

**REWARD STRATEGY AND EMPLOYEE COMMITMENT TOWARDS
ORGANIZATIONAL DEVELOPMENT: A case of Church Workers in Ankole Diocese**

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Declaration

I, **Nuwamanya Dickson**, declare that this is the original copy of my dissertation which has been developed based on my own research, knowledge and efforts with assistance of my research supervisor. To the best of my knowledge, this work has never been presented by any other person to any institution of learning for either purpose. Any citation used in this work has been acknowledged in the reference list.

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Approval

I certify that this research dissertation titled, "*Employee Reward Strategy and Employee Commitment towards Organizational Development. A Case of Church Workers in Ankole Diocese*" has been prepared under my supervision and is now ready for submission with my approval.

Signature: 

Date: 25/9/2023

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Dedication

This work is dedicated with joy to my beloved daughter; Amutuhaire Gracious Melody for always brightening up a room with your radiant light and singing for me some songs that sometimes calm my mind after long hours of hard work. I also dedicate this work to my parents; late Mr. Busingye George and Mrs. Annet Busingye for their prayers, upbringing, patience and words of encouragement that made me what I am today. Lastly, I dedicate this work to my dearest Proverbs 31 wife for your consistent support, encouragement, unfailing love and devotion.

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List of acronyms

CVI	:	Content Validity Index
HR	:	Human Resources
ILO	:	International Labour Organization
REC	:	Research Ethics Committee
SPSS	:	Statistical Package for Social Scientists
UCU	:	Uganda Christian University
UDHR	:	Universal Declaration of Human Rights
UK	:	United Kingdom

Abstract

Employees are the most valuable and important assets for any organization including religious organizations. Given their significant role in strengthening many people, especially during tough times, rewarding church workers is of significant importance not only to the church/believers but also staff themselves. The purpose of this study was therefore to find out the relationship between reward strategy and employee Commitment towards organizational development among church workers in Ankole Diocese. Specifically, the study sought to establish the current reward systems used by church workers in Ankole Diocese, to assess the positive and negative contributions of the current reward systems on commitment of church workers towards development in Ankole Diocese. The study used a descriptive survey research design which exploited a quantitative approach to collect data from church workers in 14 parish churches in two (2) Archdeaconries of Ankole diocese; Deanery and Greater Mbarara in Ankole Diocese. A sample size of 134 church workers was randomly selected from the 2 archdeaconries out of which only 120 workers responded to questionnaires as the main instruments for data collection. Data analysis was aided using SPSS and results presented as descriptive statistics. From the analysis, the study revealed that there is a very wide deviation in perceptions of fairness of the financial and non-financial rewards received by church workers, with most employees perceiving the rewards as unfair. However, the findings revealed that a good reward system motivates employees to work hard and exhibit all their skills and efforts to effectively and efficiently perform their duties and meet their targets instead of involving in counterproductive work behavior. This in turn improves employee commitment and productivity and job satisfaction as well as reduced labour turnover. The study however revealed that a poorly structured reward system can result in high labour turnover and low level of productivity among employees since it reduces their morale and commitment towards work. The study concluded that if Ankole diocese does not review the reward system to provide adequate and fair rewards to church workers, it is likely to contribute to conflicts and dissatisfaction among workers which can have a detrimental effect on employee productivity, performance and commitment towards church development. The study also concludes that employee rewards can be an effective tool for improving employee performance among church workers in Ankole Diocese due to its ability to prevent counterproductive work behavior and improve employee productivity, job satisfaction, commitment, and loyalty to the church where they serve and the diocese in general. The study therefore recommends Ankole diocese to review the pay structure in a way that it ensures all church workers are reward fairly and equitably without discrimination.

CHAPTER ONE

INTRODUCTION

1.1.0 Introduction

This chapter presents the background of the study, problem statement, proposal objectives, research questions, scope of the study and significance of the study.

1.1.1 Background of the Study

Employees are the most valuable and important assets for any organization including religious organizations (Korver, 2011). Commitment of employees is an incentive to every organization since a longer stay at the same organization helps the employee understand organizational goals which is a prerequisite towards organizational development (Nalugya, 2018). Employee commitment is an emotional attachment to and involvement with an organization (Sayed, 2022). It is a bond between the employee and the organization such that the employee wants to continue serving the organization and helping the organization to achieve its objectives rather than satisfying selfish interests (Sayed, 2022). Despite the significant role of employee commitment towards organizational development, the retention of committed staff has been a serious concern to most organizations in both developed and developing countries with a global staff turnover rate reaching as high as 27.9% in 2019, which has steadily increased from 23.7% in 2015 (US Bureau of Labor Statistics, 2022).

In developed countries like United States (US), employee commitment is very high with an average turnover rate of 22% in 2018, majority (81%) of which leave voluntarily to look for high paying jobs (Mercer, 2020). In Canada, most organizations have an average turnover rate of 21%, 77% of which leave voluntarily to look for better paying jobs (Mercer, 2020). Employee commitment is also lower in other countries such as France with staff turnover rate of 21% compared to 17.5% for UK, 17.5% for Australia, 16% for Canada, 10.9% for Brazil, 8.7% for India and 7.7% for South Africa (Catalyst, 2020; Stoller, 2019).

In developing countries particularly in Africa, statistics on employee commitment are largely limited but it is assumed that the rate of employee commitment could even be higher than that of developed countries due to high labour mobility. Some studies in Africa show that employees in developing countries like Namibia and Zimbabwe were less committed than those in developed

countries like South Africa (Maleka et al., 2019). Low employee commitment has also been found to be very poor in Ethiopia (Miruts, 2021) and Rwanda (Namaganda et al., 2018). However, specific statistics on the level of commitment among church workers are largely limited in Africa and this sector has received scanty research on employee commitment and associated factors.

Rewarding employees is of significant importance in the life of an employee and contributes significantly to the both attainment of organizational goals (Ismail et al., 2015; Korver, 2011). Literally, the term rewards can be defined as a particular monetary return, object or event that an employee receives in exchange for his/her work or for having done something well (Franco-Santos & Gomez-Mejia, 2015). Historically, rewarding employees for the work done has been a cultural bound practice with its roots from the industrial revolution in the European and American States, like Japan, Greece, Mexico, Denmark, Norway, Sweden and Netherlands where social needs were recognized as a basis for good performance and workers' benefits were more sensitive to equality hence, equal treatment of workers (Downes & Choi, 2014).

Today, common reward systems emerge, including both extrinsic or intrinsic reward systems (Franco-Santos & Gomez-Mejia, 2015; Gupta & Shaw, 2014; Larkin et al., 2012). Extrinsic rewards are tangible and visible rewards given to an employee for achieving something. They usually have monetary value such as a salary, bonus, award, or public recognition, allowances among others (Franco-Santos & Gomez-Mejia, 2015; Ryan & Deci, 2000). On the other hand, intrinsic rewards are based on positively valued experiences that an employee gets when performing his/her job which may include; sense of meaningfulness, sense of choice, sense of growth and sense of community (Franco-Santos & Gomez-Mejia, 2015; Ryan & Deci, 2000). In today's competitive world, competitive reward strategies have a major impact on an organization's ability to acquire, retain and motivate high potential employees and ultimately getting the higher levels of commitment (Fatima, 2021). A reward strategy is the way by which an organization encourages employees, such as achievement, recognition, autonomy and other intrinsic aspects and discourages for instance low pay, poor work environment and poor company policies which may motivate employees and vice versa (Orockakwa, 2018).

With the current increase in employee related trade unions whose main role is on promoting equal employment opportunities (Directorate of Social and Economic Affairs, 2016; Hyman, 2021), global attention has been put on promoting human rights and eliminating discrimination and inequalities in reward systems of different organizations (ILO, 2021). This has been clearly emphasized in the Universal Declaration of Human Rights (1948), the Millennium Development Goals (2000-2015) and the Sustainable Development Goals (2015-2030) as well as the International Labour Organization convention on Equal Remuneration of 1951 (No. 100). For instance, Article 23 of the Universal Declaration of Human Rights (UDHR) 1948 states that “everyone has the right to work, to free choice of employment, to just and favorable conditions of work and to protection against unemployment; everyone, without any discrimination, has the right to equal pay for equal work.” (United Nations, 2023).

Churches have various workers aimed at extending God’s work to all areas in rural and urban areas (Berger, 2016; Blakeley et al., 2021; Cloud & Levitas, 2021). In the Anglican Church in particular, there is a group of people who serve God with honorable intentions and these are the dear saints who often serve in multiple roles in their local churches. In many cases, this group gives 80% of the entire church budget and 80% of their time and efforts. They live within their means and give sacrificially when a legitimate need is presented in church. When it comes to service, they volunteer. They fill multiple roles at church and pitch in to help wherever needed, even if it is not in the realm of their giftedness (Korver, 2011).

Despite their call for service, a great number of people who serve in the church are unmotivated and less committed to their work. Whereas the secular world often answers the question of motivation with money or perks in order to be motivated to do good work and stay at it, religious organizations are of the organizations where service providers are still underpaid and physically rewarded and this could be the reason to question their underperformance in serving the church diligently (Ismail et al., 2015; Korver, 2011). In the Christian church, the subject of rewards as a motivator to obedience in a life of Christian service touches on many facets of the Christian life which theology recognizes as justification, sanctification and glorification. Unfortunately works of obedience are often linked to justification only when they is a sanctification issue. Furthermore, as one is sanctified through good works to the church, his glorification was forever

affected. The more one pursues after holiness in this life, the more glory he receives and can reflect upon Christ (Korver, 2011).

In Africa, most organizations including religious organizations have problems describing rewards fairly to suit the organizational demands and boost employee commitment (Eshun & Duah, 2018). Thus, management in most organizations do not understand which kind of strategy to be used to reward employees and whether to offer financial rewards or non-financial rewards (Doreen et al., 2013). In Uganda, the equal opportunities commission Act emphasizes organizations to have the same treatment or consideration in the enjoyment of rights and freedoms, attainment of access to social services (Parliament of Uganda, 2007). In the context of religious organizations however, administering rewards are thought to be a very daunting task managers must perform since managers need to use judgments, diagnosis and the resources available to reward these employees based on performance (Atwakiire, 2014). However, rating and determining rewards is still a major challenge for most non-profit organizations which is attributed to inadequate funding by most churches. This has necessitated the adoption of non-salary-based rewards which are based solely on the reward power of managers with no direction from formalized policies (Woodside & Seidel, 2019).

In Ankole diocese, each of the parishes has a defined human resource structure headed by the parish priest and support staff who receive financial and non-financial rewards monthly or annually. Like other employers, Ankole Diocese has attempted to adequately reward their employees for services rendered to the church (Ankole Diocese HR Department, 2022). However, rewards vary greatly in content and size across different archdeaconries and this partly explains why in some archdeaconries, there arises disagreements between management and employees and dissatisfaction towards the reward systems (Ankole Diocese HR Department, 2022). Determining the kind of rewards to allocate to employees is still a major challenge for churches.

In the light of the above background, this study sought to explore the relationship between reward strategy and employee Commitment towards Organizational Development with evidence from Church Workers in Ankole Diocese.

1.1.2 Statement of the Problem

Rewards are one of the motivational strategies used by Ankole Diocese to boost employee commitment and service delivery. The diocese gives both financial and non-financial rewards including salary, bonus, fringe benefits and allowances to employees. Employees receive salary on a monthly basis, bonuses are paid to staff who performance excellently. Most employees receive fringe benefits like meals, uniform, accommodation and medical care as well as allowances for special duties done like transport (Ankole Diocese HR Department, 2022).

Despite the reward strategy used at Ankole Diocese, most church administrative and support staff are not committed to performing their roles towards church development and some churches in Ankole Diocese still perform poorly in terms of church developments. Some staff members are not so committed to their duties and most of them do not achieve the targets set targets by the diocese (Ankole Diocese HR Department, 2022). Apart from the clergy, the rate of labour turnover of other church employees such as accountants and Sunday school teachers is very high which shows low commitment. Even among the clergy, there are some churches where Christians demand forced transfer of some members of the clergy accusing them of failure to fulfil church obligations (Ankole Diocese HR Department, 2022). If this trend remains and no study is made to address it, it will undermine the significant role of church workers in spiritual motivation and guidance which makes it hard to find God's lost sheep.

