

**NON-MONETARY REWARD AND EMPLOYEES PERFORMANCE IN LOCAL  
GOVERNMENT: A CASE STUDY OF SERERE DISTRICT LOCAL  
GOVERNMENT**

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## **DECLARATION**

I Mugabi Joseph declare that this dissertation is my original work and has never been presented to any other University.


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**APPROVAL**

This work titled “Non-Monetary Reward and Employees Performance in local government” using case study of Serere District local government has been supervised under the University Supervisor.

Supervisor’s name ...Henry Omache

Signature ..... 

Date .....2/10/2025

## **DEDICATION**

This dissertation is dedicated to my cherished family members and friends, whose unwavering support and encouragement have been instrumental throughout this academic journey. To Babikanya Joseph, Tigirwa Godfrey, and Caroline Mukiibi, your financial support and invaluable advice have played a crucial role in the completion of this research. Your belief in my abilities and your steadfast commitment to my success have provided me with the strength and motivation to persevere. Your contributions have not only facilitated the progress of this dissertation but have also enriched my overall academic experience. This dedication is a testament to the significant impact you have had on my life and studies. I am deeply grateful for your generosity, guidance, and unwavering support, which have been vital to the successful completion of this work. Your influence extends beyond the confines of this research, shaping my personal and professional growth. Thank you for being an essential part of this journey and for helping me achieve this milestone.

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## **LIST OF ABBREVIATIONS**

IV independent variables

DV dependent variables

## **ABSTRACT**

The study was conducted to analyze the relationship between the non-monetary reward and employee performance in Serere District local government. The study was based on the following three specific objectives namely (1) to establish the relationship between Appreciation and employee performance in Serere District local government, (11) to find out the relationship between opportunities for professional development and employee performance in Serere District local government,(111)to determine the relationship between flexible work schedule and employee performance in Serere District local government. The target population of the study consist of ninety three respondents (93) heads of departments and sector heads of Serere District local government from whom Seventy two (72) respondents were selected, the target population spread in the departments of Finance, Planning, Administration, Education, Health, Production, and sampling methods included simple random sampling and purposive sampling. Data collection methods included Questionnaire survey and Interview method. Data collection instruments included Questionnaire and Interview guide. Findings revealed that appreciation is the greatest contributor to Employees performance with beta values = 0.949 at 0.000 level of significance. This means that opportunities for professional development has a positive and significant effect on Employees performance. Flexible work schedule is the second contributor to Employees performance Serere district with beta values = 0.769 at 0.000 level of significance. This means that flexible work schedule has a positive and significant effect on Employees performance and appreciation is the least contributor to Employees performance with beta values = 0.742 at 0.000 level of significance

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter covers the background to the study, problem statement, purpose of the study, the objectives, research questions, conceptual framework, significance of the study, the scope of the study, operational definitions of terms.

#### **1.1 Back Ground to the study**

##### **1.1.1 Historical Background**

Non-monetary reward is one of the human resource functions that have been widely considered to influence staff performance. This can be traced from the historical aspects of organizations practices. Early studies on employee motivation and productivity by philosophers such as Taylor, Herry Fayol and Max Weber, focused more on scientific management, bureaucracy and Fayal's principles of management as the best approaches to perform any given task, (Boddy, 2008). Focus was laid on analysis and synthesis of work flows therefore improving economic efficiency and labor productivity, (Bolton, 2001). The scientific management approach which was strongly supported by Taylor in the 19th century states that people is motivated by monetary reward. Taylor based his idea on the assumption that employees is 'economically motivated' and will work hard to earn as much money as they can (Mullins, 2007).

In Uganda, non-monetary reward was practiced even much earlier than the formal administrative system of the colonial government. The traditional administrators emphasized compensation of the employees' efforts through tangible reward such as personal recognition, coaching to improve the career path, pubic personal recognition (Benardin, 2007). All these efforts were meant to improve the individual performance that would be measured in terms of internal control system and increase organization production (Armstrong, 2007).

### **1.1.2 Theoretical Background**

**Frederick Herzberg's Two-Factor theory** states that there is factors in the workplace that will cause job satisfaction (motivators factor) like achievement, recognition and those that will cause dissatisfaction (hygiene factor) like salary, working condition, policies. While Herzberg primarily focused on job satisfaction and motivation among employees, his work highlights the importance of intrinsic motivators such as recognition, personal growth, responsibility and achievement.

**Expectancy theory**, developed by Victor Vroom (1964), suggests that individuals are motivated to make an effort when they believe it will lead to desired outcomes or reward. In the context of non-monetary reward in local government, this theory implies that employees will be motivated to perform better if they perceive that their efforts will result in recognition, appreciation, opportunities for professional development, flexible work schedule, or other non-financial incentives.

### **1.1.3 Conceptual Background**

Non-monetary reward and employee performance is the key concepts that will be used to guide the study. Non-monetary reward is any benefits employee receive from an employer that is above and beyond the compensation package for the purpose of attracting to the organization as well as retaining and motivating the employees. While attempting to explain the concepts of non-monetary reward. Jennifer et al (2014) suggest that the powerful existence and the success of the organization is defined through how they make their employee more satisfied. Hafiza et al., (2011), further equated non-monetary reward to intrinsic reward that happens during managing the job itself like satisfaction of a finished task in an effective manner, career advancement through promotion, job security and personal recognition. From the conceptual perspective non-monetary reward which

the study intends to adopt includes appreciation, opportunities for professional development, flexible work arrangement and promotion due to their influence on employee performance. Appreciation, when employees feel appreciated for their contributions, it positively impacts their motivation and morale, according to research by Grant et al (2007), recognition and appreciation lead to increased job satisfaction and commitment, thereby enhancing overall performance.

Opportunities for professional development, providing employees with opportunities for professional growth and development has been shown to correlate strongly with improved performance. Study by Cable and Judge (1996) highlighted that employees who perceive adequate opportunities for skill enhancement and career advancement tend to demonstrate higher level of engagement and productivity.

Flexible work arrangements, which is in form of telecommuting or flexible hours, have become increasingly important in modern work places. Research by Allen et al (2013) indicates that offering flexibility can boost job satisfaction, reduce turnover intention and ultimately improve employee performance by promoting work-life balance and accommodating individual preference.

Promotion, which is in a form of recognizing is one of outstanding performance helps to satisfy employees' need for security, belonging and personal growth. Promoted individuals tend to increase their commitment, conversely those who are by passed for promotion feel they have not treated fairly, their commitment decreases and their absenteeism increases. Further research by Armstrong (2008) revealed that promotions in organizations is considered as a big reward to good performance and because most promotions come with challenging tasks, they are seen as tool for performance improvement.

**Employee performance** is a record of outcomes achieved and a record of a person's accomplishment. It involves determining how well or poorly a person has accomplished a task (Benardin, 2007). Employee performance in this study is conceptualized as the expected outcome of the organization and inputs measured by quantity and quality of products and services, and process that produce them. This include staff increased productivity, efficiency and effectiveness, timeline, commitment and job satisfaction.

#### **1.1.4 Contextual Background**

This study will be carried out in Serere District Local Government is located in the eastern region of Uganda, specifically in the Teso sub-region. It was created in 1 July 2010 by separating from Soroti District. The district is named after the main town and administrative center Serere town. Serere District is bordered by Soroti District to the north, Ngore District to the east, Pallisa District, Kaliro District and Buyende District to the south, Kaberamaido District lies to the west of Serere District. The district headquarters at Serere located approximately 35 kilometer south of Soroti the largest town in the sub region. This location is approximately 205 kilometer by road, northeast of Kampala the capital city of Uganda and largest city in the country, the coordinates of Serere District area is  $01^{\circ} 30'N, 33^{\circ} 33'E$ . The vision of the district is to have a democratic prosperous society in a sustainable environment and the mandate from article 176(1) of the constitution of Uganda of 1995. Serere is a Local Government as any other Local Government with political structures and Administrative structures that includes, Executive structure, sectorial structure and District technical Planning Committee Structure.

Serere District was established as Local Administrative Unit in 1<sup>st</sup> July 2010. The District was constituted by two (2) counties such as Kasilo and Serere county, eight sub-counties like pingire, Atiira, olio, kyere, Bugondo, Kadungulu, kateta sub-county . The district has a council which is

composed of representatives for sub counties, youths and people with disabilities and the Chairperson LCV. The council's role is to ensure that all the recommendations from the sectorial committee is passed and approved as the working document for the district, the council also make follow ups on the recommendations passed whether they are have put to actions by responsible persons, it is the final committee that can change any issues discussed in the sectorial meetings. Out of these, there is also four committees that form the district executive committee. They includes secretary finance and administration, works and technical services, health and education, production and marketing. Their major function is to decide on the most important consideration areas that local government needs to address and they also approve the budget and work plan of the district. To add on, they do monitoring and supervision of government programs, provide monitoring reports to the Ministry of Local Government pertaining the progress of those programs. Executive committees will help the district to achieve its vision to have a democratic prosperous society in a sustainable environment and it drives its mandate from article 176 (1) of the constitution of Uganda of 1995. Within this context, the role of Serere District Local Government is to meet the needs of communities in terms of service delivery like provision of water, education, health, agricultural inputs/training farmers on quality agricultural practices and infrastructural development across sectors.

Executive committees will be supported by four sectorial committees composed of finance and administration, works and technical services, health and education, production and marketing. Their major function is to discuss and give recommendations to the council for final resolution and make them working documents for the government.

Serere District Technical Committee is headed by Chief Administrative Officer as supervisor for all civil servants and he or she is the chair of technical planning committee as per the Local

Government Act (Cap.243) Section 36. The committee is composed of all heads of departments, any technical person co-opted by the Chief Administrative Officer who chairs the committee. The District Technical Planning committee coordinates and integrates all the sectorial plans of Lower Local Governments for presentation to the District Council.

Other functions include the following; reviewing of district performance, Undertaking any other activities for implementing the local government development planning cycle, Appraising individual projects for local development plan, Taking lead in the formulation of local development plan (with support from task team), reviewing and customizing the broad national development strategic directions; sector-specific strategies, most important consideration and standards; and relevant cross cutting issues.

The District uses Human Resource Manuals process which it goes through to make the reward to staff and this is sent from public service central government, this is done based on experiences, good performance, and educational level. From 2015-2018 one hundred thirty employees were reward in Serere District based on the above criteria.

For the last subsequence four years Serere District has been getting penalties in the external assessment of minimum standards by Ministry of Local Government TNA report (2012/2013). An assessment done on all Local Governments in Uganda by ACCORD (2013, Pge10), ranked Serere District the least in performance. Uganda Local Government Association (ULGA) in their report of needs assessment done in Serere District Local Government among all the civil servants and politicians in 2014 indicate poor performance and lack commitment among the employee of the district; all these scenarios can be evident by high labor turnover rate in the district, poor time management, and poor customer care. The overall interest of this study is to analyze the relationship between non-monetary reward and employee performance in Serere District Local Government.

## **1.2 Problem statement**

Employee performance is a major concern in local Government in Uganda and it has been a vital subject in recent time to the execution of district strategies. Over years, a number of reforms have been put in place like appreciation, opportunities for professional development, flexible work arrangement and recognition to improve the employee performance at district local governments.

In spite of all these measures put in place like appreciation, opportunities for professional development and flexible work arrangement, the performance of employees is still very low. According to annual performance appraisal reports of local Government for consecutive two years 2021/2022, 2023/ 2024 indicated that staff absenteeism, poor time management as affected the performance. There is low productivity, low effectiveness in service delivery and low quality output.

Basing on the situation above, this study intends to analyze the relationship between non-monetary reward on employee performance in Serere District local Government. This study is specifically interested in determining the relationship between appreciation, opportunities for professional development, flexible work arrangement and employee performance.

## **1.3 .0 General objective**

To analyzing the relationship between Non-Monitory reward and employee performance in Serere District Local Government.

### **1.3.1 Specific objectives of the study**

- i. To establish the relationship between appreciation and employee performance in Serere District Local Government.
- ii. To find out the relationship between opportunities for professional development and employee performance in Serere District Local Government.
- iii. To determine the relationship between flexible work arrangement and employee performance in Serere District Local Government.

