

There is team building amongst employees?	0	0	45	100	45
Are the efforts to improve productivity of employees effective?	15	33	30	67	45
I have the platform to register your complaints at work	40	89	5	11	45

According to the findings as presented in table 6 above, the results show that 82% of the respondents agreed that there were some efforts put in place to improve employee productivity. Some these include, provision of a platform to register employee complaints and a mechanism to settle grievances among others.

However, the findings also showed that the efforts put in place to improve employee productivity have not yielded meaningful results. That was to mean, more challenges are still persistent especially the lack of team building and absence of a clearly defined employee performance indicator

With reference to the results as obtained from the field, it was therefore worth concluding that, there were evident strategies put in place to uphold employee productivity though not effective enough to bring about the desired results.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDTIONS

5.1 Summary

This constitutes the major findings as presented and discussed in the previous chapter. That was, the summary of findings was presented according to the specific research objectives and seeks to demonstrate how the research questions have been answered by the researcher. In other words, the main factors limiting employee productivity were the identified pay gaps, job insecurity, lower pay, and unfavourable payment schedule.

The analysis from the field indicates that the above-mentioned pay gaps were unavoidable mainly because the majority of employees were temporary workers without contracts, making job losses, salary limitations, and unfavourable payment schedules obvious challenges. When the field findings regarding the objective on pay disparities at Darling are critically assessed, it can be deduced that there were primarily 3 pay disparities that employees must contend with. These are: a lack of job security, lower pay, and a bad or subpar payment schedule.

According to findings from the field, the main reasons for low employee productivity include: poor working relationships between employees and their supervisors, lack of motivation for workers, especially in the form of other benefits and performance rewards.

The majority of employees have low productivity as a result of poor pay, which is characterised by a lack of bonuses for performance and fringe benefits. As a result, it was found that the majority of employees are not motivated to work and instead simply carry out their tasks without setting any goals to be met because they are in a serious state of discouragement.

As a result, it was important to draw the conclusion that, despite the strategies that have been implemented to maintain employee productivity, they were not sufficient to achieve the desired outcomes. Corresponding to this, the majority of businesses have made an effort to ensure that employees work in a pleasant environment by establishing complaint procedures and monitoring their handling of employee conflicts. This was predicated on the fact that the business is labour-intensive, employs a sizable workforce, and is thus reliant on labour as the primary factor in

production. In other words, employees are prioritised because they were thought of as the main factor input, the labour force.

5.2 Conclusion

Conclusively, the study has practically illustrated that there was a significant relationship between remuneration and employee productivity. That was to imply, according to the results of this research, there was a direct impact of remuneration on the general employee productivity. In so doing, some of the identified remuneration gaps that need to be addressed by employers included; lack of employee motivation due to the absence of fringe and performance benefits, the absence of team building, lack of job security, poor payment schedule and less amounts of salaries given to the employees. In other words, there is a significant correlation between remuneration and employee productivity. Therefore, the research results clearly suggest that, improvement in remuneration to the satisfactory of the workers will result into improved performance of employees at work.

5.3 Recommendation

There was need for labour intensive companies such Darling Uganda limited to establish to ensure that employees were given precedence by improving the job security of employees in the private sector because if the labour force was compromised the whole production was affected. Thus, satisfaction of employees will help to leverage productivity of the company and also raise the profitability levels of the company.

The research suggest the need for employers to adjust in their remuneration systems from the traditional salary compensation, and also incorporate other compensation strategies. That is, companies should have a multifaceted remuneration system that includes alongside salaries the fringe benefits like allowances, and performance bonuses.

Notably, that there was also need for on-board training to be extended to the employees. This was because majority of the employees were unskilled who required practical on-job training such that their productivity levels can be improved upon.

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Appendices

Appendix 1: Sample of the Data Collection Tool.



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THE INFLUENCE OF REMUNERATION ON EMPLOYEE PRODUCTIVITY LEVELS: A CASE STUDY OF DARLING UGANDA LIMITED EMPLOYEES 2023.

Dear respondents

I am an undergraduate student pursuing a Bachelor of Human Resource Management at Uganda Christian University- Mukono Campus. The purpose of this field survey in particular, is to conduct a detailed evaluation of the influence of remuneration on employee productivity levels. I promise to maintain a high degree of confidentiality with our esteemed respondents as a priority.

Feel free to share your information in the spaces provided. The content of this interview will be strictly confidential and explicitly reserved for the academic research purpose.

Contact Information: NAME: ATUHEIRE RUTH MUGABI

INSTITUTION: Uganda Christian University

FACULTY: School of Business

PROGRAM OF STUDY: BHRM

PHONE CONTACTS: 0780709308

RESPONDENT'S BIO DATA

Sex: Male

Female

Education level: Primary Secondary Vocational Tertiary None



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Nature of employment: Casual worker Skilled labour Technical/Expert

Terms of employment: Contract Permanent Hire/Temporal

SECTION A: Examining some of the remuneration gaps at Darling

NO	QUESTIONS	YES	NO
1	My salary is paid on time?		
2	I am satisfied with the schedule of payment?		
3	Does my gender determine the amount of my salary?		
4	Does my experience influence the amount of my salary?		
5	Do I bargain for the amount of compensation to earn?		
6	IS the amount of compensation equivalent to my work done?		
7	Do I have job security at my work?		

SECTION 2: Finding out the determinants of employee productivity

NO	QUESTION	YES	NO
1	I meet the given work targets?		
2	I observe the given time frame?		
3	There is relationship amongst employees		
4	There is relationship between employees and supervisors		
5	My supervisors complain about my performance		
6	Have efforts been put in place to improve your performance?		
7	Are the efforts to improve productivity of employees effective?		
8	There is team building amongst employees?		
9	I am paid some performance bonuses?		
10	I am given other benefits at work		
11	I have the platform to register your complaints at work		
12	I am rewarded for good performance?		
13	There are employee performance indicators put in place?		
14	There is a mechanism for settling my complaints		





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UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

School of Business

July 10th 2023

To whom it may concern

Name: ATUHNGA RUTH

Reg. No. 52013412/206

A bachelor's student who is seeking permission from your office to collect data for his/her dissertation titled

".....The Influence of Remuneration on employee productivity levels....."

We shall be grateful if you could render assistance to him/her in collecting the necessary data for his/her dissertation

The Uganda Christian University School of Business thanks you in advance

A handwritten signature in black ink, appearing to read "Mukisa Simon Peter".

Mukisa Simon Peter
Research coordinator