It was assumed that employee reward system has a strong attachment with employee commitment. However, the existing studies showed inconclusive and contradictory findings and there was generally limited empirical evidence of the relationship between different reward strategies and employee commitment towards organizational development among church workers in Ankole Diocese. This study sought to fill this gap using evidence from church workers in Ankole Diocese.

1.1.3 Objectives of the Study

1.1.3.1 General Objective

The general objective of the study was to find out the relationship between reward strategy and employee Commitment towards organizational development among church workers in Ankole Diocese.

1.1.3.2 Research Objectives

- i. To establish the current reward systems used by church workers in Ankole Diocese.
- ii. To assess the positive contributions of the current reward systems on commitment of church workers towards development in Ankole Diocese.
- iii. To assess the negative contributions of the different reward systems on commitment of Church workers towards development in Ankole Diocese.

1.1.4 Research Questions

- i. What are the current reward systems used by church workers in Ankole Diocese?
- ii. What are the positive contributions of the current reward systems on commitment towards development among church workers in Ankole Diocese?
- iii. What are the negative contributions of the different reward systems on commitment of church workers towards development in Ankole Diocese?

1.1.5 Scope of the Study

1.1.5.1 Geographical Scope

The study was carried out from Ankole Diocese focusing on parish churches in two (2) Archdeaconries; Deanery and Greater Mbarara in Ankole Diocese in Mbarara city. Mbarara city is bordered by Mbarara District to the north and west, Kiruhura District to the east, Isingiro District to the southeast, Rwampara District to the southwest (Globefeed.com, 2014). The city is

divided into two divisions Mbarara South Division and Mbarara North Division (Daily Monitor, 2019; The Independent, 2019). Mbarara is about 270 kilometres (168 mi), by road, southwest of Kampala, Uganda's capital and oldest city. The coordinates of the Mbarara central business district are 00 36 48S, 30 39 30E (Floodmap, 2019).

Ankole diocese is part of the province of Church of Uganda (www.churchofuganda.org), covering the districts of Mbarara City, Mbarara, Isingiro, Rwampala and part of Ntungamo in the South Western part of Uganda. The Diocesan headquarters are located at Ruharo, 3 Kilometers from Mbarara town on the Mbarara – Bushenyi highway. Started in 1957 and registered in February 1968 under the Church of Uganda, the Ankole Diocese has grown to provide not only Evangelical services but health, education, and social welfare services as a means of extending holistic mission to people of Ankole. The work of the Church has led to spiritual advancement, positive attitude change, literacy and professionalism, which have consequently improved people's health and income status (Ankole Diocese, 2021).

1.1.5.2 Content Scope

The study specifically looked at the different reward strategies used by Ankole Diocese and how they affect employee commitment towards church development in the selected archdeaconries of Ankole diocese. The study looked at both positive and negative contributions of the current reward systems on commitment towards organizational development among Church Workers in Ankole Diocese.

1.1.5.3 Time scope

The study was conducted for a period of six (6) months from January 2022 to June, 2022 since this is a cross-sectional study to be carried out at only one point in a time. This period is expected to generate sufficient information about reward strategy and commitment towards organizational development among Church Workers in Ankole Diocese.

1.1.6 Significance of the Study

The content and results of this study shall be of immense importance to all church administration who recognize employees as a vital human resource that need to be harnessed and developed. This will contribute to the improvement in Employee commitment thereby improving service delivery.

The study findings will assist top management of Ankole diocese to consider reviewing the reward structure in order to improve fairness and equity in rewards which would contribute to improved employee commitment.

The study added on the existing body of knowledge and information for academicians and other researchers on rewards strategy and employee commitment to organizational development since literature on this area is scanty.

1.1.7 Justification of the study

Most organizations especially church organizations have problems describing rewards fairly to suit the organizational demands and boost employee commitment. Thus, management in most organizations face challenges to determine which kind of reward strategy to use, whether it is non-salary based, salary based, commission-based or benefits-based (Doreen et al., 2013). In general, it is not clear in regard to which reward strategy has a more significant influence on employee commitment and which one has the least significance. Given the fact that this issue has received scanty literature, there was need for more research about the relationship between reward strategy and employee commitment towards organizational development in the Ugandan context especially among church workers in Ankole diocese.

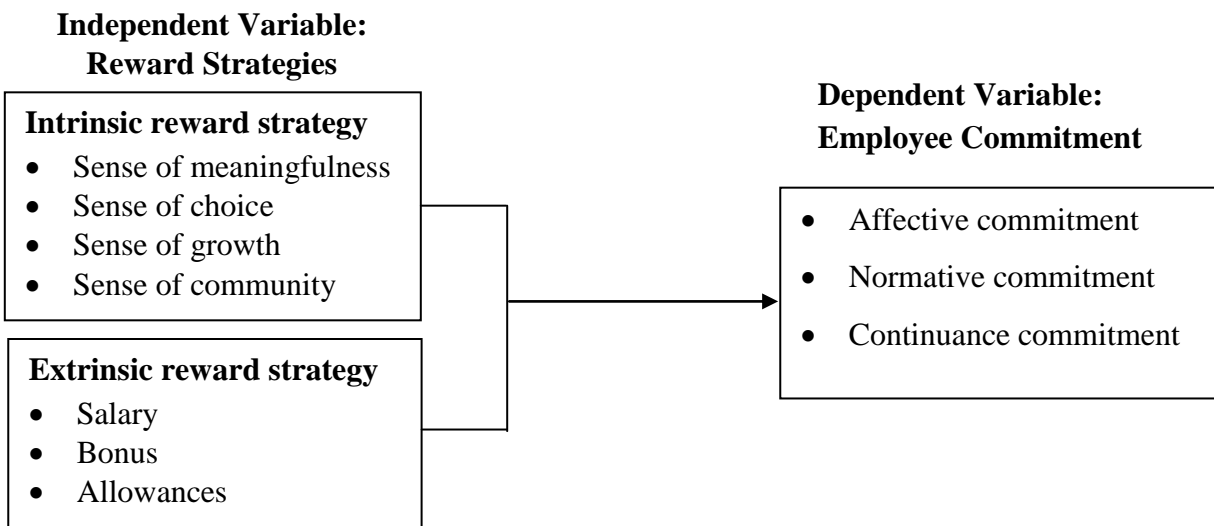
1.1.8 Theoretical Framework

The theoretical review provides an understanding of the concepts of reward system and employee performance and the linkage between the two concepts. The study is anchored on the equity theory of motivation which explains that there is a linkage between reward systems and employee performance which is derived from employee's perception of fairness and comparability. Equity theory is a comparative analysis by an employee of the rewards he receives in relation to those of others who are in a similar position, with equal qualifications and carrying similar tasks in form of effort, time and skills requirement (Adams, 1981). As per this motivation theory, an individual's motivation level is correlated to his perception of equity, fairness and justice practiced by the management. The higher the individual's perception of fairness, the greater is the motivation level and vice versa. Adams' Equity Theory of Motivation introduces the idea of fairness and the idea of comparison. For a working relationship to be considered equitable, it needs to pass two tests: Firstly, individuals need to feel that the reward

they receive for their contribution is intrinsically fair. Secondly, they need to feel that the rewards they receive (relative to their contributions) are similar to those received by their peers in the organization. If both of these tests are passed, then a fair and equitable working arrangement may exist. Consequently, individuals will probably be motivated hence improved employee performance (Juneja, 2019). Employees who perceive themselves as being in an inequitable scenario will attempt to reduce the inequity either by distorting inputs and/or outcomes psychologically, by directly altering inputs and/or outputs, or by quitting the organization (Juneja, 2019). Organizations need to exercise equity in their reward system through carrying out salary market survey, adopting the pay-skill-performance system, openly communicating compensation policy of the organization and promptly dealing with salary grievances (Armstrong & Taylor, 2014).

1.1.9 Conceptual framework

The conceptual framework explains the relationship between the independent and dependent variables as illustrated below;



Source: (Franco-Santos & Gomez-Mejia, 2015; Ryan & Deci, 2000).

Reward systems are divided into extrinsic and intrinsic reward systems (Franco-Santos & Gomez-Mejia, 2015; Gupta & Shaw, 2014; Larkin et al., 2012). Extrinsic rewards are tangible and visible rewards given to an employee for achieving something. They usually have monetary value such as a salary, bonus, award, or public recognition, allowances among others (Franco-Santos & Gomez-Mejia, 2015; Ryan & Deci, 2000). On the other hand, intrinsic rewards are

based on positively valued experiences that an employee gets when performing his/her job which may include; sense of meaningfulness (the degree of importance of the purpose an employee is trying to fulfill and the significance of the work he/she is performing); sense of choice (the positive feelings generated when an employee has the autonomy or discretion to choose how to accomplish his/her work); sense of growth (the degree to which an employee feels that he/she can perform his/her work skillfully, and due to his/her competence and efforts is accomplishing something important); and sense of community (the positive feelings of belongingness within a group) (Franco-Santos & Gomez-Mejia, 2015; Ryan & Deci, 2000).

In organizational behavior and industrial psychology, employee commitment is an individual's psychological attachment to the organization (Robbins, 2006). Employee commitment has three levels; affective commitment, normative commitment and continuance commitment. Affective commitment is referred to as the individual's emotional attachment to and involvement and identification with the organization (Allen & Meyer, 1990). Affective commitment takes into account three main aspects namely: (1) the development of psychological affinity to a firm; (2) association with the organization; and (3) the wish to remain as a member of the organization. Continuance commitment is commitment based on the costs that would occur if the person left the organization (Allen & Meyer, 1990). Therefore, people having high continuance commitment stay in the organization because they need to. In other words, it would cost too much to leave (Meyer & Herscovitch, 2001). Normative commitment refers to employees' perceived obligation to stay with an organization at the same time as employees with continuance commitment choose to stay with an organization because they have no choice (Malhotra et al., 2007). Normative commitment refers to person's feelings of obligation to stay with the organization. In other words, employees remain in the organization because they ought to do so (Markovits et al., 2014).

1.2.0 LITERATURE REVIEW

This part review literature about reward systems and their contribution to employee commitment towards organizational development.

1.2.1 The different reward systems used by the church

An employee reward system comprises an organization's coherent strategies, procedures and, system for recognizing the employee in terms of their involvement, skills and, potential and their market value (Ngwa et al., 2019). There are two basic types of rewards: Intrinsic rewards and extrinsic rewards.

1.2.1.1 Extrinsic (Financial) Rewards

Financial rewards are monetary incentives that an employee earns as a result of good performance (Myint & War, 2020). Extrinsic rewards are financial rewards that are administered by an external agent. It includes financial motivations like salary, bonus and fringe benefits such as retirement benefits, health insurance scheme and allowances for meals, accommodation and transport (Noor et al., 2020).

Salary is the amount of basic pay (the fixed wage) paid to an employee by an employer in return for work performed. Basic salary refers to the amount that an employee earns before any extras are added or payments are deducted. It constitutes the rate for the job. It may be varied according to the grade of the job or, for shop floor workers, the level of skill required (Myint & War, 2020).

Bonus is a sum of money offered to an employee over and above the salary or wages as a reward for his/her good performance. A company may use bonuses to reward achievements, to show gratitude to employees who meet longevity milestones, or to entice not-yet employees to join a company's ranks (Myint & War, 2020).

Fringe benefits are additions to compensation that companies give their employees. Several organizations offer perquisites and fringe benefits such as accommodation, pension, medical facilities, insurance cover, sick pay, car allowance, employer-provided cell phones, education facilities, travel expenses and allowances, etc (Noor et al., 2020).

1.2.1.2 Intrinsic (Non-financial) Rewards

Intrinsic rewards are also known as ‘non-financial rewards’ that are ingrained to a task and their administration is not determined by the presence or actions of another individual (Noor et al., 2020). Non-financial rewards are the tangible rewards, social practices or job-related factors that are used in an organization to commit and motivate employees without direct payment of cash (Myint & War, 2020). It includes the feeling of being acknowledged, praised for doing a good job, and participating and being involved in something. Some of the types of intrinsic rewards are- a sense of meaningfulness, sense of choice, sense of growth, and sense of community (Noor et al., 2020). The non-financial reward system encourages employees to explore and apply their creativity and innovation ability, to take on greater responsibility and demonstrate commitment with their tasks execution, resulting in higher motivation and improved work performance (Myint & War, 2020).