#### **1.4 Research objectives of the study**

- i. What is the relationship between appreciation and employee performance in Serere District Local Government?
- ii. What is the relationship between opportunities for professional development and employee performance in Serere District Local Government?
- iii. What is the relationship between flexible work arrangement and employee performance in Serere District Local Government?

#### **1.5 Scope of study**

##### **1.5.1 Content scope of study**

The study is developed in relation to non-monetary reward as independent variables and employee performance as dependent variables. The sub variables for non-monetary reward in this case is; appreciation, opportunities for professional development and flexible work arrangement while employee performance included; completion of targets set for staff to achieve, productivity, timeline, efficiency and effectiveness of service delivery and Local Government tasks done.

##### **1.5.2 Geographical**

Geographical scope of the study is Serere District Local Government, the district is located in Eastern Uganda, it is named after its chief town, Serere which serve as the district headquarter. It found in Teso sub-region, bordered by Soroti District to the north, Ngora District to the east, Pallisa District, Kaliro District and Buyende District to the south, Kaberamaido District lies to the west of Serere District. Covers the area of land about 1,965.4km<sup>2</sup>, the coordinates of the district area is 01<sup>0</sup> 30'N, 33<sup>0</sup> 33E.

##### **1.5.3 Time scope of the study**

The study will cover a period between 2021 and 2024 because this is the period when the rewarding system was strengthened, yet employee performance remained poor.

## **1.6 Justification of study**

Generally, most research on employee reward has been mindful of relating various types of reward to corresponding employee outcomes, both psychological and strategic. However, the underlying non-monetary reward has received little attention on the premise that effective reward is a valuable assets in managing employee morale (Appelbaun et al, 2011,Bakin, (1992), this research therefore focused on non-monetary reward to explore its effects on employee performance.

The Uganda public service introduced the reward and recognition scheme in 2007 as part of the Uganda public service integrated performance management system to motivate and encourage public officers. This is aimed at enabling government employees to achieve their expected outputs through incentives and reward. This show that reward should be given to the employees who justify a result of their years in service, experience, new training attained in line with that job research has been done to examine effects of this scheme on employee performance. For this reason that this study investigate the relationship between non-monetary reward and employee performance.

In spite of organizations providing non-monetary reward as a way of improving staff performance, no information in terms of literature has been made available to justify the extent to which non-monetary reward influence employee performance especially for Serere District Local Government.

## **1.7 Significance of the study**

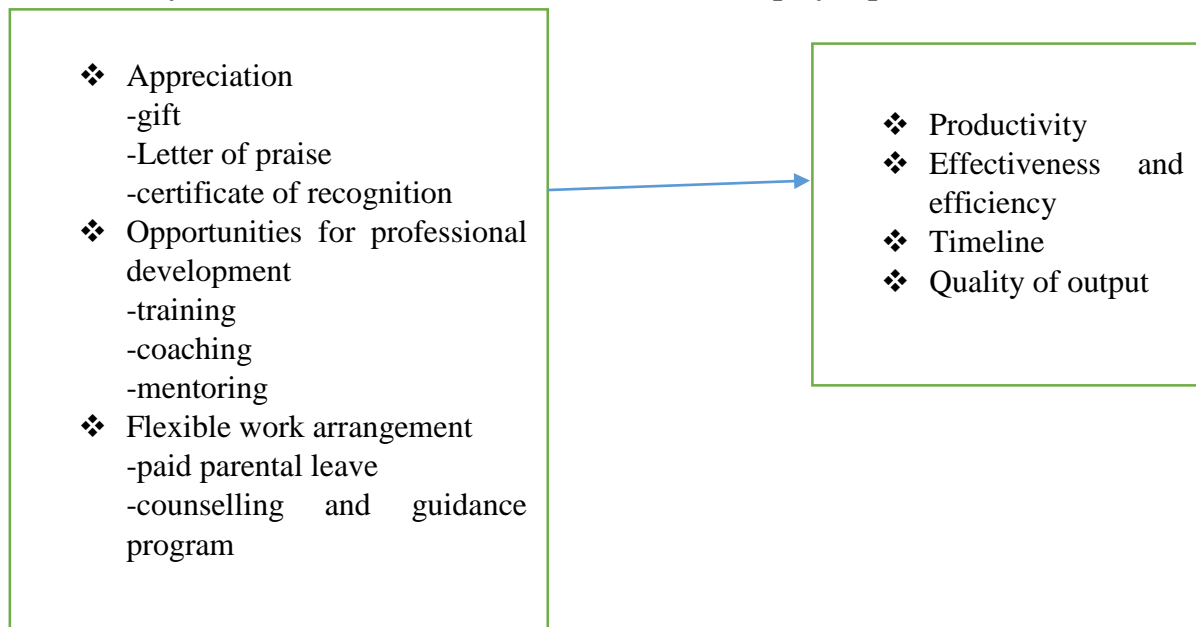
The study is expected to add on the existing literature in the field of motivation and employee performance, and to be used in guiding Serere District Local Government management decision and policies in the areas of understanding employee's needs and appropriate reward mix which would boost performance. The study may enable the stakeholders at different levels to ensure effective management of reward practices to yield staff commitment.

The findings may inform staff that they need to deploy their full commitment to their jobs especially when reward of value are provided, managed well, and service delivery will be produce. For managers, this study may help them find out what derives the employees to perform, thus leading to benefits such as, employee retention, achievements of targets. Furthermore, the study may contribute to the improvement of reward management not only in Serere District Local Government but all Local Governments in Uganda and public service as a whole and subsequently, it will contribute to employee improved performance. For policy makers, it highlights how appropriate policies can be applied on reward management strategies. Over all this research may help in addressing a number of underlying problems related to reward strategies and management in the District.

### 1.8 Conceptual framework

The conceptual framework illustrates the relationship between independent variable (Non-monetary reward) and the dependent variable (Employee performance).

**Figure 1 1: Conceptual Framework**  
**Non-Monetary reward (IV)**



**Source: Adopted and modified by Researcher, 2024**

### **1.9 Operational Definition**

**Non-monetary Reward:** This is a reward given to someone that does not involve the use of cash. It is an incentive system that is meant at retaining employees, motivating them as well as attracting top notch people to the organization (Putri *et al.*, 2020).

**Employee Performance:** Employee performance can be defined as how a staff member executes the tasks assigned to their role, completes the assigned tasks as well as behaves at the workplace. Employee performance can be measured based on efficiency, quantity and quality of the work (Pradhan & Jena, 2016).

**Reward:** Employee reward are about how people are rewarded in accordance with their value of organization. It is concerned with both financial and non-financial reward and embraces the philosophes, strategies, plans, policies, and processes used by organization to develop and maintain reward.

**Opportunities for professional Development,** is non-monetary reward in form of training programs, mentorship opportunities or career advancement prospects show employees that the organization is invested in their professional development. This can lead to increased engagement and loyalty as employees pursue to improve their skills and advance their careers within the organization.

**Flexible work arrangement or schedule,** is a type of alternative schedule that gives a worker greater choice in choosing his or her hours of work (Ronen, 1982). Flexible schedules allow employees to vary their arrival and departure times from work or choose the days that they work (Ronen, 1982).

**Monetary reward,** these are cash-based reward given to motivate employees towards good service delivery hence enhance organization performance (Jacoby, 2021). These incentives include employee stock options, profit sharing plans, paid time off, bonuses and cash rewards.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

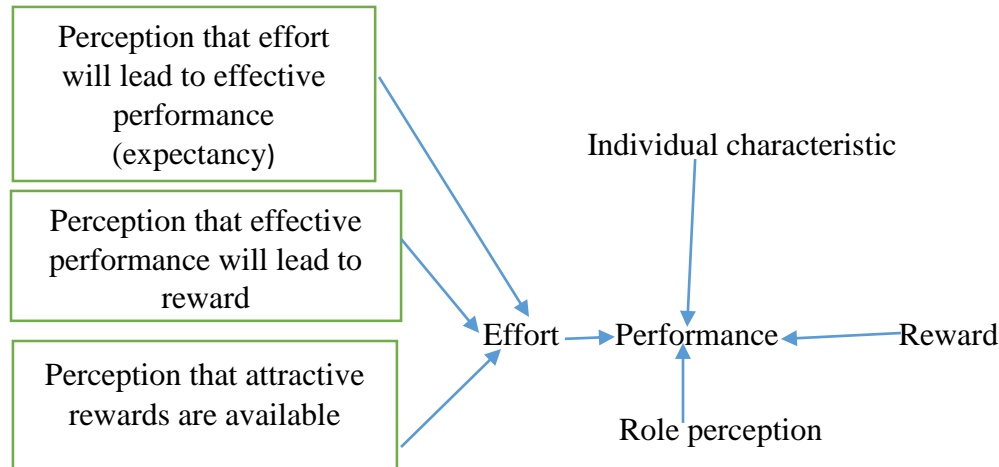
This chapter will contain an empirical review underlying the study, chapter includes introduction, theoretical review. In addition, the literature is reviewed critically and recent research studies on the independent and dependent variables analyzed, and some review of the existing literature outlined. The chapter is present in line with the study objectives and the chapter summary. The themes is; relationship between appreciation and employee performance, the relationship between opportunities for professional development and employee performance, the relationship between flexible work schedule or arrangement and employee performance in Serere District Local Government.

#### 2.1 Theoretical review

This study was built on the Vroom's expectancy theory (1964). According to the theory, the strength of peoples' motivation to perform (effort) depends on how strongly they believe that they can achieve what they want. **The Vroom's expectancy theory** predominantly explains that employees put in effort in their work with the expectations that their performance will lead to both extrinsic and intrinsic reward. The study based on non-monetary reward as one of the factors that motivate employees to improve their performance. Vroom argued that employment holds emotional orientations with respect to outcomes (reward) arising from their effort. Management must always therefore discover what employee's value and appreciate (Armstrong, 2016).

These outcomes (reward) can be positive and negative. Positive outcomes like pay, security, trust, fringe benefits, a chance to use talents and or skills, well suited relationship while the negatives include frustration, fatigue, anxiety, and harsh supervision threat of dismissal. Positive outcomes

motivate employees to improve their performance while negative outcomes discourage employees from relaxing while on job. Expectancy is based on past experience that individuals are presented with new situation like change of jobs, payment system or working condition (Armstrong, 2016).



The researcher select this theory basing expectation on its strength which explains that, employee expectation are boosted by rewards with proper goals set, this may move motivational process that improves performance.

**Source: Cole (1996) management theory and practice page.**

**Herzberg’s Two-Factor Theory:** Frederick Herzberg (1968) proposed the Two-Factor Theory, which distinguishes between motivators (factors that contribute to job satisfaction and intrinsic motivation) and hygiene factors (factors that prevent dissatisfaction but do not necessarily motivate). Non-monetary reward such as recognition, opportunities for growth, and meaningful work align with motivators, thereby enhancing job satisfaction and potentially improving performance among local government employees.

**Maslow’s Hierarch of Needs:** Abraham Moslow (1943) proposed a hierarchy of human needs, which includes physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Non-monetary reward, particularly those related to recognition, appreciation,

and professional growth, address higher-level needs such as esteem and self-actualization. Meeting these needs through non-financial means can lead to increased motivation and better performance in local government settings.

### **2.2.1 Relationship between Appreciation and employee performance**

According to Grant (2021), Grant's research emphasizes the impact of employee recognition and appreciation on performance. In local government, acknowledging employees' contributions through formal or informal appreciation programs fosters a positive work environment. When employees feel valued and appreciated for their efforts in serving the community, they are more likely to demonstrate increased job satisfaction, engagement, and commitment. This, in turn, translates into higher productivity and improved performance in delivering public services.

**Harvard Business Review (2015):** An article in the Harvard Business Review discusses how expressions of gratitude and appreciation from supervisors and colleagues can significantly enhance employee motivation and job satisfaction. In local government settings, where the work often involves public service and community impact, sincere expressions of appreciation can reinforce employees' sense of purpose and commitment to their roles. This positive reinforcement contributes to improved morale and in the end boosts overall performance standard **Eisenberger, R., Stinglhamber, F., & Vandenberghe, C. (2020):** Their study explores the relationship between perceived organizational support, including appreciation and recognition, and employee outcomes. In local government, when employees perceive that their efforts are valued and appreciated by the organization, they are more likely to exhibit higher levels of organizational citizenship behavior and voluntary effort. This motivated engagement positively influences their performance as they attempt to meet organizational goals and uphold service standards.