Lack of opportunity for advancement or growth can cause a high turnover rate for any organization. Promotion chances are the degree of potential occupational mobility within an organization. Promotional chances reduce turnover since an employee can stay on hopefully eyeing a vacancy. Employee training provides opportunities to employees to widen their knowledge and abilities for more efficient teamwork and achieve individual development (Myint & War, 2020).

The purpose of career development is to enhance each employee’s current job performance, enable individuals to take advantage of future job opportunities and fulfill agencies’ goals for a dynamic and effective workforce. Job related non-financial incentives refer to the designing of jobs in such a way of job enrichment, employee participation and empowerment, job-role autonomy, job rotation and job security (Myint & War, 2020). It involves a higher level of knowledge and skill, a variety of work content, more autonomy and responsibility of employees, meaningful work experience and more opportunities of growth. Recognition is the demonstration of appreciation for a level of performance, an achievement or a contribution to an objective. It can be confidential or public, casual or formal. It is always in addition to pay (Noor et al., 2020).

1.2.2 Positive contribution of reward systems on church employee's commitment to development of the church

Awino and Korir (2020) in Kenya revealed that rewards system was found to have a positive and significant effect on employee commitment. An increase in employee commitment implies that reward system improves employee performance (Awino & Korir, 2020).

Emelianova (2019) in Finland investigated the impact of rewards on employee performance in manufacturing firm setting and findings revealed that employee rewards had a positive and statistically significant relationship with employee performance. The study however revealed that only the combination of extrinsic and intrinsic rewards ensures increase and maximization in overall employees' performance (Emelianova, 2019).

Ngwa, Adeleke, Agbaeze, Ghasi and Imhanrenialena (2019) in Cameroon revealed that, profit sharing and collective bargaining reward systems had a significantly positive effect on employee commitment in manufacturing firms. The study concluded that there is a positive link between reward systems and employee performance (Ngwa et al., 2019). Ngwa et al (2019) emphasizes that the reward system intends to attract, retain, and motivate the workforce. When the staff feels they are justly rewarded for their ability, expertise, intellect, and involvement, they are considered to be satisfied with their job, resulting, they perform better at their job. This satisfaction of work helps to retain the staff and maintain the employee turnover (Ngwa et al., 2019).

Ogbu, Ewelike and Udeh (2020) in Nigeria revealed that major findings from the study indicate that extrinsic and intrinsic rewards have positive and significant effect on employee performance in the organization. However, whereas extrinsic rewards appeals more to lower level wage employees, the higher level wage employees appreciate the intrinsic rewards more than the financial rewards (Ogbu et al., 2020).

Waithira (2018) in Kenya revealed that the non-monetary rewards being employed in the firm were favorably received and were spurring employee performance. It was also established that the promotion schemes in the firm were instrumental in improving employee performance.

Lastly, it was established that recognition strategies as currently practiced in the firm were having a considerable outcome on employee performance.

Din, Shahani and Baroni (2021) investigated the effect of reward systems on the extrinsic and intrinsic motivation in manufacturing companies in the UAE and findings revealed that reward system has a positive impact on intrinsic and extrinsic motivation. Intrinsic and Extrinsic motivation holds immense importance in order to enhance employee productivity and performance (Din et al., 2021).

A study by Muchiri (2016) in Kenya's hotel industry revealed that there exists a significant relationship between intrinsic rewards such as employee's ability, trust, recognition, and achievement and employee performance. The study also found the existence of a significant relationship between extrinsic rewards such as salaries and wages, paid vacations, paid leave, travel allowances and employee performance (Muchiri, 2016).

Oboreh & Arukaroha (2021) in Nigerian Universities found that salary increase, cash bonus, promotion, recognition and career development have significant effect on organizational performance. The study concludes that reward has a significant positive effect on organizational performance in the sampled universities in Edo State (Oboreh & Arukaroha, 2021).

Alexander and Tomy (2020) found that reward system is a very important management tool which is used to motivate workers as it attracts people to join the organization and helps to reduce turnover intention of employees. It encourage them to work, and motivate them to perform well (Alexander & Tomy, 2020).

Obiaga & Itakpe (2021) indicate that there is a significant relationship between bonuses and productivity, compensation and productivity, promotion and productivity in the oil and gas industry in Rivers State (Obiaga & Itakpe, 2021).

Emejulu (2020) revealed that there was a statistical significant relationship between employee recognition and performance in civil service in South East of Nigeria and that there was a statistical significant relationship between staff development and employee performance in civil

service in South East of Nigeria. Sequel to this, it was concluded that reward systems has significant performance implication for civil servants (Emejulu, 2020).

Wanyonyi & Juma (2020) in Kenya Findings of revealed that Kenya Urban Roads Authority (KURA) had a satisfactory pension scheme for employees and health care insurance to employees and their dependents which further indicated that employee perceptions of financial rewards significantly influences employee performance. Additionally, Wanyonyi & Juma (2020) revealed that recognition by supervisor encouraged employees to work better and that employee perceptions of recognition practices was found to be a significant predictor of employee performance at Kenya Urban Roads Authority.

Ibrah & Khan (2015) revealed that there is positive relationship between rewards (extrinsic and intrinsic) and employee's job performance. Most of the organizations implement rewards system to increase the job performance and job satisfaction (Ibrar & Khan, 2015).

Aktar, Sachu, Emran (2012) explored factors determining extrinsic and intrinsic rewards and their impact on employee performance and actions to influence the commercial banks and result indicate that there is a statistically significant relationship between intrinsic and extrinsic variables and employee work performance (Aktar et al., 2012). Likewise, Noorazem, Sabri & Nazir (2021) revealed that financial rewards and non-financial rewards have become essential to an organization in managing employees' performance and all variables have a significant impact on employees' performance (Noorazem et al., 2021).

A study by Tsegaye (2022) in Ethiopia's brewery industry found that there exist moderate positive relationship between recognition and praise, pay and bonus, training & development and work environment and employee performance. Further, the findings indicate that recognition, pay and bonus, training and work environment affects employee performance in brewery industry. The study concluded that reward management has positive effect on the performance of employees in the study organization.

Orachaka (2018) in Cameroon revealed that reward has a significant effect on employees' performance. The result found out that recognition and bonuses can be used by management to

motivate employees. The study concluded that workers reward package matters much and should be a worry of the employers and employees.

A study by Yin & War (2020) in Myanmar revealed that among financial and non-financial rewards, bonus and recognition have the greatest contribution to the effect on employee commitment in commercial banks. Besides, the employees satisfy on financial rewards compared to non-financial because it improves their commitment and increases their performance. Moreover, the findings show high level of performance concerned with affective commitment because of their emotional attachment and involvement in the bank.

Opio & Akello (2019) examined the effect of financial rewards on employee commitment of employees in Apac Municipal Council and findings revealed that financial rewards had a positive significant effect on affective commitment (coef. 0.513, $p < 0.05$), normative commitment (coef. 0.306, $p < 0.05$) and continuance commitment (coef. 0.433, $p < 0.05$) of employees in Apac Municipal Council.

Rwothumio et al. (2020) assessed the role of financial rewards in enhancing academic staff performance in public universities in Uganda. Results indicated a weak positive relationship between financial reward and academic staff teaching output in public universities ($r = 0.282$, $p < 0.01$).

Adebanji et al. (2022) assessed the effect of reward system on employees' commitment. The output of the analysis will reveal the linear relationship between the independent (Intrinsic Motivation) and dependent variable (Employee Performance) taken together and whether any given independent variable has an influence on the dependent variable. The results of the linear regression show there is a linear relationship between the reward system and employees' commitment.

Ntirandekura et al. (2022) established the relationship between rewards and staff retention in public sector in Uganda with reference to Kabale District Local Government. The findings of the study revealed that rewards have a strong positive relationship with staff retention in the Kabale District Local Government.

Atwiine et al., (2021) used cross-sectional, explanatory and correlational approaches to study the relationship between organizational rewards, and performance of Health Centre IV workers in greater Mbarara District. The study utilised health center IV's workers' data that were collected

by using a questionnaire survey from a sample of 200 health workers from 11 health centres from greater Mbarara district. Results revealed that rewards, were significantly associated with health workers' performances. The study show that appropriate reward strategies increases the likelihood of working hard among employees by meeting deadlines, being available at their work station and they would eventually enhance on job performance.

Isabel (2020) employed both qualitative and quantitative research approaches to examine the relationship between non-monetary rewards and employee performance in parastatal organizations in Uganda using Civil Aviation Authority (CAA). The study found out that there is a weak positive relationship between Fringe Benefits and Employee Performance at Pearson correlation coefficient ($r = 0.135$); a moderate positive relationship between Career Development and employee Performance ($r = 0.390$) and a weak positive relationship between employee recognition and employee performance.

Kinuge et al. (2022) examined the relationship between reward systems and employee commitment in Mountains of the Moon University, Kabarole District. The research design was cross-sectional and adopted a quantitative approach. The findings of the study revealed that reward systems have got a significant effect on employee commitment.

Agaba et al. (2022) investigated the effects of reward management methods on the performance of small businesses in the industrial and service sectors in Ntungamo Municipality. The study used a mixed methods research technique using a cross-sectional survey design based on questionnaires and interviews. The findings indicated that human rewards management considerably affects the performance of SMEs in the Ntungamo district by roughly 19.7%.

Nalugya (2018) investigated the effects of reward management on employee commitment in commercial banks specifically at Stanbic Bank Uganda Limited. This was cross-sectional study utilizing both qualitative and quantitative approaches. The findings of the study revealed that both Extrinsic and Intrinsic rewards have got a significant effect on employee commitment.

1.2.3 Negative contribution of reward systems on church employee's commitment to church development

Ngwa, Adeleke, Agbaeze, Ghasi and Imhanrenialena (2019) in Cameroon revealed that flat rate systems had a significantly negative effect on employee work values in manufacturing firms (Ngwa et al., 2019). According to their findings, a poorly structured reward system can result in high labour turnover, low level of productivity and a general laissez faire attitude at the workplace (Ngwa et al., 2019).

A study by Atim (2015) from Centenary bank, Uganda revealed that the levels of reward system and employee performance were relatively lower than the standard expected. The researcher found out that though some strides have been made in improvement of the reward system, still there are a couple of challenges which hamper the performance of the employees. As a result the employees' performance has remained to be significantly low (Atim, 2015). A recent study by Tsegaye (2022) in Ethiopia found that the proper implementation of rewarding system was limited by mishandling of fair promotion and transfer techniques which negatively affected employee satisfaction and performance.

Gallagher (2021) in Ireland revealed that reward systems evidently portray a valuable and effective tool for rewarding overachieving employees. The use of commission, in particular, was shown to encourage harming employee behaviours and, in many cases, was the root of adverse side effects experienced within the workplace (Gallagher, 2021). The reward mismanagement, in essence, can be held accountable for a significant amount of the deviant and undesired behaviour experienced within these environments (Gallagher, 2021). The lack of balance, fairness and adequate monitoring of the reward systems has encouraged in these cases much undesired behaviours such as stealing clients and employee conflict. Incompetent reward management leads to undesired behaviour, but ultimately, it is detrimental to the organisation's performance (Gallagher, 2021).

Waithira (2018) revealed that most employees were not content with their pay and also there was uncertainty on whether the current monetary rewards in the firm led to improved employee performance (Waithira, 2018). Kelsey (2011) examined the Negative impact of rewards on student motivation and findings revealed that rewards make people feel controlled, they

discourage teamwork and cooperation and they discourage risk taking. It seems easy to conclude that rewards do not help students become intrinsically motivated learners (Kelsey, 2011).

Fransson & Frendberg (2008) identified one disadvantage with team-pay as groupthink where the group could risk making rash and bad decisions. The pressure to conform in the group can result the team to keep output at the lowest common denominator (Fransson & Frendberg, 2008). Another problem with team pay is the individuals who are high-performers, but feel that they are not rewarded for their efforts can see it as unfair. Social pressure was exerted on those low-achievers to improve their performance. They claim that employees who do not perform well enough are often directly discovered since it creates disagreements in the group (Fransson & Frendberg, 2008).

Unless the same reward is given to every employee, giving rewards runs the risk of damaging morale through the appearance of favoritism. This is especially prevalent in cases where the reward goes above and beyond what would be expected of a standard workplace incentive (Ngwa et al., 2019). If the reward is not purely performance-based, there is also a danger of actual favoritism coming into play, since any criteria that fall at the discretion of managers or other employees may be subject to personal bias (Eileen & Devon, 2019).

Giving rewards to employees may lead them to expect similar rewards in the future, especially if the rewards are given at specific times of the year. If employees come to expect rewards, then any potential motivation or reward is lost because the employees feel that the reward is simply part of their regular compensation and not an additional bonus offered as a sign of thanks or a motivational tool (Eileen & Devon, 2019). Cash bonuses and other rewards may provide a temporary incentive to employees, but over time, the benefit of these rewards begins to fade (Peek, 2021). The sense of appreciation or other motivation that employees feel when receiving a reward may be gone within a few months, especially when cash is given, which may be quickly spent. Within a few months, the employees may feel the same as they did before the reward was given since there is typically no long-term benefit bestowed by the reward (Eileen & Devon, 2019).

Employees who do their best and still do not qualify for incentives may become resentful of the star performers. When they see they cannot compete, they give up, and their performance suffers

(Sherman, 2020). If the rewards a company gives are performance-based, employees who did not receive a reward may feel less motivated to work, as their work quality was judged to not be good enough; this effect can be made worse if an employee previously thought that he was doing a good job (Johnson, 2021). Likewise, if the rewards are given only at certain times of the year, the employees may feel that the only time that their performance matters is just before the rewards are given (Huds, 2021).

1.3.0 RESEARCH METHODOLOGY

This part presents a detailed description of the research methodology that the researcher used while studying the relationship between employees rewards systems and employee commitment towards organizational development among church workers in Ankole Diocese. This chapter consists of the research design, study population, sample size and determination, sampling techniques, data collection instruments, validity and reliability, research procedure, analysis and study limitations.

1.3.1 Research Design

The study used a descriptive survey research design which exploited a quantitative approach. According to Ranjit (2019), a descriptive study attempted to describe systematically and provide information about a situation, problem, phenomenon, service or programme under investigation based on the opinions of the respondents. Quantitative study assisted the research to use the methodological principles of description and statistical measurements to understand the current reward systems used at Ankole diocese, the positive and negative contributions of reward system towards employee performance in Ankole diocese (Kothari 2004). This design was used because it is relatively quick, easy and cheap to conduct and allows the researcher to study and describe the distribution of one or more variables, without regard to any causal or other hypotheses. This design also allows the researcher to analyze facts and helps in developing an in-depth understanding of the research problem (Ranjit, 2019).

1.3.2 Study area

The study was carried out from Ankole Diocese focusing on parish churches in two (2) Archdeaconries; Deanery and Greater Mbarara in Ankole Diocese. The Diocese has 16 archdeaconries with more than 86 parish churches and more than 500 sub-parish churches in the districts of Mbarara, Isingiro and Rwampara. Mbarara city which is the main focus of this study

has two (2) archdeaconries including Deanery and Greater Mbarara archdeaconries. The deanery archdeaconry consists of the main cathedral St. James Cathedral Ruharo, St. Stephen's Nyakayojo C.O.U, Rwentanga C.O.U, Kashaka C.O.U and Bubaare C.O.U. Greater Mbarara archdeaconry consists of the city churches including All Saints Church, Mbarara, St. Peters' Kakoba, St. Paul's Nyamityobora C.O.U, St. Peters' Kyamugorani C.O.U, St. James Kakiika C.O.U, St. Pauls' Katojo Biharwe, Katebe C.O.U, Rwakaterere C.O.U, St. Pauls' Katete C.O.U and St. Luke Kaburangire C.O.U. This area was used because the employee commitment of church workers in the diocese is very low and no study has been conducted to relate employee commitment and reward strategy.

1.3.3 Study Population

Study population is a subset of the target population from which the sample is actually selected (Ranjit, 2019). The study population included 200 employees and management of Ankole Diocese who was selected from different churches in Ankole diocese. This population was used because they have the basic knowledge on reward strategy and employee commitment. The unit of analysis included the different churches in Ankole diocese. The unit of inquiry included employees serving in each church. The units of analysis and inquiry are shown in table below;

Table 1: Study population

Unit of Analysis	Churches	Population
DEANERY ARCHDEACONRY	St. James Cathedral Ruharo	18
	St Stephen's C.O.U Nyakayojo	22
	Rwentanga C.O.U	10
	St. Paul C.O.U, Kashaka	12
	Bubaare C.O.U	11
GREATER MBARARA ARCHDEACONRY	All Saints Church, Mbarara	20
	St.Peters' Kakoba	15
	St.Paul's C.O.U Nyamityobora	10
	St.James C.O.U Kakiika	8
	St.Pauls' Katojo Biharwe	25
	St. Peter C.O.U, Katebe	12
	St. Luke C.O.U Rwakaterere	8
	St.Pauls' Katete C.O.U	20
	St.Luke Kaburangire C.O.U	9
	Total	200

Source: Ankole Diocese Human Resource Department, 2022

1.3.4 Sample size and determination

Sample size refers to the number of subjects or individual elements chosen from the population under study (Ranjit, 2019). In this study, a sample size of 134 respondents was considered out of the population of 200 from the study area. This sample size was derived from the formula developed by Yamane (1967) as follows;

$$n = \frac{N}{1 + N(e)^2}$$

Where N= Total population=200
 n = required sample size
 e= Margin of error estimated as 0.05 at 5% level of significance

$$n = \frac{200}{1 + 200(0.05)^2}$$

n= 134 respondents

The above sample size was further apportioned according to the different churches as follows;

Table 2: Sampling frame

Unit of Analysis	Church	Population	Sample size
DEANERY ARCHDEACONRY	St. James Cathedral Ruharo	18	12
	St Stephen's C.O.U Nyakayojo	22	15
	Rwentanga C.O.U	10	7
	St. Paul C.O.U, Kashaka	12	8
	Bubaare C.O.U	11	7
GREATER MBARARA ARCHDEACONRY	All Saints Church, Mbarara	20	14
	St.Peters' Kakoba	15	10
	St.Paul's C.O.U Nyamityobora	10	7
	St.James C.O.U Kakiika	8	5
	St.Pauls' Katojo Biharwe	25	17
	St. Peter C.O.U, Katebe	12	8
	St. Luke C.O.U Rwakaterere	8	5
	St.Pauls' Katete C.O.U	20	13
	St.Luke Kaburangire C.O.U	9	6
	Total	200	134

Source: Ankole Diocese Human Resource Department, 2022

1.3.5 Sampling Techniques

Simple random sampling technique was used to obtain data from different categories of respondents. Simple random sampling is the basic sampling technique where each individual was chosen entirely by chance and each member of the population has an equal chance of being included in the sample (Ranjit, 2019). This method was used to select all employees of Ankole Diocese since everyone employee is entitled to at least one form of reward. In this way every respondents had an equal chance of being included in the sample. This method was used because it gives every respondent a chance of participating in the study without bias (Amin, 2005).

1.3.6 Data Sources

The researcher relied majorly on primary data sources. Primary data is that data that is fresh and collected for the first time and original in character from the respondents (Saunders et al., 2003). For primary data collection, the study collected firsthand data by use of close ended questionnaires.

1.3.7 Data Collection Methods

The researcher used a questionnaire survey method to gather and collect primary data from the respondents. A questionnaire survey is a method of quantitative data collection where a set of standardized instruments were used to collect subjective opinions from respondents about a particular phenomenon (Ranjit, 2019). In this study, self-administered questionnaires were administered to the employees in different churches in Ankole diocese to collect subjective opinions about the reward systems used how they contribute to employee commitment towards organizational development in each church selected. This method was preferred because it is quick, cheap and fast in data collection and collected responses with minimum errors and high level of confidentiality as respondents were allowed to answer the questions at their convenient time (Kothari, 2003). The method was applied to all employees in all churches selected from Ankole diocese.

1.3.8 Data Collection Tools

During data collection, the researcher used a Likert type structured questionnaire tool with a 5-point rating scale where 5=Strongly Agree, 4=Agree, 3=Not Sure, 2=Disagree and 1=Strongly Disagree. This was designed to capture respondent's characteristics and seek answers to the

study objectives. The questionnaire contained four (4) sections; Section A comprising of background information of respondents, Section B comprising of statements on the reward systems used by Ankole Diocese, Section C comprising of information on the positive contributions of reward system on employee commitment towards organizational development and Section D comprising of the negative contributions of reward system on employee commitment towards organizational development in Ankole diocese. The data presented in the subsequent chapter was collected from 120 respondents out of the 134 church workers to whom questionnaires were administered. Of the total questionnaires administered, only 10 questionnaires were not returned while others 4 questionnaires were incomplete. Therefore, 14 questionnaires were excluded from the data analysis. According to Mugenda and Mugenda (2003), a response rate of 50% and above is considered good while a response rate of 70% and above is very good for the study. In this study however, the response rate is 89.6% and therefore considered very good to generate informed findings for the study.

The demographic characteristics of the respondents to whom questionnaires were administered to are presented in the table below;

Table 3: Biodata of the study participants

Biodata	Category	Frequency	Percentage (%)
Gender	Male	89	74.2
	Female	31	25.8
	Total	120	100.0
Marital Status	Single	15	12.5
	Married	105	87.5
	Total	120	100.0
Age	20-29 years	23	19.2
	30-39 years	40	33.3
	40-49 years	33	27.5
	50 & above years	24	20.0
	Total	120	100.0
Level of education	Primary	7	5.8
	Secondary	4	3.3
	College/Institute	42	35.0
	University	67	55.8
	Total	120	100.0

Biodata continued...

Biodata	Category	Frequency	Percentage (%)
Position held	Parish Priest	14	11.7
	Lay Reader	14	11.7
	Accountant	14	11.7
	Administrative assistant/Secretary	14	11.7
	Teachers for young church	20	16.7
	Organist	11	9.2
	Chaplain	9	7.5
	Security guard	6	5.0
	Church verger	8	6.7
	Treasurer	10	8.3
Total		120	100.0
Period spent working in the parish	Less than a year	16	13.3
	1-5 years	48	40.0
	6-10 years	38	31.7
	11-15 years	10	8.3
	21 or longer	8	6.7
	Total		120

Source: Primary data, 2022

Majority of the respondents were males (74.2%) while the least were females (25.8%). This implies that Ankole diocese employs more males than females. This indicates that most jobs in the churches in Ankole diocese are suitable for males than females and therefore the performance of male employees is deemed more necessary towards church development compared to that of females.

In addition, majority (87.5%) of the respondents were married while the least are singles accounting for 12.5% of the total number of respondents. The above findings imply that Ankole diocese employs more married church workers than singles. This is because married people seem to be more committed to their jobs and show some resilience and maturity to their jobs than singles. Hence, they are expected to perform more than singles. However, these need to be rewarded since married people have more responsibilities and commitments that need money. Failure to give the rewards that satisfy their family needs could be detrimental to their performance and commitment to church development.

Furthermore, majority (33.3%) of the respondents were in the age group of 30-39 years, followed by those aged 40-49 years (27.5%) and those aged 50 and above (20%) while the least were those aged 20-29 years (19.2%). The findings imply most church workers of Ankole diocese mature people who are expected to have a wide range of responsibilities and commitments that need financial rewards in return. Whereas these show high level of commitment due their maturity compared to young people, they might fail to perform highly if they do not receive rewards that suit the scope of their duties and responsibilities.

It was also discovered that majority (55.8%) were educated up to university, followed by those who had stopped in college/institute (35.0%) and those with primary (5.8%) while the least were those who stopped in secondary level (3.3%). This implies that most church workers of Ankole diocese are educated and have quite a wider knowledge and skills in performing their duties. However, such people are always conscious about the remuneration and rewards they receive in return for their services and can show exhibit their skills only if they expect fair rewards in return. Failure to reward them fairly could result to adverse behavior at the workplace which could be detrimental to church development.