**Macey, W. H., & Schneider, B. (2018):** This research discusses the psychological conditions that lead to higher engagement and performance at work, including the role of appreciation and recognition. In local government, creating a supportive work environment where appreciation is regularly communicated fosters a culture of respect and collaboration. Employees who feel appreciated are motivated to go above and beyond their basic job duties, contributing to enhanced service delivery and overall performance outcomes.

According to the researcher, appreciation is a critical part of the work experience which motivates employees to improve on performance. Every person has the need to be appreciated for their effort. Sometimes, an employer may not have to spend much or think of other various ideas to reward their employees, simple recognition in the form of saying thank you, recognizing strength over weakness, complementing good work behavior, praise, a letter, an email, or a public announcement can let them feel recognized and appreciated. Employers can also provide challenges to everyone by creating healthy competition among their subordinates. Conduct contests such as search for the employee of the month or employee of the year and give the winners some careful business sign (Baron, 2010).

According to Govindarajulu (2014), employees expect appreciation from supervisors and often praise beats out financial reward. Baron (cited in Danish 2010) argues that when we appreciate and acknowledge the staff in terms of their identification, their working capacity and performance is very high. The experience of a “recognized” employee, “to be recognized. Formally gives an extra motivation and makes one wonder what he or she should do to keep the momentum going” (Kabuye, 2020).

Managers need to classify employee recognition and ensure a positive, fruitful, innovative organizational climate. Provide employee recognition to say thank you and to encourage more of the actions and thinking that you believe will make your organization successful. People who feel appreciated are more positive about themselves and their ability to contribute. People with positive self-esteem are potentially your best employees. These beliefs about employee recognition are common among employers even if not commonly carried out (Moorhead & Griffin, 1998).

Similarly, Hadjimanolis, (2020) says that the prosperity and survival of the organization can be interpreted by analyzing the way they treat their employees. This is because valued employees of a firm become an asset for that firm and give competitive advantage in the long run. While the organization as a whole and individual departments are responsible for providing resources and programs for recognition activities, employee recognition is fundamentally about relationships. Employees want their contributions and efforts to be acknowledged by those they work with on a day-to-day basis, including managers and peers.

### **2.2.2 Relationship between Opportunities for professional development and employee performance**

**Noe, R. A. (2010):** Noe emphasizes the importance of training and development opportunities in enhancing employee skills and competencies. In local government, providing structured training programs allows employees to acquire new knowledge and skills relevant to their roles. This, in turn, equips them to handle tasks more efficiently and effectively. For instance, workshops on new technologies or management techniques can empower employees to streamline processes or improve service delivery, directly impacting their performance standard.

**Tannenbaum, S. I., & Yukl, G. (1992):** Their research focuses on leadership development, which is crucial in local government where effective leadership can significantly influence organizational outcomes. Professional development opportunities aimed at leadership skills enhancement can empower local government employees to take on more responsibilities, lead teams effectively, and make informed decisions. This leadership growth directly correlates with improved employee performance as leaders become better equipped to motivate teams and achieve departmental goals.

**Ferdous, A. S., & Alam, M. N. (2014):** This study examines how professional development opportunities contribute to employee motivation. In local government, where job satisfaction and morale can impact service delivery, providing opportunities for skill enhancement and career advancement fosters a motivated workforce. Motivated employees are likely to demonstrate higher levels of engagement, productivity, and commitment, which are key components of enhanced performance in delivering public services.

**Kuchinke, K. P., & Deale, C. S. (1997):** Their research explores the relationship between ongoing professional development and employee commitment and productivity. In the local government context, continuous learning opportunities signal organizational support for employee growth and career advancement. Employees who feel valued through such opportunities are more likely to demonstrate increased commitment to their roles and the organization's mission. This heightened commitment translates into improved productivity and performance as employees attempt to contribute meaningfully to public service outcomes.

### **2.2.3 Relationship between Flexible work schedule and employee performance**

**Baltes, B. B., Briggs, T. E., Huff, J. W., Wright, J. A., & Neuman, G. A. (1999):** Their study examines the impact of flexible work arrangements on employee performance and well-being. In local government, offering flexibility in work schedules, such as telecommuting options or flexible hours, accommodates employees' diverse needs and responsibilities. This flexibility enhances work-life balance, reduces stress, and improves job satisfaction, all of which contribute to higher job performance and productivity.

**Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999):** This research explores the benefits of flexible work arrangements for employees' work attitudes and behaviors. In local government, where operational demands can vary, providing flexible schedules helps in optimizing employee availability and responsiveness to citizen needs. Employees with control over their work schedules are more likely to give away greater job satisfaction and commitment, leading to improved performance in fulfilling departmental objectives.

In Today's world, employee demand out of workstation on social and family and sports grounds as well as other activities is inevitable. A flexible working schedule and occasional afternoon off would be important for the employee to attend to personal roles. Flexible working schedules contribute to employee motivation hence increased employee productivity and higher organization profitability (Ochieng & Kamau, 2021). Austin-Egole, Iheriohanma and Nwokorie (2020) carried out a review into the relationship between flexible working arrangements and organizational performance. The methodology involved library research involving analytical discussion of secondary data. The analysis showed that weekend work, part-time work, annual hour's contract, flexi-time and job-sharing were some of the most effective work arrangements that improved employee engagement and commitment. The study called for

more research into the effects of employee-driven and employer-driven flexible work arrangements on organizational performance.

**Kelly, E. L., & Moen, P. (2017):** Their study focuses on the impact of flexible work arrangements on job performance and organizational outcomes. In local government, implementing flexible work policies promotes a supportive organizational culture that values work-life balance. This supportiveness enhances employee morale and engagement, thereby increasing productivity and effectiveness in delivering public services.

**Golden, T. D., & Veiga, J. F. (2015):** Their research examines the effects of telecommuting on job performance and satisfaction. In local government contexts, telecommuting and other flexible work options can improve employee satisfaction by offering autonomy and reducing commute-related stress. This satisfaction translates into higher job performance as employees are able to manage their time and energy efficiently, focusing on delivering high-quality services to the community.

Davidescu, Apostu, Paul and Casuneanu (2020) investigated the relationship between work flexibility, job satisfaction and performance among employees in local government. Data was gathered through a national representative survey using multiple correspondence analysis. The impact of individual and employee flexibility on overall job satisfaction was quantified using binary logistic regression models. Logistic regression analysis showed that functional flexibility, working time, and workspace flexibility have a positive effect on employee's level of job satisfaction and performance. This study was based on all public service while the current study examined employee performance in the local government.

### **2.3 Employee Performance**

**Employee performance** is defined as how best an employee performs their duties and behaves at the workplace (Pradhan & Jena, 2016). Employee performance is critical to any organization to realize organizational sustainability and growth (Sungmala & Verawat, 2021). Various studies have sought after the factors that influence employee performance, with multiple associating higher employee motivation with positive employee performance outcomes (Rozi & Sunarsi, 2020; Pang & Lu, 2018; Breugh, Ritz, & Alfes, 2018).

Abraham Maslow's (1943) Theory of Human Motivation is the most popular reference explaining the determinants of motivation, human needs and individual behavior (Jerome, 2013). According to Maslow (1943), human behavior is motivated by specific needs. Maslow (1943) identifies physiological, safety, love and belonging, esteem, and self-actualization needs as the core needs that dictate human behavior. In similar fashion, (De Vito, Brown, Bannister, Cianci, & Mujtaba, 2018) argue that employees will not perform optimally if certain needs are not met, and will exhibit a higher degree of motivation if certain needs are met. Maslow (1943) affirms that people have a pyramided hierarchy of needs, with some being essential/common, and others more individualistic. This theory argue that satisfaction varies from one individual to another.

Local government face the challenge of attracting, satisfying, retaining and developing key positions, and this has led to unsatisfactory employee performance. According to the study by Nzyoka and Orwa (2016) a total compensation system is essential for positive employee performance in the public sector. According to Mokhniuk and Yushchyshyna (2018), although both monetary and non-monetary reward are important in any given organization, non-monetary reward are more effective determinants of employee satisfaction. Jaleta, Kero and Kumera (2019) states that recent literature has been redirected towards the relationship between non-financial incentives and employee performance, and Maslow's Theory has provided core theoretical perspective. Jaleta et al (2019) determined that aside from financial compensation,

empowerment, recognition and work conditions have a significant impact on employees' performance. Kitsios and Kamariotou (2021) argue that employee who are highly motivated and satisfied with their jobs contribute to success of the organization.

Brooks (2015) confirms that determining the best employee reward system has been a challenge for many local government and this has negatively impacted the employee' motivation, productivity and overall organizational efficiency. Reward systems have been used over time by human resource management to stimulate employee performance (Ginbar, 2020). Studies on the effects of reward systems on employee performance have revealed that employee performance is highly affected by reward systems used in any given organization (Noorazem et al., 2021). These findings are supported in the study by Waithira (2018), who reported that the reward system used by an organization determines the degree of employee motivation and performance outcomes. Turnea and Prodan (2020) identified financial and non-financial reward in a study which determined that reward system variables such as compensation, benefits, work-life balance, career opportunities and development, appreciation, and recognition determine an organization's attractiveness to prospective employees, and their intentions to remain contracted in the long-term.

#### **2.4 Review of literature gap**

Studies acknowledge the importance of appreciation in enhancing employee performance, there remains a gap in understanding how specific forms of appreciation (verbal praise, awards, public recognition) impact performance outcomes in the unique context of local government settings. Recent literature highlights that personalized and timely forms of appreciation are particularly effective (Grant, 2008). However, there is a need for more empirical research to explore these dynamics within local government structures and cultures.

Existing literature underscores the positive impact of professional development opportunities on employee performance across various sectors (Tannenbaum & Yukl, 1992). However, within the local government context, studies often highlight challenges such as limited budgets and bureaucratic barriers that hinder the effective implementation of professional development programs (OECD, 2011). Recent studies suggest a gap in understanding how to adapt professional development initiatives to the specific needs and constraints of local government employees, thereby optimizing their performance outcomes.

There is substantial literature supporting the benefits of flexible work arrangement, particularly in terms of employee satisfaction and retention (Allen et al., 2013), there remains a gap in understanding how different types of flexible work arrangement (telecommuting, flextime, compressed workweeks) affect performance outcomes in local government settings. Recent studies emphasize the need for empirical research to explore the trade-offs between flexibility and organizational productivity, especially in public sector environments (Bal et al., 2018).

## **2.5 Summary of the literature review.**

From the reviewed literature, it has been noted that non-monetary reward motivate employees to improve on their performance. This was revealed by Armstrong (2008) who noted that forms of non-monetary reward such as recognition in form of appreciation, opportunities for professional development, and flexible work schedule improve employee performance. Beardwell (2004) also observed that competition for appreciation encourages employees to increase their level of effort. However, Beardwell also observed that when employees are skipped and not appreciated, it reduces their morale and commitment to work. In addition, flexible work schedule, opportunities for professional development and appreciating work to particular staff members may discourage employees who are consistently left out, which affects their performance. This study therefore

will establish the effectiveness of non-monetary reward in Serere district, and the relationship between non-monetary reward and employee performance.

## **2.5 Chapter Summary**

This chapter presents the literature review based on specific objectives. The first objective presents relationship between appreciation and employee performance, second objective presents relationship between opportunities for professional development and employee performance, third objective presents the relationship between flexible work schedules and employee performance. These are presented in line with the research objectives.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter covered the methods that were used to conduct the study. It includes the description of the research design, the population of the study and sample size ,sampling techniques, data collection methods, data collection instrument, validity and reliability tests, research procedure, and data analysis techniques.

#### **3.2 Research Design**

A cross-sectional study design will be adopted from this research because it enables researcher to facilitate the collection of data at one point, as Sekaran (2003) suggests. In addition, the study adopted a triangulation of both quantitative and qualitative approaches to assess the contributions of Non-monetary reward on employee performance in Serere District Local Government. In this case, the quantitative approach allowed the researcher to ask for information expressed in numerical format while the qualitative approach complemented the quantitative approach by ask for more detailed information expressed in textual format (Mugenda & Mugenda, 1999).

The quantitative approach will be used in order to quantify incidents to describe conditions and to assess the contributions of the independent variable to the dependent variable using the information gained from the questionnaire. The quantitative approach will be used to give the explanation of events and description using interview a-schedule for point in time ( Amin, 2005).The study was both descriptive and analytical where descriptive involved survey and facts finding enquiring of different kinds while analytical involved the use of facts or information already available and then analyze them to make a critical evaluation.

#### **3.3 Study population**

The target population of study consisted of 93 heads of department and sector heads of the Serere District Local Government from whom 72 respondents will be selected. The target population spread in the departments of Finance, planning, Administration, Education, Health, and Production.

**Table 3.1 Target Population**

<b>Categories of Respondent</b>	<b>Accessible population</b>
Top management	19
Finance & Administration	13
Procurement & internal audit	7
Planning Unit	9
Production & Marketing	10
Health	18
Education	17
<b>Total</b>	<b>93</b>

**Source: Serere District Local Council, 2024**

### **3.4 Sample Selection & Size**

The determination of the sample was made in consultation with Amin (2005) , (by help of Krejcie and Morgan (1970), suggests the use of a sampling table to determine which equivalent sample would ensure representation as shown below.

**Table 3.2: Sample Size of study population**

<b>Categories of Respondent</b>	<b>Accessible population</b>	<b>Sample Size(n)</b>	<b>Sampling method</b>
Top management	19	14	Simple random
Finance & Administration	13	13	Purposive
Procurement & internal audit	7	7	Purposive
Planning Unit	9	9	Purposive
Production &Marketing	10	10	Purposive
Health	18	11	Simple random
Education	17	8	Simple random
<b>Total</b>	<b>93</b>	<b>72</b>	

**Source: Serere District Local Council, 2024**

### **3.5 Sampling technique and Procedure**

For the purpose of this study, the researcher divided the population into departments. The following was the departments: top management (19), finance and administration (13), procurement and internal audit (7), planning unit (9), production and marketing (10), Health (18) and education (17)

#### **3.5.1 Purposive sampling**

The purposive sampling will includes Finance and Administration, Planning Unit, Production and Marketing. According to Mugenda and Mugenda (1999) purposive sampling enables a researcher choose participants of his own choice based on knowledge.

### **3.5.2 Sample Random Sampling**

According to Sekaran, (2003) simple random sampling is used in a situation when each respondent has an equal chance of being selected to participate in the study; the researcher used simple random sampling to select respondents from the education, health and top management. This method is more preferred because it reduces bias and also gives all potential respondents equal chance of being chosen.

## **3.6 Data Collection Methods**

The study used mainly questionnaires for primary data. The questionnaires were used because they are held to be straight forward and less time consuming for both the researcher and the respondents (Owens 2020)

### **3.6.1 Questionnaire Survey**

The researcher will use a self-administered questionnaire to collection information from finance and administration, production and marketing, health, departments because they have a high number of participants. This is in line with Amin (2005) who noted that questionnaires can be used to obtain information from a large group of people in a given study (Amin, 2005). The questionnaire is an efficient data collection method which has advantages of high complete responses within a short period. Use of questionnaires allowed the respondents sufficient time to reflect on answers to avoid quick responses and thus enhance the validity (accuracy) of the responses (Mugenda & Mugenda, 2003). The questionnaire method also helped to reduce on the cost and time implications, besides enabling greater responses.

### **3.6.2 Document review**

The researcher will use documents to gather information on how non-monetary reward influence employee performance. Documents from Serere District Local Government includes human

resource manuals on non-monetary reward, text books on reward, newspapers, journals and minutes of board of executive meetings and others which have vital information on the subject under study. These provided secondary sources of data to supplement primary data from survey and interviews (Amin, 2005).

### **3.6.3 Interview method**

This will involve face- to-face conversation with top management and Heads of departments to collect primary data. It involves the use of a semi-structured interview guide comprising a set of issues on appreciation, opportunities for professional development and flexible work schedule. The method of interview using a semi-structured interview guide is deemed appropriate since the aforementioned categories of staff had vital information yet no time to fill in questionnaires (Sekaran, 2003).

### **3.7 Data Collection Instruments**

The data will be collected by using both primary and secondary methods of data collection.

**Primary data** this will involve to acquire information from the respondents and this will be used by self-administered questionnaires and interview guide (Sekaran, 2003). **Secondary data** on the other hand will involve to review the information which is gathered from the available literature.

#### **3.7.1 Questionnaire**

A self-administered, semi-structured questionnaire will be the main research instrument that will be used in the study. A questionnaire will be used to collect data from sixty one respondents from different departments and sub county staff. The main advantage of self-administered questionnaire is that the researcher will be able to collect all the completed responses within a shorter period of time (Sekaran, 2003).

### **3.7.2 Interview guide**

An interview guide will be used to get information from six respondents from Top Management and heads of Departments to ensure uniformity and consistency of information provided. It will be used to collect data from top district administration and heads of departments. Interview guide is preferred because it allow the research for the questions in addition to predetermine questions so as to extract detailed and precise data (Mugenda and Mugenda 2003). This will help in digging deep into the issues under investigation.

### **3.7.3 Document review checklist**

This consist of a list of documents (Sekaran, 2003) particularly concerning non-monetary reward and employee performance. Most of these documents will be obtained from public and private libraries. In this case; human resource manuals on non-monetary reward, text books with information related to the topic under investigation as recommended by Amin (2005) to be reviewed.

## **3.8 Validity and Reliability**

The quality of data instrument will ascertain from the validity and reliability they produced.

### **3.8.1 Validity**

Validity is how truthful the research with regards to reality (Sürücü & Maslakçi, 2020).Therefore, validity shows how best an instrument measures the intended to be measure (Sürücü & Maslakçi, 2020).Advance to the actual data collection, the develop data collection instruments in the placement test to ascertain their validity. Relevant items will be identified, while the irrelevant ones will be reject or modified. Particularly, Content validity will be used to ascertain the extent to which the content of the instrument corresponded to the theoretical content it will be designed to measure (Amin, 2005).The instruments will be presented to two experts who assessed the items and rate them basing on the suitability of a given item to the research study objectives to determine

the validity index for each of the items. Content Validity Index (CVI) will be used to quantify the agreements between the two judges, using the following formula;  $CVI = \frac{K}{N}$ .

The Content Validity Indices found to be higher than the recommended one at 0.70 determined the validity of the instruments (Mugenda and Mugenda, 1999).

**Table 3.3 Content validity**

Variables	Content Validity Index	Number of items
Appreciation	0.9393	9
Opportunities for professional development	0.7272	9
Flexible work schedule	0.9393	9
Employee performance	0.7227	9

*Source: Researcher (2024)*

Results in table 3.2 above show that all the variables had content validity index above 0.70. This shows that the data collection instruments is valid to use for data collection. Cronbach’s alpha is a correlation coefficient whose values range from 0 to 1. The conventionally accepted alpha is greater or equal to 0.70. This research attach to the above rule.

### **3.8.2 Reliability**

The study will adopt the test-retest method as suggest by Charles (1995) cited in Amin, (2005), who argued that consistency with which questionnaires (test) items is answered or individual’s scores remain relatively the same can be determined through the test-retest method at two different times. Questionnaires will be given to ten respondents after which their responses will be analyzed using SPSS software to establish Cronbach’s alpha, which is an index of reliability associated with

the variation accounted for by the true score of the underlying construct. The higher the score, the more reliable the generated scale is. The reliabilities found to be above 0.7, as recommended by (Amin, 2005) means the instruments is reliable.

**Table 3.4 Reliability**

<b>Cronbach's Alpha</b>	<b>Number of item</b>
<b>0.946</b>	<b>28</b>

**Source: Researcher (2024)**

### **3.9 Data Analysis**

The study will use both qualitative and quantitative techniques to analyze data. The researcher computed qualitative data got from the questionnaire into frequency counts and percentages and presented them into descriptive form, after that the researcher will analyze the data for easy editing and tabulation so as to ensure completeness and uniformity into meaning full categories for easy interpretation, the data will be analyzed using tables, frequency, percentages to present the data. Then Pearson's correlation coefficient will be used to measure the degree of association between reward and employee performance. Qualitative data from interviews and open-ended questionnaires will be coded, arranged and presented in a narrative form and conclusions will done with references to the descriptions in narration as stated.

#### **3.10.1 Quantitative Data Analysis**

Quantitative data will be analyzed using descriptive statistics technique of mean, mode and standard deviation. Data will be processed by editing, coding, entering, and then presented in comprehensive tables showing the responses of each category of variables. Inferential statistics included correlation analysis using a correlation coefficient in order to answer the research questions. The hypotheses will be tested using Pearson's correlation coefficient to determine the

relationship between non-monetary reward and employee performance. A correlation coefficient will be computed because the study entailed determining correlations between two variables (non-monetary reward and employee performance) (Oso & Onen, 2008).

### **3.10.2 Qualitative Data Analysis**

Qualitative Data analysis will be done using particular analysis. Responses from the key source that will be sorted and organized in line with the different particular areas (variables and objectives under study). This will be done by identifying all data that is related to the already classified patterns according to research objectives. All information that fits under the specific pattern was identify and placed with corresponding patterns and thereafter, data will be combined into topic. Quotations and other interpretations will be used to back up quantitative data. This helped to triangulate findings of the study.

### **3.11 Measurement of Variables**

The independent variable (appreciation, opportunities for professional development and flexible work schedule) and the dependent variable employee performance in terms of timeliness of assignments, productivity, completion of targets set for staff to achieve, efficiency and effectiveness of service delivery and respondents the was selected their responses to each statement from a five summative scale (a rating scale used to measure opinions, attitudes or behaviors) (1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree). The choice of this measurement is that each point on the scale carries a numerical score which was used to measure the respondents' attitude. According to Mugenda (1999) and Amin (2005), the summative scale (a rating scale used to measure opinions, attitudes or behaviors) is able to measure perception, attitudes, values and behaviors of individuals towards a given situation.

### **Legend**

<b>Description</b>	<b>Mean range</b>	<b>Scale</b>	<b>Interpretation</b>
Strongly Agree	4.10-5.00	5	Very high/very satisfactory
Agree	3.10-4.10	4	High/satisfactory
Uncertain	2.10-3.10	3	Moderate/Moderate
Disagree	1.10-2.10	2	Low/Unsatisfactory
Strongly Disagree	0.00-1.10	1	Very low/Very unsatisfactory

### **3.12 Ethical Consideration**

The researcher emphasized confidentiality of all his research findings and used research assistants where he anticipated bias during data collection. The researcher informed all respondents what their participation demands, the risks and benefits of participating in the study, how their confidentiality would be maintained, their right to refuse to participate in the study, and the right to refuse to answer any question during the interview process (Creswell, 2013). The respondents' names was withheld to ensure anonymity and confidentiality in terms of any future prospects.

## **CHAPTER FOUR**

### **PRESENTATION OF RESULTS AND FINDINGS**

#### **4.0 Introduction**

This chapter presents the analysis and discussion of the study titled “Relationship between Non-Monetary Reward and Employee Performance in Serere District Local Government.” The findings are illustrated using pie charts, tables, frequencies, and percentages, and are organized according to the study's objectives: to explore the relationship between appreciation, opportunities for professional development, and flexible work arrangements with employee performance. Out of 72 questionnaires distributed, all 72 questionnaires were returned fully completed, forming the basis of the findings, complemented by additional insights from interviews.

#### **4.1 Response Rate**

The researcher targeted a sample size of 72 respondents, from whom all 72 respondents were able to fully respond to the questions asked in the data collection instruments, resulting in a response rate of approximately 100%. According to Mugenda and Mugenda (2020), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

#### **4.2 Background information of the Respondents /characteristic**

The researcher sought to identify the respondents by their background information which included the respondents' age, gender, period spent working, departments and level of education as presented below:

##### **4.2.1 Gender of the respondents**

The researcher aimed at determining the gender of the participants. Table 4.2 shows the

findings.