As regards to the position held, majority of the respondents were teachers for young church (16.7%), parish priests (11.7%), lay readers (11.7%), accountants (11.7%), administrative assistants (11.7%) and organists (9.2%) and treasurer (8.3%) among others such as chaplain (7.5%), church verger (6.7%) and security guard (5.0%). This implies that most church workers of Ankole diocese are those providing the core services of the church and their performance contributes significantly towards church development. Hence, these need to be rewarded in order to motivate them to perform better towards church development.

Lastly, majority of respondents has spent 1-5 years working with Ankole diocese, followed by 31.7% who had spent 6-10 years, then 13.3% who had spent less than a year and 8.3% who had spent 11-15 years while the least 6.7% had spent 21 years and above. This implies that the rate of employee turnover among church workers of Ankole diocese is high since most church workers do not work for the diocese beyond 5 years. Employee commitment increases within the first five (5) years of service with the church beyond which most church workers start to drop their jobs for other jobs.

1.3.9 Validity and Reliability

1.3.9.1 Validity

Validity is the extent to which the research instrument measure what they intend to measure or how truthful the research results are. Validity of the instruments was measured by determine the relevance of questions through expert judgment method. The questionnaire was pre-tested among three (3) research experts before the actual time of data collection to give an opinion of whether the items in the questionnaire are relevant to the study variables and if they could be used to answer the specific objectives. The researcher computed the content validity index (CVI) by calculating the ratio of total items marked relevant (R) by judges to the total items in the instrument as shown below;

$$\text{CVI} = \frac{\text{Number of items declared valid by judges}}{\text{Total number of items}}$$

Table 4: Content Validity Index

Expert	Number of items considered relevant	Number of items in the instrument	CVI
Expert 1	40	43	0.930
Expert 2	35	43	0.814
Expert 3	37	43	0.861
Average	37	43	0.868

Source: Expert Judgment, 2022

According to the results above, the instrument was regarded as valid since the average content validity index (CVI) is greater than 0.70 as recommended by Amin (2005).

1.3.9.2 Reliability

Reliability refers to the extent to which results are consistent over time, give an accurate representation of the total population under study, and if the results of a study could be reproduced under a similar methodology. In this study, the research instrument was pretested among five (5) employees of any one parish in Ankole diocese after which this data was analyzed using SPSS Version 26.0. Using the same software, the Cronbach's (1951) alpha coefficient was generated to test for internal consistence. The results from the reliability analysis are presented in the table below;

Table 5: Reliability Statistics

Cronbach's Alpha	N of Items
.732	43

Source: Pilot study results, 2022

From the computed figures, the instrument was considered to be reliable since the Cronbach's alpha value was found to be greater than 0.70.

1.3.10 Research procedure

When the proposal was completed, the researcher sought an introductory letter from the University Supervisor which he took to the managers of the selected parishes to seek permission for conducting research from each parish. Upon being given permission, the researcher administered the research instruments to the target respondents. The questionnaires were left with the parish priest and agreed with each respondent when to collect them for analysis.

1.3.11 Data Presentation, Analysis and Interpretation

Presentation of data involved the use of tables, pie-charts and graphs that was generated from the questions relevant to the study variables. Interpretation and discussion of the results was done by explaining the strength of the study variables basing on the frequencies and percentages, charts and graphs. The collected data collected was edited first to identify and eliminate errors, the information was categorized according to its different nature and thereafter well coded. The responses were then entered into Statistical Package for Social Scientists (SPSS) version 26.0 where data was processed and presented using by generating frequency tables from which interpretations and discussions were made in accordance to statistical opinions. Descriptive statistics such as mean and standard deviation were used to understand the variations in levels of agreement or disagreement with different statements by different respondents.

1.3.12 Ethical considerations

To be ethical, the researcher obtained an introductory letter from Uganda Christian University (UCU), Mukono which was presented to the respondents in order to give them a clear picture regarding the purpose of the study being conducted. A formal approval letter was sought from UCU Research Ethics Committee (REC) and an informed consent form was presented to participants attached to a questionnaire. Additionally, the researcher first asked for permission from the Diocesan secretary of Ankole Diocese and parish priests of each parish so as to allow

research be conducted in the selected parishes. Confidentiality was ensured by not revealing the names of the respondents anywhere in the report. The names of the parish priests and respondents were not indicated anywhere in the report. Instead, identical initials or letters were assigned to each person so that they are not recognized. The data collected from each parish was aggregated and presented as a whole picture not to a specific parish.

1.3.13 Limitations faced during the study

High costs. The researcher faced high costs in form of stationery, printing and photocopying and transportation costs during data collection and this was quite challenging to the researcher's financial status. However, the researcher sought for further financial support from his supporters to hedge against this limitation.

Limited time. Due to a lot of academic obligations alongside work, the researcher found it hard to balance the two within the required time dimension. This led to delays in producing the final dissertation. The researcher, however worked closely with the supervisors at the workplace and university to make sure quality findings are arrived at.

Delayed responses. The study targeted respondents from different churches in different areas of Mbarara district and Mbarara city. The process of distributing questionnaires to all these areas and collecting them was quite time consuming which resulted to delayed responses.

CHAPTER TWO

PRESENTATION AND INTERPRETATION OF FINDINGS

2.1 Introduction

The chapter is composed of presentation and interpretation of data analyzed using SPSS Version 26.0 according to biodata of respondents as well as the study objectives.

2.2 The current reward systems used by church workers in Ankole Diocese (N=120)

The first specific objective sought to examine the current reward systems used by church workers in Ankole diocese. These have been divided into financial and non-financial rewards as explained below;

2.2.1 Financial rewards given to church workers in Ankole Diocese

The table below presents responses as regards to financial rewards given to church workers in Ankole diocese.

Table 6: Financial rewards given to church in Ankole diocese

Financial Rewards used in Ankole Diocese	SA (5)	A (4)	N (3)	D (2)	SD (1)	Mean	Std. Dev.
Every month, I receive a fair and competitive salary for the services I render to this church.	22 18%	30 25%	23 19%	45 38%	0 0%	3.24	1.145
Ever since I joined this church, my salary has been adjusted several times to suit the scope of my duties.	0 0%	27 23%	10 8%	66 55%	17 14%	2.39	.990
I receive an hourly/ daily/ weekly wage as part of compensation for the service given to the church.	7 6%	3 3%	16 13%	52 43%	42 35%	2.01	1.057
I have ever received commission for involving in a service that generated income to the church.	7 6%	12 10%	37 31%	37 30%	27 23%	2.46	1.122
I have ever received a bonus pay for meeting the required targets.	0 0%	22 18%	17 14%	65 54%	16 13%	2.37	.935
In this church, payment is done on the piece of work done rather than the time worked.	0 0%	34 28%	13 11%	43 36%	30 25%	2.42	1.150
In this church, allowances are given for any extra work done or extra	0 0%	37 31%	40 33%	31 26%	12 10%	2.25	1.190

time worked for							
In this church, an employee earns a certain percentage of profit/gain if he/she gets involved in the activity that generates that particular gain/profit.	36 30%	50 42%	26 22%	4 3%	4 3%	2.08	.975
I have ever received a cash incentive from this church in recognition for my good performance	8 7%	26 22%	6 5%	56 47%	24 20%	2.48	1.223

Source: Primary data, 2022

According to the findings in table 6 above, it is revealed that majority of the respondents had neutral response on whether they receive a fair and competitive monthly salary for the services they render to the church (Mean=3.21). There is a very wide standard deviation in responses (SD=1.145) which indicates that there is a wide deviation in perceptions of fairness of the salary with 43% of the respondents indicating that they receive a fair salary while 38% of the respondents indicate that the salary they receive monthly is unfair.

With a small deviation in responses (SD = 0.99), the findings revealed that majority of the respondents disagreed about the statement that ever since they started working with the church, their salary has been adjusted several times to suit the scope of their duties (Mean=2.39). The above disagreement indicates that the vast majority of the church workers in Ankole diocese their salary has not been adjusted to suit the scope of their duties. This implies that Ankole diocese does not carry put a salary review whenever there is a change in position or scope of duties. This indicates rigidity in salary structure which may be detrimental to employee commitment and service delivery.

In addition, majority of the respondents disagreed about whether they receive an hourly/ daily/ weekly wage as part of their compensation for the service given to the church (Mean=2.01). A wide standard deviation in responses (SD=1.057) indicates that only a few respondents received hourly, daily or weekly wages with majority receiving only the monthly salary. Likewise, majority of the respondents disagreed about whether they have ever received commission for involving in a service that generated income to the church (Mean=2.46). Also with a wide standard deviation (SD=1.122), the findings indicate that only a few respondents received commission for involving in a service that generated income to the church. This implies that in

case where the salary is insufficient, most employees would not afford meeting costs and this may reduce their commitment towards church development.

Majority of the respondents disagreed about whether in their church, payment was done on the piece of work done rather than the time worked (Mean=2.42; SD=1.150). A higher standard deviation indicates that there are some few respondents who were paid according to the piece of work done while the majority were paid according to the time worked. This implies that even when church workers put in place much efforts towards church work, their efforts would not be recognized with a financial pay but would rather be paid the basic pay according to the time spent. This affects their productivity, efficiency and effectiveness in undertaking their duties.

Furthermore, majority of the respondents disagreed about whether they have ever received a bonus pay for meeting the required targets (Mean=2.37). The standard deviation is small (SD=0.935) which implies that all the respondents were in the same line of agreement with the same statement. This indicates that most church workers of Ankole diocese have never received a bonus pay for meeting the required targets. In addition, majority of the respondents disagreed about whether in their churches, allowances were given for any extra work done or extra time worked for (Mean=2.25, SD=1.190). The wide standard deviation however indicates that there are some church workers who receive allowances but the vast majority do not receive allowances. This is also likely to create perceptions of unfairness among church workers after realizing that some receive allowances and others do not. It was also revealed that majority of the respondents disagreed about whether employees earn a certain percentage of profit/ gain if he/she gets involved in the activity that generates that particular gain/ profit, majority of the respondents disagreed (Mean=2.08, SD=0.975). Likewise, majority of the respondents disagreed about whether they have ever received a cash incentive from this church in recognition for their good performance (Mean=2.48, SD=1.223). The above findings generally imply that most church workers in Ankole diocese do not receive any other cash incentives other than salary and this is expected to be detrimental to their performance.

2.2.2 Non-financial rewards used by church workers in Ankole Diocese

The table below presents responses as regards to non-financial rewards given to church workers in Ankole diocese.

Table 7: Non-financial rewards given to church in Ankole diocese

Non-Financial Rewards used at Ankole Diocese	SA (5)	A (4)	N (3)	D (2)	SD (1)	Mean	Std. Dev.
The church assured me to provide pension benefits after retirement	8 7%	37 30%	17 14%	34 28%	24 20%	2.76	1.270
I am one of the beneficiaries of the church's medical or dental insurance scheme/ programme	4 3%	0 0%	3 3%	51 43%	62 52%	1.61	.833
The church provides medical/life insurance to my family members	4 3%	0 0%	4 3%	38 32%	74 62%	1.52	.850
I am always given free transport whenever I am travelling on official duty, training, foreign service, or any other special event in church interest	11 9%	37 31%	15 13%	32 27%	25 21%	2.81	1.324
While I am at the workplace, this church gave me a free vehicle for transport serviced by the church	4 3%	17 14%	10 8%	36 30%	53 44%	2.02	1.184
In this church, all employees are given free meals while at the work place	0 0%	11 9%	22 18%	49 41%	38 32%	2.05	.934
In this church, all employees are given free accommodation while at the work place	17 14%	18 15%	21 18%	46 38%	18 15%	2.75	1.285
In Ankole diocese, the church provides sponsorships to employees who want to go for further training or studies	0 0%	40 33%	38 32%	23 19%	19 16%	2.83	1.066

Source: Primary data, 2022

According to the results in the table above, it is revealed that majority of the respondents had neutral responses about whether the church assured them to provide pension benefits after retirement (Mean = 2.76). However, there is a wide deviation in responses with some agreeing with the statement while others disagreeing with the statement (SD=1.270). The higher standard deviation indicates that there is a section of respondents who will receive pension benefits after retirement while others (48%) will not receive pension benefits.