**Table 4.1 Gender of the respondents**

	Frequency	Percent	Valid Percent
Valid Female	26	36	36
Male	46	64	64
Total	72	100	100

**Source: Fieldwork, 2024**

Findings from Table 4 above reveal that in the study on non-monetary reward and employee performance at Serere District Local Government, there is a higher representation of male respondents compared to female respondents. Specifically, out of the 72 participants, 46 were male, accounting for 64% of the sample, while 26 were female, representing 36%. This gender distribution highlights that the majority of the feedback on non-monetary reward comes from male employees. Understanding this imbalance is crucial, as it may affect how the study's conclusions are applied across different genders. For practical implications, it means that any recommendations based on the study should consider the potential for different responses to non-monetary reward between male and female employees. Adjustments might be needed to address any gender-specific preferences or needs in reward strategies to ensure they effectively enhance performance for all employees.

#### **4.2.3 Marital status of the respondents**

The researcher aimed at determining the marital status of the participants. Table 4.2 shows the findings

**Table 4.2 Marital status**

	Frequency	Percent	Valid Percent
Valid Single	30	42	42
Married	26	36	36
Divorced	12	17	17
Widowed	4	5	5
Total	72	100	100

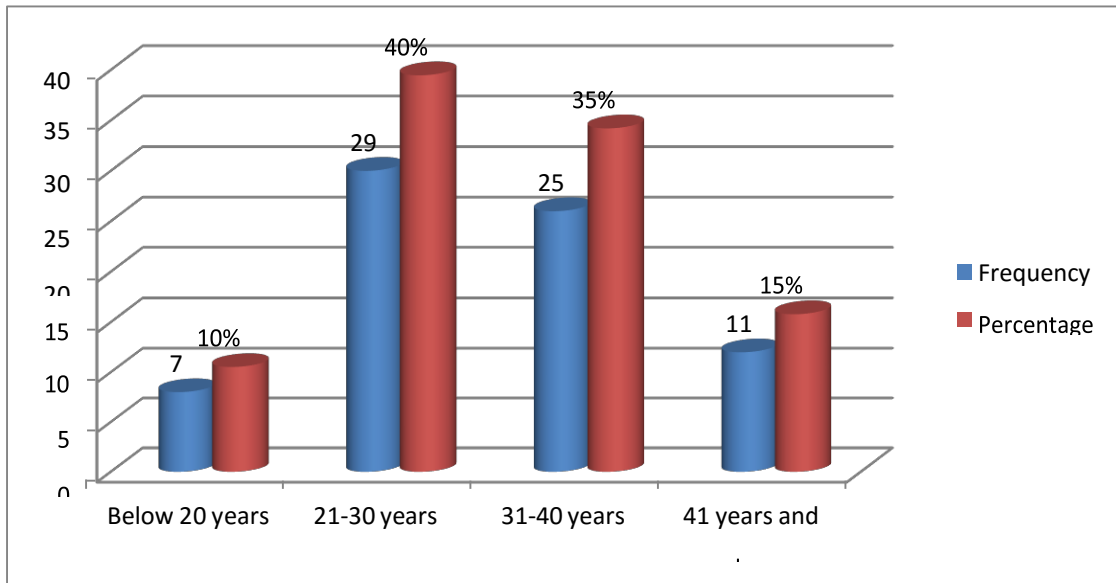
Source: **Fieldwork, 2024**

Findings from Table 4.2 reveal the marital status distribution of the respondents in the study. The data shows that 30 participants, or 42% of the sample, are single. This is followed by 26 married respondents, making up 36% of the sample. Additionally, 12 respondents, or 17%, are divorce and 4 respondents, representing 5%, are widowed. This breakdown of marital status provides valuable context for understanding how different personal circumstances may affect employees' responses to non-monetary reward. The variety in marital status among the respondents suggests that reward strategies should be mindful of these differences to address the specific needs and preferences of employees at different life stages, potentially influencing the overall effectiveness of these reward in improving performance.

#### 4.2.4 Age bracket of the respondents

The study further deemed it necessary to determine the age bracket of the respondents and the findings are elaborated in figure 2 below;

**Figure 2 1: Age bracket of the respondents**



Source: **Fieldwork, 2024**

From the above figure above, 29 (40%) of the respondents were in the age bracket of 21-30 years, 25 (35%) were of the age of 31-40 years, 11 (15%) were in the age bracket of 41 years and above and 7(11%) were below 20 years. This indicates that employees in Serere district local government were mature enough to answer the questions in the questionnaires which meant that the information given was reliable.

#### 4.2.5 Education background of the respondents

The study further deemed it necessary to determine the Education background of the respondents and the findings are illustrated in table 6 below

**Table 4.3 Education level**

	Frequency	Percent	Valid Percent
Valid Primary	10	14	14
Secondary	27	38	38
Tertiary	16	22	22
University	19	26	26
Total	72	100	100

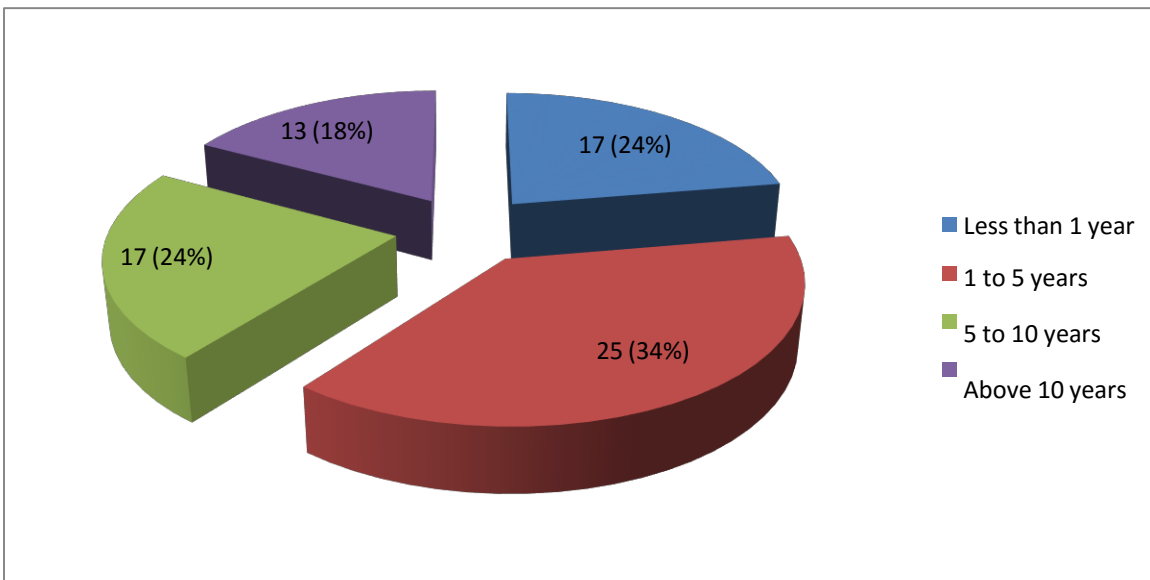
Source: **Fieldwork, 2024**

Findings from Table 4.3 illustrate the education background of the respondents in the study. The data indicates that 10 participants, or 14% of the sample, have completed primary education. In comparison, 27 respondents, representing 38%, have attained secondary education. Meanwhile, 16 participants or 22%, hold tertiary qualifications, and 19 respondents, or 26%, have university degrees. This distribution of educational levels provides insight into the varied academic backgrounds of the respondents, which may influence their perspectives on non-monetary reward and their perceived impact on performance. Understanding these educational backgrounds is crucial for tailoring reward strategies that align with the diverse levels of formal education and professional expertise among employees, thereby enhancing the effectiveness of these reward in boosting overall performance.

#### **4.2.6 Period spent working at Serere district by the respondents**

The study further deemed it necessary to determine the period spent working at organizations and the findings are elaborated in figure 3 below

**Figure 3 1: Period spent working at Serere district**



Source: **Fieldwork, 2024**

From the above figure, majority of the respondents had spent a period of 1-5 years working within the organization rated at 34%, this was followed by 24% who had spent 5-10 years and less than a year respectively finally those who had worked above 10 years rated at 18%. This indicates that the respondents had experience with the organization since in total majority had had been part of the organization for quite a long period of time. The results further illustrated that Serere district has experienced staff. Experienced staffs are likely to perform better at their jobs due to the job experience gained over time.

**Table 4.4 Respondents according to the head of departments**

<b>Categories' of respondents</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Top Management</b>	<b>14</b>	<b>19</b>
<b>Finance and Administration</b>	<b>13</b>	<b>18</b>
<b>Procurement &amp; Internal Audit</b>	<b>7</b>	<b>10</b>
<b>Planning Unit</b>	<b>9</b>	<b>13</b>
<b>Production and Marketing</b>	<b>10</b>	<b>14</b>
<b>Health</b>	<b>11</b>	<b>15</b>
<b>Education</b>	<b>8</b>	<b>11</b>
	<b>72</b>	<b>100</b>

**Source: Fieldwork, 2024**

The above findings shows that 19% of the respondents belonged to the Top Management, 15% were in Health,18% were in Finance and administration, 14% were in Production and Marketing,13% were in planning unit, while 10% were in Procurement and Internal audit, 11% were in the Education. This indicates that all respondents were knowledgeable on reward and employee performance, therefore they were in position to provide valid and reliable information for a comprehensive report.

### **4.3 Empirical findings**

#### **4.3.1 Relationship between Appreciation and employee performance at Serere District**

The study sought to establish the relationship between appreciation and Employees performance of Serere district. The employees were requested to respond to a number of statements by indicating their agreement using a five-point Likert scale of SD=Strongly Disagreed,

D=Disagreed, N – Not sure, A=Agreed and SA = Strongly Agreed. The responses are summarized in the Table 4.5 below;

**Table 4. 5 Descriptive findings on appreciation.**

Statement	SD	D	N	A	SA	Mean	Std dev	Comment
Certificate of recognition may motivate me to put more efforts in my work.	4(6%)	12(16%)	15(21%)	23(32%)	18(25%)	3.0877	1.00054	Moderate
If I receive gifts, I may be motivated to work harder.	0.0	5(7%)	22(30%)	30(42%)	15(21%)	3.1053	1.01640	Moderate
When my contribution is recognized, I feel encouraged to do more for the organization.	0.0	5(7%)	11(15%)	40(56%)	16(22%)	3.0175	1.10496	Moderate
When I receive an reward, a may be encouraged to work harder	4(6%)	8(11%)	21(29%)	30(42%)	9(12%)	2.8158	1.10161	Low
The district acknowledges my individual achievement	9(13%)	11(15%)	9(13%)	32(44%)	11(15%)	2.9737	1.06813	Low
Receiving a letter of praise may increase my	12(16%)	22(31%)	8(11%)	17(24%)	13(18%)	3.1140	1.03700	Moderate

passion to work.								
In this organization, do you have staff recognition policies in place	4(6%)	6(8%)	12(16%)	32(45%)	18(25%)	2.9386	1.13889	Low
Average						<b>3.00751</b>	<b>1.06679</b>	<b>Moderate</b>

Sources: Fieldwork, 2024; N=72

Findings from Table 4.5 provide a detailed view of the relationship between various forms of appreciation and employee performance at Serere District. According to the statement that a certificate of recognition may motivate employees to put more effort into their work, 57 % (32%+25%) of respondents agreed, 22 % (6%+16%) disagreed and 21% were not sure. This indicates that while employees recognize the potential of certificates to enhance motivation, the actual impact might not be substantial. Previous studies have indicated that certificates and similar forms of recognition can indeed influence employee motivation by acknowledging their contributions and fostering a sense of accomplishment (Eisenberger et al., 1999). However, the findings indicates that certificates alone might not be sufficient to significantly boost motivation, but we need for more comprehensive recognition strategies. Further research underscores the importance of combining various forms of appreciation to achieve more effective motivational outcomes (Latham & Pinder, 2005).

In relation to the statement about receiving gifts as a motivator. This implies that 63% (42%+21%) of the respondents agreed, 7% disagreed and 30% were not sure. The findings indicates that while gifts may be appreciated, they do not significantly influence employees'

efforts or performance. Research indicates that extrinsic reward like gifts might have a limited effect on motivation compared to intrinsic reward and recognition (Deci, Koestner, & Ryan, 1999). Gifts, being relatively transient, may not provide the sustained motivation needed for improved performance. This result aligns with studies that highlight the importance of meaningful and personalized recognition over material incentives to foster lasting motivation and engagement (Ryan & Deci, 2000).

Furthermore, the statement on the impact of recognized contributions on employee encouragement, 78% (56%+22%) of the respondents agreed, 7% disagreed and 15% were not sure. This implies that while recognition is appreciated, it may not strongly influence employees to increase their efforts. Research supports that acknowledgment of contributions is crucial for motivating employees, as it validates their efforts and enhances job satisfaction (Herzberg, 1966). The findings indicates that current recognition practices at Serere District might be adequate in fostering strong motivational responses. Effective recognition involves timely and specific feedback, which can significantly impact employee motivation and performance (Allen & Shanock, 2013).

The statement on receiving rewards as a motivator, 54% (42%+12%) of respondents agreed, 17% (6% +11%) disagreed and 29% were not sure. Employees recognize that rewards can have some impact on their motivation to work harder, but the effect may not be substantial. Rewards and recognition are often linked to increased job satisfaction and motivation, especially when they are perceived as meaningful and aligned with individual achievements (Aguinis, 2013). The findings indicates that while rewards are valued, they may need to be part of a broader recognition strategy to be more effective. Research highlights the importance of combining rewards with other motivational practices, such as career development opportunities and

constructive feedback (Kuvaas, 2006).

In regards to the district's acknowledgment of individual achievements, this implies that 59 % (44%+15%) of respondents agreed, 28 % (13%+15%) disagreed and 13% were not sure. Respondents feel that individual achievements are recognized, but the impact on motivation and performance is moderate. Effective recognition of achievements can enhance employee morale and motivation by validating their efforts and contributions (Lawler, 1994). The findings indicates that while recognition practices are in place, there may be opportunities to enhance their effectiveness. Incorporating more personalized and timely recognition strategies could improve overall employee motivation and performance (Bakker & Demerouti, 2007).

The statement on receiving a letter of praise, this implies that 42% (24%+18%) of the respondents agreed, 47 % (16%+31%) disagreed and 11% were not sure. This indicates that while letters of praise can be motivating, their effect is not overwhelmingly strong. Previous research supports that personalized and sincere praise can significantly enhance motivation and job satisfaction (Kernis et al., 1993). The findings indicates that letters of praise are valued but may need to be complemented with other forms of recognition to be more impactful. Combining praise with other motivational strategies, such as career development and performance feedback, can create a more supportive work environment (Deci & Ryan, 2000).

In relation to the presence of staff recognition policies, 70% (45%+25%) of the respondents agreed, 14% (6%+8%) disagreed and 16% were not sure. The findings indicates that the policies in place may be significantly impact employee motivation or performance. Research emphasizes the importance of well-defined recognition policies that are effectively communicated and implemented to enhance employee motivation and engagement (O'Reilly & Chatman, 1996). The findings indicates that there are different way how recognition policies are applied or

perceived by employees. Improving the clarity, consistency, and execution of these policies could lead to better motivational outcomes (Pritchard, 1990).

In summary the findings indicates that while there are some recognition practices in place, their impact on employee motivation and performance is mixed. Research highlights that effective appreciation involves a combination of recognition strategies tailored to individual preferences and achievements (Latham & Pinder, 2005). To improve employee motivation and performance, it is essential to integrate various forms of recognition and feedback into a comprehensive appreciation framework. This approach can help address the gaps identified in the current practices and enhance overall employee engagement and performance.

#### **4.3.1 Relationship between Appreciation and Employees performance of Serere district**

In order to determine the relationship between appreciation and Employees performance at Serere district, correlation was conducted. Pearson correlation coefficient ( $r$ ) was used to determine the strength of the relationship between appreciation and Employees performance at Serere district. The significance of the coefficient ( $p$ ) was used to test the objective by comparing  $p$  to the critical significance level at 0.01. This procedure was applied in testing the other objectives and thus, a lengthy introduction is not repeated in the subsequent sections of the testing. The results are summarized in Tables 4.6.

**Table 4.6 Correlation matrix between appreciation and Employees performance**

Correlations

		Appreciation	Employees performance
Appreciation	Pearson Correlation	1	.956**
	Sig. (2-tailed)		.000
	N	72	72
Employees performance	Pearson Correlation	.956**	1
	Sig. (2-tailed)	.000	
	N	72	72

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Findings in table 4.9 above reveal that there is a strong positive and significant relationship between appreciation and Employees performance at  $r = 0.956^{**}$ ,  $p$  value = .000 given by Pearson Correlation coefficient at the 0.01 (2-tailed) level of significance. This means that when appreciation are given due attention, Employees performance is enhanced. Therefore, the management Serere district should put more emphasis on appreciation to improve on Employees performance.

**4.3.2 The relationship between Opportunities for professional development and Employees performance of Serere district**

The study sought to establish the relationship between Opportunities for professional development and employee performance of Serere district and the findings were as explained in the following table;

**Table 4 .7 Descriptive statistics on Opportunities for professional development**

Statement	SD	D	N	A	SA	Mean	Std Dev	Comment
The district has created a positive environment for promoting career planning among the employees.	8(11%)	11(15%)	12(17%)	26(36%)	15(21%)	3.81	1.134	High
The district provides us with wide range of career coaches to guide us in professional development.	4(5%)	6(8%)	12(17%)	27(38%)	23(32%)	3.66	1.117	High
The district has put in place a policy to support the professional development of employees.	8(11%)	5(7%)	6(8%)	23(32%)	30(42%)	3.73	.992	High
The district has put in place a career counselling policy which employees can rely on to make future career planning.	3(4%)	12(17%)	8(11%)	29(40%)	20(28%)	3.70	1.135	High
The district coordinates with other strategic partners to arrange career workshops for employee to create awareness on emerging career choices.	8(11%)	9(12%)	18(25%)	24(34%)	13(18%)	3.68	1.175	High
The district provides for individual assessment of	8(11%)	10(13%)	12(17%)	27(38%)	15(21%)	3.61	1.308	High

employee abilities, needs and goals to create a path to achieve promotional opportunities.								
The district ensures that adequate training opportunities are provided for all employees equitably.	2(3%)	3(4%)	6(8%)	39(54%)	22(31%)	3.83	1.193	High
Average						3.72	1.151	High

**Source: Fieldwork, 2024; N=72**

Table 4.7 examines the relationship between opportunities for professional development and employee performance at Serere District. This analysis provides insights into how career development initiatives impact employee performance and overall satisfaction within the district.

Firstly, the statement indicating that the district has created a positive environment for promoting career planning among employees, this implies that 57% (36% +21%) of respondents agreed, 26% (11% +15%) disagreed and 17% were not sure. Research has demonstrated that a positive career development environment can significantly enhance employee motivation and performance by providing clear pathways for career growth and development (Noe, 2017). The findings indicates that while some employees feel supported in their career development, there is potential for improvement. To better support employees, the district could implement more targeted initiatives, such as structured career planning programs and mentorship opportunities, to create a more robust career development environment. Ensuring that employees have access to career planning resources and guidance can help them set and achieve professional goals, thereby potentially improving their job performance and satisfaction.

In relation to the availability of a wide range of career coaches, findings indicates that 70% (38% +32%) of respondents agreed, 13% (5% +8%) disagreed and 17% were not sure. The findings indicates that employees may not have sufficient access to career coaches or perceive the support provided as inadequate. Effective career coaching is known to play a crucial role in professional growth and job satisfaction by offering personalized guidance and support (Hall, 2002). The district highlights a potential gap in the availability or quality of career coaching services. To address this issue, the district could consider expanding its network of career coaches, improving the quality of coaching provided, and ensuring that employees have regular and meaningful interactions with their coaches. By enhancing career coaching resources, the district could better support employees' professional development and career advancement, ultimately contributing to improved performance and satisfaction.

The policy supporting professional development, findings indicates that 74% (32% +42%) of the respondents agreed, 18% (11%+7%) disagreed and 8% were not sure. This finding indicates that the district's policy framework for career development might be lacking in effectiveness or comprehensiveness. Research highlights the importance of effective policies in supporting employee growth and ensuring that professional development opportunities are accessible and equitable (Govaerts, Kyndt, & Dochy, 2011). The findings indicate that the existing policies might not be well-implemented or communicated, potentially impacting their effectiveness. To improve this situation, the district could review and strengthen its professional development policies, ensuring they are comprehensive and clearly communicated to all employees. This could involve revising policy frameworks, increasing transparency around career development opportunities, and actively promoting these policies to ensure that employees are aware of and can take advantage of the available resources.

The presence of a career counseling policy, findings indicates that 68% (40% +28%) of the respondents agreed, 21% (4% +17%) disagreed and 11% were not sure. These findings indicate that while a counseling policy is in place, its impact may not be strongly felt by all employees. Effective career counseling is essential for helping employees navigate their career paths and make informed decisions about their professional growth (McIlveen & Perkins, 2017). The findings indicate that the policy may be underutilized or not sufficiently impactful. To enhance the effectiveness of career counseling, the district could focus on increasing the visibility and accessibility of the counseling services offered, ensuring that employees are aware of and can benefit from these resources. Additionally, providing training for career counselors and regularly evaluating the effectiveness of the counseling services could help ensure that they meet the needs of employees and support their career development effectively.

Regarding coordination with strategic partners to arrange career workshops, 52% (34% +18%) of the respondents agreed, 23% (11% +12%) disagreed and 25% were not sure. Career workshops are valuable for providing employees with knowledge about emerging career opportunities and trends (Brown & Lent, 2017). The findings imply that while career workshops are appreciated, there may be opportunities to improve their relevance or frequency. To enhance the impact of career workshops, the district could consider increasing the frequency of these events, tailoring the content to address current industry trends and employee needs, and seeking feedback from participants to continuously improve the quality of the workshops. Strengthening partnerships with strategic organizations and industry experts could also enhance the effectiveness of these workshops, providing employees with valuable insights and resources for their professional development.

The statement about individual assessments of employee abilities, needs, and goals findings

indicates 59% (38% +21%) of the respondents agreed,24%( 11% +13%) disagreed and 17% were not sure. Individual assessments are crucial for identifying employees' strengths and areas for improvement, guiding career development and promotional opportunities (Schroder, 2006). The findings indicate that while assessments are conducted, their impact may vary among employees. To improve the effectiveness of individual assessments, the district could ensure that these assessments are thorough and followed by actionable development plans. Providing employees with clear feedback and support based on their assessment results can help them set and achieve career goals, enhancing their performance and satisfaction.

The statement on providing adequate training opportunities for all employees equitably,85% (54% +31%) of the respondents agreed,7% (3% +4%) disagreed and 8% were not sure. Training is a critical component of professional development, and equitable access to training opportunities can influence employee performance and satisfaction (Birdi, 2005). The findings indicate that the district may need to improve its training programs to ensure that all employees receive the support they need for their professional growth. Addressing disparities in training access and offering a more comprehensive range of training opportunities could help improve employee performance and career development outcomes. Ensuring that training programs are relevant, accessible, and aligned with employees' professional goals is essential for maximizing their impact.

**In summary**, opportunities for professional development indicates a generally low perception of the effectiveness of these opportunities at Serere District. The findings indicate that while some initiatives are in place, their impact on employee performance and development is limited. Research underscores the importance of providing a range of professional development opportunities and ensuring their effectiveness in supporting employee growth (Saks, 2006). To

enhance employee performance, the district should consider improving its professional development programs by increasing access to career resources, ensuring the quality of development initiatives, and aligning them with employees' needs and career aspirations. By addressing these areas, the district can better support employees' professional growth and improve overall job performance and satisfaction.