The findings indicate that majority of the respondents disagreed about whether they are beneficiaries of the church's medical or dental insurance scheme/ programme (Mean =1.61). There is a low deviation in the responses (SD=.833) which indicates that most of the respondents are in the same level of disagreement. Likewise, majority of the respondents disagreed about whether the church provides medical/life insurance to my family members (Mean=1.52, SD=0.850). The above findings imply that Ankole diocese does not have medical, dental or life insurance schemes for its church workers or their family members.

However, there is a neutral average response (Mean=2.81) on whether the diocese provides free transport to church workers travelling on official duty, training, Foreign Service, or any other special event in church interest. The wide standard deviation on this issue (SD=1.324) indicates that there is a significant number of church workers (40%) who have been provided free transport by the church to travel on official duty, foreign service or special church event while another significant proportion of church workers (48%) have never received such free transport.

Likewise, majority of the respondents disagreed (Mean=2.02) about whether the church gave them a free vehicle for transport serviced by the church while at the workplace. The wide deviation in responses (SD=1.184) indicates that there are some church workers (17%) who have free vehicles for the diocese but the vast majority (74%) do not have. Furthermore, majority of the respondents disagreed (Mean=2.05; SD=0.934) about whether all employees are given free meals while at the work place.

However, there were neutral responses about whether employees are given free accommodation while at the work place (Mean=2.75, SD=1.285). Whereas 29% of the respondents received free accommodation, the majority (53%) did not receive free accommodation at the workplace. Likewise, there are neutral responses about whether the church provides sponsorships to employees who want to go for further training or studies (Mean=2.83, SD=1.066). Whereas 33% of the respondents reported that the church provides sponsorships to employees who want to go for further training or studies, 35% of the respondents deny.

In general, the findings indicate that there is unfairness in system of administering non-financial rewards at Ankole diocese where non-financial rewards are only given to selected church workers leaving the vast majority dependent on only the salary. Such discrimination and

unfairness in rewards may create adverse behavior among church workers which may be detrimental to church development.

2.3 Positive contributions of the current reward systems on commitment of church workers towards development in Ankole Diocese

The second specific objective sought to examine the positive contributions of the current reward systems on commitment of church workers towards development in Ankole diocese. The results are presented in the table 7 below;

Table 8: Positive contributions of the current reward systems on commitment

Positive contributions of the current reward systems on commitment	SA(5)	A(4)	N(3)	D(2)	SD(1)	Mean	Std. Dev
My productivity can increase if I am fairly rewarded.	31 26%	66 55%	13 11%	10 8%	0 0%	3.98	.840
Good reward system reduces counterproductive work behavior at the workplace.	25 21%	50 42%	32 27%	9 8%	4 3%	3.69	.994
Rewards encourage my skills and efforts.	37 31%	57 48%	17 14%	9 8%	0 0%	4.02	.869
A reward system motivates me to work hard.	44 33%	63 53%	9 8%	4 3%	0 0%	4.22	.727
Rewards provide me with a touch or a feeling of ownership of their assigned jobs.	33 28%	65 54%	6 5%	16 13%	0 0%	3.96	.929
Rewards help me in attaining job satisfaction.	19 16%	54 45%	21 18%	20 17%	6 5%	3.50	1.10 0
I can be very committed to the organization if I am fairly rewarded	34 28%	67 56%	9 8%	6 5%	4 3%	4.01	.930
I would be very happy to spend the rest of my career with this organization if I am highly rewarded.	41 33%	52 43%	18 15%	6 5%	3 3%	4.02	.961
If this organization increases my rewards, I would feel that I have too few options to consider leaving this organization.	42 35%	47 39%	24 20%	3 3%	4 3%	4.00	.979
I would surely put so much of my time and efforts into this organization If I am fairly rewarded.	28 23%	63 53%	12 10%	10 8%	7 6%	3.79	1.07 6

Source: Primary data, 2022

According to the results in the table 8 above, it is revealed that majority of the respondents agreed that their productivity can increase if they are fairly rewarded (Mean=3.98). This indicates that if Ankole diocese rewards her church workers fairly, the productivity of church workers can improve which improves employee performance. As agreed by most respondents, improved productivity could be due to the fact that a reward system motivates employees to work hard (Mean=4.22) and exhibit all their skills and efforts to effectively and efficiently perform their duties and meet their targets (Mean=4.02). Most respondents confirmed that they would surely put so much of their time and efforts into Ankole diocese as church workers if they are fairly rewarded (Mean=3.79).

In addition, majority of the respondents agreed that good reward system reduces counterproductive work behavior at the workplace (Mean=3.69). The above findings imply that rewards can be a useful tool for reducing counterproductive work behavior among church workers in Ankole diocese. Such behavior may include late coming, harassment of Christians, theft and embezzlement of funds among others.

Majority of the respondents agreed that rewards provide them with a touch or a feeling of ownership of their assigned jobs (Mean=3.96). This implies that rewards can be an effective tool for increasing affective commitment among church workers. In fact, majority of the respondents reported that they can be very committed (Mean=4.01) and happy to spend the rest of their career with Ankole diocese (mean=4.02) if they are highly rewarded. This indicates that rewards can be used by Ankole diocese to improve job satisfaction among church workers as agreed by most respondents (Mean=3.50). An increase in job satisfaction and commitment implies that most church workers would feel that they have too few options to consider leaving Ankole diocese if they are fairly and highly rewarded as reported by most respondents (Mean=4.00).

Generally, the findings in table 13 above indicate that employee rewards can be an effective tool for improving employee performance among church workers in Ankole Diocese due to its ability to prevent counterproductive work behavior and improve employee productivity, job satisfaction, commitment, and loyalty to the church where they serve and the diocese in general.

2.4 Negative contributions of the different reward systems on commitment of Church workers towards development in Ankole Diocese

The third specific objective seeks to examine the negative contributions of the current reward systems on commitment towards church development at Ankole diocese. The results are presented in the table 9 below;

Table 9: Negative contributions of the current reward systems on commitment

Positive contributions of the current reward systems on commitment	SA (5)	A (4)	N (3)	D (2)	SD (1)	Mean	Std. Dev
A poorly structured reward system can result in high labour turnover among employees	14 12%	68 57%	24 20%	14 12%	0 0%	3.68	.830
A poor reward system results to low level of productivity among employees	36 30%	67 56%	14 12%	3 3%	0 0%	4.13	.709
The reward mismanagement is one main issue that results to deviant and undesired behaviour among employees	15 13%	54 45%	36 30%	15 13%	0 0%	3.58	.866
Unfair rewards discourage my teamwork and cooperation.	18 15%	63 53%	22 18%	13 11%	4 3%	3.65	.976
I can feel demotivated if my efforts are not fairly rewarded.	18 15%	81 68%	15 13%	6 5%	0 0%	3.92	.688
Rewards exert a lot of social pressure among low-achievers which may result to low morale and labour turnover.	13 11%	46 38%	30 25%	27 23%	4 3%	3.31	1.044
Unfair reward system creates disagreements among team members which can result to conflict and unethical conduct.	14 12%	65 54%	23 19%	10 8%	8 7%	3.56	1.027
Unless the same reward is given to every employee, giving rewards damages morale of employees towards work.	12 10%	55 46%	31 26%	10 8%	12 10%	3.38	1.101
My morale to perform reduces when I am no longer receive the same rewards as I used to receive in the past.	24 20%	47 39%	16 13%	22 18%	11 9%	3.43	1.255
If the rewards are given only at certain times of the year, I may feel that the only time that my performance matters is just before the rewards are given.	10 8%	45 38%	25 21%	33 28%	7 6%	3.15	1.097

Source: Primary data, 2022

The study findings in table 9 above revealed that a poorly structured reward system can result in high labour turnover among employees (Mean=3.68). This implies that if Ankole diocese does not reward its church workers fairly, they may be less committed to the organization which would propel them to leave the organization and go for other jobs in other organizations.

Majority of the respondents also revealed that a poor reward system results to low level of productivity among employees (Mean=4.13). This implies that failure of Ankole diocese to reward church workers well would reduce their morale and commitment towards work which reduces their productivity. It was reported that failure to reward church workers fairly may hinder effective teamwork and cooperation (Mean=3.65) which reduces productivity since team members cannot work together effectively to achieve a common goal or assigned task. Majority of the respondents further reported that unfair reward system creates disagreements among team members which can result to conflict and unethical conduct (Mean=3.56).

Furthermore, majority of the respondents reported that they can feel demotivated if their efforts are not fairly rewarded (Mean=3.92). A demotivated staff always exhibits low morale towards work and is more likely to engage in deviant behavior that is contrary to the organization's policies. In fact, majority of the respondents stressed that the reward mismanagement is one main issue that results to deviant and undesired behaviour among employees (Mean=3.58). This implies that church workers in Ankole diocese may adopt a counterproductive work behavior if Ankole diocese does not manage the process of rewards well.

A significant proportion of respondents (49%) reported that rewards exert a lot of social pressure among low-achievers which may result to low morale and labour turnover (Mean=3.31). This implies that if rewards are paid according to performance, rewarding high performers highly may demoralize the low achievers since they would think their efforts are not being appreciated in the organization. In the due course, they would opt for leaving the organization for other organization result to an increase in labour turnover and its associated negative effect on church development.

Whereas cumulative responses indicate neutral opinion about whether giving rewards damages morale of employees towards work if the same rewards are not given to every employee (Mean=3.38), the individual responses indicate that the biggest percentage of respondents 56% were in agreement with the statement which implies that if employees on the same position do not receive same rewards, it will damage their morale towards work which reduces their commitment towards church development. Likewise, the biggest proportion of respondents (59%) reported that their morale to perform reduces when they no longer receive the same rewards as they used to receive in the past (Mean=3.43). Lastly, the biggest proportion of respondents (46%) agreed that if the rewards are given only at certain times of the year, they may feel that the only time that their performance matters is just before the rewards are given (Mean=3.15).

On a general note, it is revealed that rewards can have a detrimental effect on employee productivity, performance and commitment if the organization does not provide equitable and fair rewards. In the context of Ankole diocese, if church workers realize that the amount or value of rewards given to them is lower than the value of efforts and time rendered to the church service, they will be propelled to work with low morale and commitment to work which reduces productivity and increases labour turnover.

CHAPTER THREE: DISCUSSIONS OF FINDINGS

3.1 Introduction

This chapter presents a general discussion of the findings presented in the previous chapter.

3.2 Current reward systems given to employees in Ankole diocese

The study findings revealed that there is a very wide deviation in perceptions of fairness of the financial rewards received by church workers which indicates that there are wide pay disparities at Ankole diocese that cause some church workers to perceive their reward as unfair. Likewise, the findings indicate that there is unfairness in the system of administering non-financial rewards at Ankole diocese where non-financial rewards are only given to selected church workers leaving the vast majority dependent on only the salary. Such discrimination and unfairness in rewards may create adverse behavior among church workers which may be detrimental to church development. Such disparities and perceptions of unfairness may contribute to conflicts and dissatisfaction among workers especially if church workers at the similar positions/ hierarchy receive different rewards. In line with the equity and justice theory, an individual's motivation level is correlated to his perception of equity, fairness and justice practiced by the management. The higher the individual's perception of fairness, the greater is the motivation level and employee performance (Juneja, 2019). Hence, in the case of this study where a significant number of church workers perceive themselves as being in an inequitable scenario, there is a likelihood that they will attempt to reduce the inequity either by reducing their commitment and morale to work, by concentrating on other non-church activities to earn extra income or by quitting the organization for other opportunities (Juneja, 2019). Ankole diocese therefore needs to exercise equity in her reward system through carrying out salary market survey, adopting the pay-skill-performance system, openly communicating compensation policy of the organization and promptly dealing with salary grievances (Armstrong & Taylor, 2014).

3.3 Positive contribution of reward systems on commitment of church workers towards church development

The study findings revealed that if Ankole diocese rewards church workers fairly, productivity can improve which improves employee performance. This is because a good reward system motivates employees to work hard and exhibit all their skills and efforts to effectively and efficiently perform their duties and meet their targets instead of involving in counterproductive work behavior. This in turn improves employee commitment as it would impart in church workers a touch or feeling of ownership in the organization which in turn improves job satisfaction and reduce labour turnover. The above findings generally confirm that a good reward system can have a positive contribution on employee performance and commitment towards church development.

The above findings are in agreement with (Din et al., 2021) in UAE and (Obiaga & Itakpe, 2021) in Nigeria which both revealed that there is a positive relationship between reward system and employee productivity. In addition, the findings are in agreement with various studies in Kenya (Awino & Korir, 2020), Cameroon (Ngwa et al., 2019) and Myanmar (Yin & War, 2020) where it was revealed that employee rewards have a positive significant effect on employee commitment towards the organization. However, the findings disagree with Yin & War (2020) on one aspect that it is only financial rewards like salary, bonus that have an effect on commitment since in this study, both the financial and non-financial rewards have a positive effect on employee commitment. Furthermore, the findings are in agreement with various studies in Finland (Emelianova, 2019), Cameroon (Ngwa et al, 2019; Orachaka, 2018), Nigeria (Emejulu, 2020; Oboreh & Arukaroha, 2021; Ogbu et al., 2020), UAE (Din et al., 2021), Kenya (Waithira, 2018; Muchiri, 2016; Wanyonyi & Juma, 2020) and Ethiopia (Tsegaye, 2022) all of which revealed that employee rewards have a positive influence on employee performance.

Just as Ngwa et al (2019) also emphasizes, a good reward system intends to attract, retain, and motivate the workforce and when the staff feels they are justly rewarded for their ability, expertise, intellect, and involvement, they are considered to be satisfied with their job, resulting into better job performance and reduced employee turnover. This implies that employee rewards can be an effective tool for improving employee performance among church workers in Ankole

Diocese due to its ability to prevent counterproductive work behavior and improve employee productivity, job satisfaction, commitment, and loyalty to the church where they serve and the diocese in general.

3.4 Negative contribution of reward system on commitment of church workers towards church development

The study findings revealed that a poorly structured reward system can result in high labour turnover among employees which implies that if Ankole diocese does not reward its church workers fairly, they may be less committed to the organization which would propel them to leave the organization and go for other jobs in other organizations. The above findings are in agreement with (Ngwa et al., 2019) who asserted that a poorly structured reward system can result in high labour turnover, low level of productivity and a general laissez faire attitude at the workplace. The findings also agree with Kelsey (2011) whose findings revealed that rewards make people feel controlled, discourage teamwork and cooperation and they discourage risk taking which in turn negatively influences productivity.

Likewise, the findings indicate that a poor reward system results to low level of productivity among employees which implies that failure of Ankole diocese to reward church workers well reduces their morale and commitment towards work which reduces their productivity since team members cannot work together to effectively achieve a common goal or assigned task. Instead, unfair reward system creates disagreements among team members which can result to conflict and unethical conduct which is dangerous to the organizational development. In fact, most church workers stressed that the reward mismanagement is one main issue that results to deviant and undesired behaviour among employees. This happens if the same rewards are not given to every employee especially those on similar positions or when employees no longer receive the same rewards as they used to receive in the past. The above findings are in agreement with (Gallagher, 2021) who posited that reward mismanagement, in essence, can be held accountable for a significant amount of the deviant and undesired behaviour experienced within these environments including stealing clients and employee conflict which were detrimental to the organization's performance. The findings are also in line with (Ngwa et al., 2019) who stresses that unless the same reward is given to every employee, giving rewards runs the risk of damaging morale through the appearance of favoritism. A similar case was reported by Atim

(2015) in his study in Centenary bank, Uganda who revealed that the levels of reward system and employee performance were relatively lower than the standard expected and as a result, the employees' performance had remained significantly low.

The findings revealed that rewards exert a lot of social pressure among low-achievers which may result to low morale and labour turnover. This implies that if Ankole diocese pays rewards according to performance, rewarding high performers highly may demoralize the low achievers since they would think their efforts are not being appreciated in the organization. In the due course, they would opt for leaving the organization for other organization result to an increase in labour turnover and its associated negative effect on church development. The above findings are in agreement with Sherman (2020) who reported that employees who do their best and still do not qualify for incentives may become resentful of the star performers and when they see they cannot compete, they give up, and their performance suffers. A similar assertion was given by (Eileen & Devon, 2019) who stipulated that if the reward is not purely performance-based, there is a danger of actual favoritism coming into play, since any criteria that fall at the discretion of managers or other employees may be subject to personal bias. Likewise, the findings are in agreement with Johnson (2021) who reported that if the rewards a company gives are performance-based, employees who did not receive a reward may feel less motivated to work, as their work quality was judged to not be good enough; this effect can be made worse if an employee previously thought that he was doing a good job.

CHAPTER FOUR

THEOLOGICAL REFLECTION

4.1 Introduction

This chapter reflects theologically on the findings on the reward systems and employee performance in the context of the bible teachings.

4.2 The current reward systems used by church workers in Ankole Diocese

The study findings revealed much as both financial and non-financial rewards are given to employees in Ankole diocese, there is a very wide deviation in perceptions of fairness of the financial and non-financial rewards received by church workers which indicates that there are wide pay disparities at Ankole diocese. Non-financial rewards were only given to selected church workers leaving the vast majority dependent on only the salary which is also considered to be inadequate. In line with the biblical teachings, such discrimination and unfairness in rewards is highly blamed since they create adverse behavior among church workers which may be detrimental to church development. Whereas it is a common behavior that no one likes to pay more for something if they can pay less, the bible condemns discrimination. God's people are called to be good stewards of their finances, but never at the expense of others. For example, in Luke 14:28, Jesus challenged His disciples that everything has a cost to it and we need to count those costs before taking on opportunity. This implies that if Ankole diocese pays less to employees with the motive to cut costs, there will be other costs associated with this action which would ultimately be detrimental to church development. For the Christian employer, it is important to think through prioritizing paying employees the right wage if we need to avoid the negative costs associated with low payment.

God is calling us to be generous and kind to everyone, including our Employees. Giving employees, unfair wages for their hard work is itself unfair. Employees like other humans are using transport, buying food and providing for their families. Just a little salary will not provide for these needs. As it is written in Deuteronomy 24:14-15, "You shall not oppress a hired servant who is poor and needy, whether he is one of your countrymen or one of your aliens who is in your land in your towns. You shall give him his wages on his day before the sun sets, for he is

poor and sets his heart on it; so that he will not cry against you to the LORD and it becomes sin in you”.

God Himself becomes an example of a good employer where He emphasizes in Romans 2:6-8 and Psalm 62:12 that He will repay each person according to what they have done. Jesus also emphasizes in Revelations 22:12 that He is coming to reward us and give to each person according to what they have done. Colossians 4:1 reads, “Masters, treat your slaves justly and fairly, knowing that you also have a Master in heaven”. Like these verses state, employers will need to treat employees fairly and justly as God treats them. Failure to reward employees fairly is a sign of oppression which in God’s perspective is considered unfair. For example, Deuteronomy 24:14-15 emphasizes all people not to oppress hired servants who are poor and needy, but rather instructs employers to always give them their wages on the same day, before the sun sets in order to prevent sign.

4.3 The positive contributions of the current reward systems on commitment of church workers towards development in Ankole Diocese

The study findings revealed that if Ankole diocese rewards church workers fairly, productivity can improve which improves employee performance. The above findings generally confirm that a good reward system can have a positive contribution on employee performance and commitment towards church development. In line with the biblical teachings, God tells us in Galatians 6:9 not to become weary in doing well, for at the proper time we shall reap a harvest if we do not give up. The bible actually gives both the employees and employers hope to reap significant benefits from doing good. This implies that if the employer does good job, he is supposed to earn higher wages. Likewise, if the employer fairly rewards employees, they will reap high benefits as regards to the expected outcomes. Proverbs 18:16 states, “A gift opens the way and ushers the giver into the presence of the great”. In addition, Jeremiah 17:10 also reads, “I the LORD search the heart and examine the mind, to reward each person according to their conduct, according to what their deeds deserve.” 2 John 1:8 also tells us to watch out that we do not lose what we have worked for, but that we may be rewarded fully.

4.4 The negative contributions of the different reward systems on commitment of Church workers towards development in Ankole Diocese

The study findings revealed that that rewards can have a detrimental effect on employee productivity, performance and commitment towards church development if Ankole diocese does not provide equitable and fair rewards in relation to the scope of services they provide and what fellow employees receive. If church workers realize that the amount or value of rewards given to them is lower than the value of efforts and time rendered to the church service, they will be propelled to work with low morale and commitment to work which reduces productivity and increases labour turnover. This implies that Ankole diocese needs to ensure that a fair remuneration is ensured to reduce labour turnover and increase commitment. We are in a country that has a large social support ‘net’ to catch people who are in need and stop them from being destitute. Hence, if employees feel they are not fairly rewarded, they may have feelings and intentions to leave their employees and go for better employers if the current employer does not satisfy their needs. The Bible calls us to care for those within our sphere of influence first. Proverbs 3:27 puts it this way: “Do not withhold good from those to whom it is due, when it is in your power to act.”

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the main findings and makes conclusions and recommendations according to the findings discussed in the previous chapters.

5.2 Summary of findings

5.2.1 The current reward systems used in Ankole diocese

The study findings revealed that there is a very wide deviation in perceptions of fairness of the financial rewards received by church workers which indicates that there are wide pay disparities at Ankole diocese that cause some church workers to perceive their reward as unfair. Likewise, the findings indicate that there is unfairness in the system of administering non-financial rewards at Ankole diocese where non-financial rewards are only given to selected church workers leaving the vast majority dependent on only the salary. Such discrimination and unfairness in rewards may create adverse behavior among church workers which may be detrimental to church development. Such disparities and perceptions of unfairness may contribute to conflicts and dissatisfaction among workers especially if church workers at the similar positions/ hierarchy receive different rewards.

5.2.2 The positive contributions of the current reward systems on commitment of church workers towards development in Ankole Diocese

The study findings revealed that if Ankole diocese rewards church workers fairly, productivity can improve which improves employee performance. This is because a good reward system motivates employees to work hard and exhibit all their skills and efforts to effectively and efficiently perform their duties and meet their targets instead of involving in counterproductive work behavior. This in turn improves employee commitment as it would impart in church workers a touch or feeling of ownership in the organization which in turn improves job satisfaction and reduce labour turnover. The above findings generally confirm that a good reward system can have a positive contribution on employee performance and commitment towards church development.

5.2.3 The negative contributions of the current reward systems on commitment of church workers towards development in Ankole Diocese

The study findings revealed that a poorly structured reward system can result in high labour turnover among employees which implies that if Ankole diocese does not reward its church workers fairly, they may be less committed to the organization which would propel them to leave the organization and go for other jobs in other organizations. Likewise, the findings indicate that a poor reward system results to low level of productivity among employees which implies that failure of Ankole diocese to reward church workers well reduces their morale and commitment towards work which reduces their productivity since team members cannot work together to effectively achieve a common goal or assigned task. Instead, unfair reward system creates disagreements among team members which can result to conflict and unethical conduct which is dangerous to the organizational development. In fact, most church workers stressed that the reward mismanagement is one main issue that results to deviant and undesired behaviour among employees. This happens if the same rewards are not given to every employee especially those on similar positions or when employees no longer receive the same rewards as they used to receive in the past.

The findings revealed that rewards exert a lot of social pressure among low-achievers which may result to low morale and labour turnover. This implies that if Ankole diocese pays rewards according to performance, rewarding high performers highly may demoralize the low achievers since they would think their efforts are not being appreciated in the organization. In the due course, they would opt for leaving the organization for other organization result to an increase in labour turnover and its associated negative effect on church development.

5.3 Conclusions

The study concludes that there is a very wide deviation in perceptions of fairness and amount of the financial and non-financial rewards received by church workers in Ankole diocese. If Ankole diocese does not review the reward system to provide adequate and fair rewards to church workers, it is likely to contribute to conflicts and dissatisfaction among workers especially if church workers at the similar positions/ hierarchy receive different rewards.

The study concludes that employee rewards can be an effective tool for improving employee performance among church workers in Ankole Diocese due to its ability to prevent counterproductive work behavior and improve employee productivity, job satisfaction, commitment, and loyalty to the church where they serve and the diocese in general. Hence, if Ankole diocese rewards church workers fairly, church workers would be motivated to work hard and exhibit all their skills and efforts to effectively and efficiently perform their duties and meet their targets instead of involving in counterproductive work behavior. This would improve impart in them a touch or feeling of ownership in the organization which in turn improves job satisfaction and reduce labour turnover.