### 4.3.2 Testing the relationship between opportunities for professional development and Employees performance

In order to determine relationship between opportunities for professional development and Employees performance at Serere district, correlation analysis was conducted. The results are summarized in Tables 4.8 below:

**Table 4.8 showing correlation matrix between opportunities for professional development and Employees performance**

#### Correlations

		Opportunities for professional development	Employees performance
Opportunities for professional development	Pearson Correlation	1	.978**
	Sig. (2-tailed)		.000
	N	72	72
Employees performance	Pearson Correlation	.978**	1
	Sig. (2-tailed)	.000	
	N	72	72

**\*\*Correlation is significant at the 0.01 level (2-tailed).**

Findings in table 4.8 above reveal that there is a strong positive and significant relationship between opportunities for professional development and Employees performance at  $r = 0.978^{**}$ ,  $p$  value = .000 given by Pearson Correlation coefficient at the 0.01 (2-tailed) level of significance. This means that when opportunities for professional development are emphasized, Employees

performance is enhanced. Therefore, the management of Serere district should put in place good opportunities for professional development to improve on Employees performance.

#### 4.3.3 The relationship between Flexible work schedule and Employees performance of Serere district

The study sought to establish the relationship between Flexible work schedule and Employees performance of Serere District and the findings were as explained in the following table;

**Table 4.9 Descriptive statistic on Flexible work schedule of Serere district**

Statement	SD	D	N	A	SA	Mean	Std Dev	Comment
The district provides employees with adequate time for leisure activities and personal development.	3(4%)	9(13%)	12(16%)	30(42%)	18(25%)	3.83	1.320	High
The district provides employees with paid parental leave to foster their work productivity.	7(10%)	14(19%)	10(14%)	26(36%)	15(21%)	4.14	.883	Very High
The district allows employees to obtain compassionate leave.	4(6%)	10(14%)	13(18%)	39(54%)	6(8%)	4.21	.758	Very High
The district provides employees with regular counselling and guidance programs to improve their mental well-being.	7(10%)	3(4%)	9(13%)	42(58%)	11(15%)	3.43	1.364	High
The district has created a part-time working schedule for our	0.0	6(8%)	15(21%)	41(57%)	10(14%)	3.91	.982	High

employees to ensure their optimal work output.								
The district has created flexi-time work arrangements which help employees in managing their work-life balance.	0.0	5(7%)	32(44%)	30(42%)	5(7%)	3.84	.935	High
The district provides employees with adequate time for leisure activities and personal development.	4(5%)	6(8%)	12(17%)	27(38%)	23(32%)	3.61	1.132	High
Average						3.845	1.054	High

**Sources: Fieldwork, 2024; N=72**

**Findings from** the study on flexible work schedules at Serere District reveal a nuanced relationship between these schedules and employee performance. The data presented in Table highlights various aspects of flexible work arrangements and their impact on productivity and job satisfaction. For instance, the statement about the district providing employees with adequate time for leisure activities and personal development, this implies that 67% (42% +25%) of the respondents agreed, 17% (13% +4%) disagreed and 16% were not sure. The findings indicates that while employees appreciate the availability of leisure time, it may not be fully sufficient to significantly enhance their work performance. Previous research underscores the importance of balancing work with personal activities to boost job satisfaction and productivity (Greenhaus & Allen, 2011). The findings indicate that while some employees recognize the benefits of having time for personal pursuits, there is a perceived need for more effective implementation of such

policies. To address this, the district could consider increasing the allocation of time for personal development and ensuring that employees are fully aware of and able to utilize these opportunities. By doing so, the district may improve overall job satisfaction and productivity among its employees.

**According to** the findings, the provision of paid parental leave, 57% (36% +21%) of the respondents agreed, 29% (19% +10%) disagreed and 14% were not sure. Paid parental leave is a critical component of employee benefits that can significantly influence productivity by allowing employees to manage family responsibilities without the stress of financial constraints (Kahn et al., 2014). The findings indicate that while paid parental leave is offered, there might be room for improvement in how it supports employee performance. Enhancing the clarity and accessibility of parental leave policies could lead to better utilization and greater positive impact on employees' work-life balance. The district might consider reviewing its current policies to ensure they fully meet the needs of employees and contribute positively to their overall job satisfaction and productivity. Effective communication about these benefits is essential to maximizing their impact on employee performance.

**Furthermore,** the data on compassionate leave and paid time-off, findings indicates that 62% (54% +8%) of the respondents agreed, 20% (14% +6%) disagreed and 18% were not sure. Compassionate leave is crucial for supporting employees during personal crises, and its effective implementation can directly impact employee engagement and performance (Brewster, Chung, & Sparrow, 2016). The findings indicate that while compassionate leave is available, its perceived effectiveness may not be fully realized. To improve this, the district could enhance the accessibility and awareness of these leave options, ensuring that employees feel adequately supported during challenging times. This could involve better communication about the

availability of compassionate leave and ensuring that the application process is straightforward. By addressing these aspects, the district could positively influence employee morale and performance, leading to increased commitment and productivity.

**In regards to** the statement about the provision of regular counseling and guidance programs, this implies that 73% (58% +15%) of the respondents agreed, 14% (10% +4%) disagreed and 13% were not sure, the data suggests an average perception of the district's support for employees' mental well-being. Regular counseling services are essential for maintaining mental health, which is closely linked to job performance and overall productivity (Leiter & Maslach, 2009). The findings indicate that while counseling services are available, their impact on employees' mental health and job performance may not be fully effective. The district could consider improving the quality and availability of these services, as well as increasing employee awareness and utilization of counseling resources. Enhanced support in this area could lead to better mental health outcomes for employees, which in turn could improve their performance and job satisfaction. Regular feedback from employees on the effectiveness of these programs could also help in refining and optimizing the support provided.

**Findings from** the data on part-time working schedules, indicates that 71% (57% +14%) of the respondents agreed, 8% disagreed and 21% were not sure. Part-time work schedules are designed to offer flexibility that can help employees balance work with personal commitments, potentially enhancing job satisfaction and performance (Perry-Smith & Blum, 2000). The findings indicate that the part-time arrangements at the district may not be perceived as adequately beneficial or well-implemented. To improve this situation, the district might need to review and refine its part-time work policies to better align with employee needs and expectations. Providing more flexible options and ensuring that part-time arrangements are effectively communicated and managed

could help improve their impact on employee performance and satisfaction. Employee feedback on these arrangements could guide adjustments and improvements, leading to better overall outcomes.

**According to** the findings, the statement regarding flexi-time work arrangements, 49% (42% +7%) of the respondents agreed, 7% disagreed and 44% were not sure, findings indicate an average perception of the district's effectiveness in supporting work-life balance. Flexi-time arrangements are intended to help employees manage their work and personal responsibilities more effectively, which can lead to increased job satisfaction and performance (Hill et al., 2008). The findings indicate that while flexi-time options are available, their impact on employee performance may not be fully realized. The district could consider expanding or refining its flexi-time policies to better meet employee preferences and needs. Ensuring that these arrangements are flexible enough to accommodate various personal situations and promoting their benefits could enhance their effectiveness. Providing additional support and guidance on how to effectively use flexi-time options might also improve their impact on employee performance and satisfaction.

**Furthermore,** the statement about providing adequate time for leisure activities and personal development, this implies that 70% (38% +32%) of the respondents agreed, 13% (8% +5%) disagreed and 17% were not sure. Previous research highlights the importance of leisure time for employee well-being and productivity (Kompier, 2006). The findings indicate that employees may feel they do not have sufficient time for personal activities, which could negatively affect their performance and job satisfaction. To address this issue, the district could consider implementing more structured policies that ensure employees have adequate time for personal pursuits. By increasing the availability of leisure time and promoting its benefits, the district could

potentially improve employee performance and overall job satisfaction. Regular assessments of employee need and preferences in this area could also help in designing more effective policies.

**In summary**, the findings for flexible work schedules at Serere District indicates that there is a moderate perception of the effectiveness of these arrangements. While certain aspects of flexible scheduling are appreciated, there are areas where improvements could be made. By addressing gaps in flexible work arrangements and enhancing support mechanisms, the district can potentially improve employee performance and satisfaction. Effective implementation and communication of flexible work policies, along with regular feedback from employees, are essential for optimizing their impact. Overall, refining these policies could lead to a more supportive work environment and enhanced job performance.

#### **4.3.3 Testing the relationship between flexible work schedule and Employees performance Serere district**

In order to determine relationship between lead-time management practices and Employees performance at Serere district, correlation analysis was conducted. The results are summarized in

Tables 4. 10 below

**Table 4.10 Correlations matrix between flexible work schedule and Employees performance**

#### **Correlations**

		Flexible work schedule	Employees performance
Flexible work schedule	Pearson Correlation	1	.978**
	Sig. (2-tailed)		.000
	N	72	72
Employees performance	Pearson Correlation	.978**	1
	Sig. (2-tailed)	.000	
	N	72	72

**\*\*Correlation is significant at the 0.01 level (2-tailed).**

Findings in table 4.10 above reveal that there is a strong positive and significant relationship between flexible work schedule and Employees performance at  $r = 0.978^{**}$ ,  $p$  value = .000 given by Pearson Correlation coefficient at the 0.01 (2-tailed) level of significance. This means that when appropriate lead times are maintained, Employees performance is enhanced. Therefore, the management of Serere district should maintain appropriated lead times to improve on Employees performance.

### Employees Performance

During the study, the following statement were presented to the respondents and were asked to give their opinion on employee performance at Serere District. The results are presented in the table below.

**Table 4.11 Status of employee performance of Serere District**

Statement	SD	D	N	A	SA	Mean	Std Dev	Comm ent
I am able to meet all the goals set by my supervisors.	0.0	9(13%)	10(14%)	34(47%)	19(26%)	3.66	.885	High
There is efficient service delivery at the district.	0.0	10(14%)	6(8%)	29(40%)	27(38%)	3.78	.933	High
There is timely completion of assignments by district officials.	6(8%)	11(15%)	7(10%)	44(61%)	4(6%)	3.74	.961	High
There is effective service delivery at the district.	2(3%)	9(13%)	3(4%)	34(47%)	24(33%)	3.76	1.032	High
Projects are always completed on time	0.0	12(17%)	0.0	36(50%)	24(33%)	3.81	1.040	High

Staff usually complete targets set for them to achieve.	7(10%)	0.0	11(15%)	30(42%)	24(33%)	3.87	1.013	High
I can adequately work beyond the set job duties and responsibilities to maximize my productivity.	0.0	7(10%)	8(11%)	48(67%)	9(12%)	3.59	1.120	High
<b>Average</b>						<b>3.74</b>	<b>0.997</b>	<b>High</b>

**Source: Fieldwork, 2024**

Findings from Table 4.11 reveal important insights into employee performance at Serere District. According to the statement regarding the ability to meet goals set by supervisors, 73% (47% +26%) of respondents agreed, 13% disagreed and 14% not sure. The findings indicates that while employees generally feel they can meet their goals, there is room for improvement in fully achieving all objectives. Previous research emphasizes that setting clear and achievable goals is crucial for enhancing employee performance and motivation (Locke & Latham, 2002). This implies that the existing goal-setting practices might not be fully optimized. Effective goal-setting involves ensuring that goals are specific, measurable, achievable, relevant, and time-bound (SMART) (Doran, 1981). Therefore, revisiting and refining these goals or providing additional support could lead to better performance outcomes. This approach aligns with studies that stress the importance of continuous goal review and adjustment to maintain employee engagement and performance levels (Wright, 2004).

In relation to the statement on efficient service delivery at the district, findings indicate a level of agreement among respondents, 78 % (40% +38%) of respondents agreed, 14% disagreed and 8% were not sure. This implies that most respondents agreed that there is efficient service delivery at

Serere District. The above findings were supported by respondent who had this to say “sometimes there are delays because financial resources are not availed on time, this affects employee performance and service delivery at the district. This suggests that while there is some recognition of efficiency in service delivery, it may not be consistent throughout the district. Previous studies underscore the significance of efficient service delivery in enhancing public sector performance and meeting community needs effectively (Reddick, 2004). Factors such as resource availability, process optimization, and staff training influence service efficiency. Public organizations often encounter challenges in maintaining high levels of efficiency due to varying demands and resource constraints (Margetts & Dunleavy, 2002). Addressing these challenges through better management practices and resource allocation could enhance service delivery outcomes at Serere District.