The study concludes that rewards can have a detrimental effect on employee productivity, performance and commitment towards church development if Ankole diocese does not provide equitable and fair rewards in relation to the scope of services they provide and what fellow employees receive. In the context of Ankole diocese, if church workers realize that the amount or value of rewards given to them is lower than the value of efforts and time rendered to the church service, they will be propelled to work with low morale and commitment to work which reduces productivity and increases labour turnover.

5.4 Recommendations

Considering the fact that a significant number of church workers perceived themselves as being inequitably rewarded in terms of monthly salary, Ankole diocese needs to exercise equity in her reward system through carrying out salary market survey, adopting the pay-skill-performance system, openly communicating compensation policy of the organization and promptly dealing with salary grievances in order to prevent the likelihood of church workers attempting to concentrate on non-church activities to earn extra income or quitting the organization for other opportunities.

There is need for the diocese to perform annual job analysis and evaluation in order to effectively adjust a real wage system in accordance with the established pay structure. This will ensure that rewards received by employees match with the scope of duties and responsibilities of their job and this will boost employee Performance.

The top management of Ankole diocese need to think about supplementing the salaries paid to church workers with additional financial rewards such as wages, allowances and bonuses in order to improve their gross pay which would assist them to satisfy their personal and family needs. This will improve their commitment to the organization since they would not leave the organization for higher job opportunities.

The management needs also to think about providing other non-financial rewards such as recognition, meals and accommodation of staff as well as support for career development in order to make them intrinsically motivated to perform. This will improve affective attachment to the organization and increase their morale and productivity towards church development.

5.5 Recommendation for further Studies

The study was limited to only church workers in Ankole diocese yet the diocese has very many other employees in other projects and institutions such as Revival radio, Bishop Stuart University, Ruharo Mission Hospital among others. Given the fact that these were not included in the scope of this work, there is need for further studies to incorporate other employees in the study population.

The study focused on only the church of Uganda employees yet in the Christian setting, other Christians in other faith were excluded and future studies need to fill this gap.

The study was entirely quantitative in nature based on questionnaires to collect data. While this information is considered more accurate, specific and easily interpretable, it may not collect in-depth information about rewards which justifies need for further study using a qualitative approach.

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APPENDICES

Appendix A: Questionnaire

Dear Participant,

I am Nuwamanya Dickson, a student of Master of Arts in Theology and Development at Uganda Christian University Mukono conducting a research on “**Employee Reward Strategy and Employee Commitment towards Organizational Development. A Case of Church Workers in Ankole Diocese**”. The purpose of this study is to determine the contribution of different reward systems on employee Commitment towards Organizational Development in Ankole Diocese. I am therefore requesting you to fill this questionnaire to the best of your knowledge. Your responses was kept strictly confidential and will only be used for research purposes. Your name will not be mentioned anywhere on the document. Your cooperation is highly appreciated.

May God Bless You.

Please tick appropriately.

SECTION A: BIO DATA

1. Gender

(1) Male (2) Female

2. Marital Status

(1) Single (2) Married (3) Divorced (4) Widowed

3. Age (in years)

(1) Under 20 (2) 20–29 (3) 30–39 (4) 40-49 (5) 50 & above

4. Highest level of education

(1) Primary (2) Secondary

(3) College/Institute (4) University

(5) If college or university, specify the course _____

5. Position held at the parish

- (1) Parish priest (2) Lay Reader (3) Parish Accountant
 (4) Any Other (specify) _____

6. How long (in years) have you been employed in this parish

- (1) Less than 1 year (2) 1– 5 (3) 6– 10
 (4) 11– 15 (5) 16– 20 (6) 21 or longer

SECTION B: REWARD SYSTEMS USED IN PARISHES IN ANKOLE DIOCESE

You are kindly requested to use the response scale to show your level of agreement and disagreement by ticking the number which represents the most appropriate answer as illustrated in the scale below:-

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
SA(5)	A(4)	N(3)	D(2)	SD(1)

Code	EMPLOYEE REWARD STRATEGIES	SA	A	N	D	SD
F/ER	FINANCIAL (EXTRINSIC) REWARDS					
F/ER1	Every month, I receive a fair and competitive salary for the services I render to this church.	5	4	3	2	1
F/ER2	Ever since I joined this church, my salary has been adjusted several times to suit the scope of my duties.	5	4	3	2	1
F/ER3	I receive an hourly/ daily/ weekly wage as part of compensation for the service given to the church.	5	4	3	2	1
F/ER4	I have ever received commission for involving in a service that generated income to the church.	5	4	3	2	1
F/ER5	I have ever received a bonus pay for meeting the required targets.	5	4	3	2	1
F/ER6	In this church, payment is done on the piece of work done rather than the time worked.	5	4	3	2	1
F/ER7	In this church, allowances are given for any extra work done or extra time worked for	5	4	3	2	1
F/ER8	In this church, an employee earns a certain percentage of profit/gain if he/she gets involved in the activity that generates that particular gain/profit.	5	4	3	2	1

F/ER9	I have ever received a cash incentive from this church in recognition for my good performance	5	4	3	2	1
NF/IR	NON-FINANCIAL (INTRINSIC) REWARDS	SA	A	N	D	SD
NF/IR1	The church assured me to provide pension benefits after retirement	5	4	3	2	1
NF/IR2	I am one of the beneficiaries of the church's medical or dental insurance scheme/programme	5	4	3	2	1
NF/IR3	The church provides medical/life insurance to my family members	5	4	3	2	1
NF/IR4	I am always given free transport whenever I am travelling on official duty, training, foreign service, or any other special event in church interest	5	4	3	2	1
NF/IR5	While I am at the workplace, this church gave me a free vehicle for transport serviced by the church	5	4	3	2	1
NF/IR6	In this church, all employees are given free meals while at the work place	5	4	3	2	1
NF/IR7	In this church, all employees are given free accommodation while at the work place	5	4	3	2	1
NF/IR8	In Ankole diocese, the church provides sponsorships to employees who want to go for further training or studies	5	4	3	2	1

SECTION C: THE POSITIVE CONTRIBUTION OF REWARD STRATEGY ON EMPLOYEE COMMITMENT TOWARDS DEVELOPMENT OF ANKOLE DIOCESE

You are kindly requested to use the response scale to show your level of agreement and disagreement by ticking the number which represents the most appropriate answer as illustrated in the scale below:-

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
SA(5)	A(4)	NS(3)	D(2)	SD(1)

No.	Positive contribution of reward system on employee commitment	SA	A	NS	D	SD
1.	My productivity can increase if I am fairly rewarded	5	4	3	2	1
2.	Good reward system reduces counterproductive work behavior at the workplace	5	4	3	2	1
3.	Rewards encourage my skills and efforts	5	4	3	2	1
4.	A reward system motivates me to work hard	5	4	3	2	1
5.	Rewards provide me with a touch or a feeling of ownership of their assigned jobs.	5	4	3	2	1
6.	Rewards help me in attaining job satisfaction	5	4	3	2	1
7.	I can be very committed to the organization if I am fairly	5	4	3	2	1

	rewarded					
8.	I would be very happy to spend the rest of my career with this organization if I am highly rewarded					
9.	If this organization increases my rewards, I would feel that I have too few options to consider leaving this organization					
10.	I would surely put so much of my time and efforts into this organization If I am fairly rewarded					

SECTION D: THE NEGATIVE CONTRIBUTION OF REWARD STRATEGY ON EMPLOYEE COMMITMENT TOWARDS DEVELOPMENT OF ANKOLE DIOCESE

You are kindly requested to use the response scale to show your level of agreement and disagreement by ticking the number which represents the most appropriate answer as illustrated in the scale below:-

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
SA(5)	A(4)	NS(3)	D(2)	SD(1)

No.	Negative contribution of reward system on employee commitment	SA	A	NS	D	SD
1.	A poorly structured reward system can result in high labour turnover among employees	5	4	3	2	1
2.	A poor reward system results to low level of productivity among employees	5	4	3	2	1
3.	The reward mismanagement is one main issue that results to deviant and undesired behaviour among employees	5	4	3	2	1
4.	Unfair rewards discourage my teamwork and cooperation.	5	4	3	2	1
5.	I can feel demotivated if my efforts are not fairly rewarded.	5	4	3	2	1
6.	Rewards exert a lot of social pressure among low-achievers which may result to low morale and labour turnover.	5	4	3	2	1
7.	Unfair reward system creates disagreements among team members which can result to conflict and unethical conduct.	5	4	3	2	1
8.	Unless the same reward is given to every employee, giving rewards damages morale of employees towards work.	5	4	3	2	1
9.	My morale to perform reduces when I am no longer receive the same rewards as I used to receive in the past.	5	4	3	2	1
10.	If the rewards are given only at certain times of the year, I may feel that the only time that my performance matters is just before the rewards are given.	5	4	3	2	1

Thank you for your time

Appendix B: Work Plan

Activity	Period (2022)						
	Jan	Feb	Mar	Apr	May	Jun	Jul-Dec
Concept paper writing							
Proposal Writing							
Submission for REC approval							
Pretest of questionnaire							
Data collection							
Data analysis							
Writing of dissertation							
Research dissemination (VIVA)							
Hard Cover Binding and final submission							
Research publication							



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

SCHOOL OF RESEARCH & POSTGRADUATE STUDIES
DISSERTATION CORRECTION COMPLIANCE FORM (POST VIVA FORM)

Date: 21th September 2023

Name of Candidate: **NUWAMANYA DICKSON**

Reg. No: **M20M14/004**

Title of Dissertation: *“Employee Reward Strategy and Employee Commitment towards Organizational Development. A Case of Church Workers in Ankole Diocese”.*

S/N	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	Page
	Introduction		
1	There is need to be more specific and give clarity on what “reward” on the part of an employer entails.	The definition of rewards and its types have been provided	Page 1
2	It is important for the candidate to utilize relevant and up to date materials related to the labour law that would address the prevailing employer-employee regulations and expectations.	Legal materials have been included on page 1	Page 3&4
3	There is need for clarity on the statement of the problem that the candidate is addressing. The gap of the study is rather vague.	The problem statement has been modified and clarity ensured	Page 5
4	The study fails to give definition of terms which may be the cause of lack of clarity as whole.	Definitions of key terms have been given in the background of study	Page 1&2
5	The component of “organizational commitment” however has not been engaged at all in the study	The background has been modified to include write up on organizational commitment	Page 1&2

6.	The theoretical framework is given but does not encapsulate all the variables of the study. It would have been helpful to give a conceptual framework so as to clearly show how all variables of the study are tied together	The conceptual framework has been included in the study	Page 9&10
Literature Review			
7	The candidate should however try and utilize sources that address local contexts as these would be more relevant and appropriate to the African realities	The literature has been updated with Ugandan studies but still a wide gap observed in the context of church organizations like Ankole diocese	page 16-17
Methodology			
8	The chapter is well presented but there is need for discussion on the methodology employed. Aspects of clarity need to be addressed	Clarity has been ensured by explaining the what, why, who and when on every aspect of methodology	Page 20-29
Theological Reflections			
9.	There is need for clear validation of theological and biblical support alluded to with clear textual references that support the arguments.	This has been done	Page 44-46
10	There is need for a clear theological reflection on this whole area of rewards with care being taken not to eisegete passages to suit one's intended perspective	This has been done	Page 44-46

S/N	COMMENTS BY PANELISTS	ACTION TAKEN	Page
Introduction			
1	What did you mean by standard reward?	I explained this at the panel. This is the basic pay that is fixed for every lay reader who remits some significant amount of money to the parish.	-
2	Objectives: what did you find out about the current reward systems based by the church?	I explained this on the panel	Page 47
3	Is it true that if a lay leader is supposed to fulfill a target and has brought less than the targeted amount, does it affect the person?	I explained this on the panel. Yes it is true	-
4	Is the priest or lay leader alone?	I explained this on the panel	-
5	What about objective 2? Positive contributions of current reward system commitment. What was your finding about this objective?	I explained this on the panel	Page 47

Candidate's: Nuwamanya Dickson

Candidate's Signature:  _____

Supervisor's Name: Rev. Assoc. Prof. Andrew David Omona

Supervisor's Signature:  _____