Further insights are provided by the statement on timely completion of assignments by district officials, this implies that 67% (61%+6%) of respondents agreed, 23% (8%+15%) disagreed and 10% were not sure. The findings indicates that while assignments are generally completed on time, there may be inconsistencies. Research highlights the importance of timely task completion for maintaining productivity and achieving organizational goals (Jain & Sinha, 2018). Delays in task completion can impact overall performance and service delivery. The moderate score implies occasional delays or inefficiencies that need to be addressed. Improving time management practices, setting clear deadlines, and providing better support could ensure more consistent and timely completion of assignments. Effective project management and clear communication of deadlines are key factors in enhancing timeliness (Kerzner, 2013).

In regards to the statement on effective service delivery at the district, this implies that 80 % (47%+33%) of respondents agreed, 16 % (3%+13%) disagreed and 4% were not sure. The findings indicates that while there is some recognition of effective service delivery, improvements are

needed. Effective service delivery is essential for meeting public expectations and achieving organizational goals (O'Leary, 2007). The moderate score reflects a need for better strategies and practices to enhance service delivery effectiveness. Addressing factors such as process efficiency, employee training, and resource management could contribute to improved service outcomes. Research on public sector performance emphasizes the importance of continuous evaluation and improvement of service delivery mechanisms to better serve the community (Margetts & Dunleavy, 2002).

The statement regarding projects being completed on time. This implies that 83% (50%+33%) of respondents agreed and 17% disagreed. The findings indicates that while projects are generally completed within expected timeframes, there may be occasional delays. Effective project management is crucial for ensuring timely project completion and meeting stakeholder expectations (Kerzner, 2013). The high score at Serere District indicate that there is better project management practices or support systems that ensure consistent and timely project completion. Research indicates that delays in project completion can be mitigated through effective planning, resource allocation, and monitoring (Jain & Sinha, 2018). Enhancing these aspects could lead to better project performance and overall effectiveness.

In relation to the statement on staff completing targets set for them, 75% (42%+33%) of the respondents agreed, 10% disagreed and 15% were not sure, findings indicate a higher level of agreement. The findings indicates that while staff generally meet their targets, there is some variability in performance. Research on performance management emphasizes the importance of clear performance metrics and support systems in helping employees meet their targets (DeNisi & Williams, 2013). The moderate score reflects a need for more robust performance management practices to ensure consistent target achievement. Providing clear performance expectations,

regular feedback, and adequate resources can help improve staff performance and target achievement. Effective performance management practices at Serere District contribute to higher levels of employee performance and satisfaction (Bakker & Demerouti, 2007).

Furthermore, the statement on working beyond set job duties to maximize productivity, findings indicate that 79 % ( 67%+12%) of respondents agreed, 10% disagreed and 11% were not sure, indicating a high perception of employees' ability to exceed their job responsibilities. Research highlights that employee engagement and motivation play a significant role in enabling staff to go beyond their basic duties and enhance productivity (Bakker & Demerouti, 2007). The higher score at Serere District suggests that while some employees exceed their duties, there is potential to improve support and motivation to further enhance productivity. Opportunities for skill development, recognition of exceptional performance, and fostering a positive work environment can contribute to higher levels of engagement and productivity (Armstrong & Taylor, 2020).

**In summary**, the findings indicates that while there are positive aspects recognized by employees, there are also some areas need to be improve. Previous studies emphasize the importance of addressing performance challenges and implementing effective strategies to enhance overall organizational performance (Armstrong & Taylor, 2020). The higher ratings across various statements indicate that Serere District has made some progress, but there is a need for ongoing efforts to improve performance, service delivery, and employee engagement. Continuous evaluation, feedback, and support are essential for achieving higher levels of performance and productivity (Wright, 2004). This finding underscores the need for a comprehensive approach to performance management and continuous improvement to better serve the community and achieve organizational goals.

### Multiple Pearson's Correlation Coefficient matrix

Non-Monetary Reward (Independent Variable)	Pearson Correlation	Employee Performance (Dependent Variable)
Appreciation	Pearson correlation	.956***
	Sig.(2-tailed)	.000
	N	72
Opportunities for professional development	Pearson correlation	.978***
	Sig.(2-tailed)	.000
	N	72
Flexible work arrangement	Pearson correlation	.978***
	Sig.(2-tailed)	.000
	N	72

\*\*Correlation is Significant at the 0.01 level (2-tailed)

Table shows the multiple correlation coefficient matrix for the two variable on non-monetary rewards and Employee performance at Serere District Local Government.

A correlation coefficient greater than 0.5, indicates that the relationship between two variable is strong. The relationship is significant with a significance value of 0.000 which is less than the alpha  $\alpha=0.001(p<0.01)$

The study tested the relationship between opportunities for professional development and Employee performance, the correlation coefficient ( $r =0.978$ ) shows that there is a significant positive relationship between the two variables. The implication of the correlation coefficient is

that with an increase in opportunities for professional development, Employee performance at Serere District Local Government is said to increase.

The study tested the relationship between flexible work arrangement and employee performance, the correlation coefficient ( $r = 0.978$ ) the findings from the study shows strong positive relationship between two variables, the implication of the correlation coefficient is that with increase in flexible work arrangement, Employee performance at Serere District Local Government is said to increase.

The study findings show a strong positive between appreciation and employee performance at Pearson's correlation coefficient ( $r = 0.956$ ). This implied that appreciation are said to improve employee productivity at Serere District Local Government.

**Table 4.12 multiple regression analysis of the component variable**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 <sup>a</sup>	.972	.971	.16681

**A Predictors: (Constant), Flexible work schedule, Appreciation, Opportunities for professional development**

The model summary above using predictor flexible work schedule, appreciation, and opportunities for professional development show an R Square value of 0.972. This implies that 97.2% ( $0.972 * 100$ ) variations in Employees performance is explained flexible work schedule, appreciation, and opportunities for professional development while the remaining 2.8% is explained by other factors.

**Table 4.13 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.150	.071		2.119	.038
	Appreciation	.678	.128	.742	5.311	.000
	Opportunities for professional development	.814	.148	.949	5.516	.000
	Flexible work schedule	.762	.161	.769	4.746	.000

a. **Dependent Variable: Employees performance**

Results in table above reveal that opportunities for professional development is the greatest contributor to Employees performance with beta values = 0.949 at 0.000 level of significance. This means that opportunities for professional development has a positive and significant effect on Employees performance.

Also, findings above indicate that flexible work schedule is the second contributor to Employees performance Serere district with beta values = 0.769 at 0.000 level of significance. This means that flexible work schedule has a positive and significant effect on Employees performance.

Findings above still reveal that appreciation is the least contributor to Employees performance with beta values = 0.742 at 0.000 level of significance. This means that appreciation has a positive and significant effect on Employees per

## **CHAPTER FIVE**

### **SUMMARY AND DISCUSSION OF FINDINGS**

#### **5.0 Introduction**

The study examined the effects of Non-monetary reward and Employees performance of Serere district. The study specifically set out to: examine the relationship between appreciation and performance of Serere district, establish relationship between opportunities for professional development and Employees performance of Serere district and to examine the relationship between flexible work schedule and Employees performance of Serere district. This chapter presents the summary, discussion, conclusions and recommendations arising out of the study findings according to the objectives.

#### **5.1 Summary of Findings**

This study sought after the analyzing the relationship between non-monetary reward and employee performance in Serere district local government. The research had three specific objectives; to establish the relationship between appreciation and employee performance, to establish the relationship between opportunities for professional development and employee performance, to establish the relationship between flexible work schedule and employee performance.

##### **5.1.1 The relationship between Appreciation and Employees performance of Serere district**

Pearson's correlation coefficient for appreciation and employee performance was  $r = .956(***)$  with probability value 0.000. This shows that there is a strong positive relationship between appreciation and employee performance. If employees are appreciated in form of gifts,

certificate of recognition, awards and acknowledgment of individual achievement they will feel valued and improve on their performance.

### **5.1.2 Relationship between Opportunities for professional development and Employees performance of Serere district**

The correlation analysis were applied on the collected data revealing strong agreement that district has put in place policy that support the employees professional development, which includes all employees receive adequate training opportunities, in addition ,district carries out adequate individual assessment of employee abilities, needs and goals to create a path to achieve promotional opportunities, the respondents also agree that district have a career counselling policy which employees depend on when making future career plan, coordination with strategic partners for workshops, availability of career coaches ,all this in the place can motivate employee to perform well and later increase productivity for the district. Correlation analysis shows a strong positive relationship between professional development opportunities and employee performance ( $r = 0.978$ ,  $p = .000$ ), indicating that improving these opportunities could significantly enhance performance. The district should focus on enhancing and expanding professional development initiatives to better support employee growth and improve overall job performance.

### **5.1.3 The relationship between Flexible work schedule and Employees performance of Serere District**

The analysis revealed that the respondents agreed that the district provides employees with paid parental leave to foster productivity at work and district allows employees to obtain compassionate leave and paid time-off as part of the human resource policy. There was also agreement that district supports job-sharing between employees to minimize their workloads.

Respondents agreed that district attempts to improve employees mental well-being by providing regular guidance and counselling program, on the same note, district is planning to create a part-time work schedule all this can fully support productivity. Correlation analysis revealed a strong positive relationship between flexible work schedules and employee performance ( $r = 0.978$ ,  $p = .000$ ), indicating that improved flexible work arrangements are associated with enhanced employee performance. To optimize the impact, the district should refine and better communicate flexible work policies and address areas where support can be improved.

## **5.2 Discussion of Findings**

### **5.2.1 The relationship between Appreciation and Employees performance of Serere district**

The study on the relationship between appreciation and employee performance in Serere District reveals that current appreciation practices have a moderate impact on motivation and performance, a finding that aligns with and extends previous scholarly research. The moderate effectiveness of certificates of recognition, which scored relatively high in the study, supports the notion presented by Eisenberger and Rhoades (2001) that while such certificates acknowledge achievements, their motivational value is often limited if not part of a broader recognition strategy. This aligns with the idea that formal recognition alone, without additional supportive measures, may not lead to significant long-term improvements in performance. Similarly, the limited impact of gifts on motivation observed in the study corroborates findings by Fisher and To (2012), who argue that gifts, while appreciated, typically provide only a temporary boost. This short-lived effect underscores the need for gifts to be part of a more comprehensive recognition system that includes more enduring forms of appreciation. The average effectiveness of recognizing contributions and rewards, as reported in the study, echoes

the work of Luthans and Stajkovic (1999), who emphasize that while rewards and public recognition are valuable, their impact is maximized when combined with frequent and personalized feedback. This suggests that the existing recognition practices may not be sufficiently comprehensive to significantly boost motivation on their own, aligning with the notion that additional strategies are required for a more substantial impact. The moderate effectiveness of acknowledging individual achievements in the study is consistent with Deci and Ryan's (2000) research, which highlights the importance of personalized recognition in enhancing motivation and job satisfaction. The findings suggest that while individual acknowledgment is valued, its effectiveness could be greatly enhanced if integrated into a broader, more personalized recognition strategy. Similarly, the moderate impact of letters of praise aligns with Kuvaas's (2006) findings, which assert that positive feedback is important but needs to be complemented by other recognition methods to be fully effective. This indicates that while letters of praise are appreciated, their impact on motivation could be improved if incorporated into a comprehensive recognition framework. The low effectiveness of staff recognition policies observed in the study highlights potential implementation gaps, a concern also noted by Armstrong and Baron (2002). Their research underscores the necessity of well-structured recognition policies for consistent and effective appreciation practices. The study suggests that improving the implementation and communication of these policies could address observed gaps and enhance their overall effectiveness. By integrating these insights and addressing the identified gaps, Serere District can better align its appreciation practices with established research, potentially leading to improved employee motivation and performance.

### **5.2.2 Relationship between opportunities for professional development and Employees performance of Serere District**

The analysis of opportunities for professional development at Serere District reveals a mixed

but generally low perception of their effectiveness, reflecting several key findings in the literature. The district's support for career planning received a moderate rating, indicating some effort but room for growth. This is consistent with O'gwang et al. (2023), who emphasize that a supportive career planning environment is crucial for improving employee performance, yet it requires continuous enhancement to be fully effective. The low rating for career coaches suggests that the district's coaching resources are insufficient, echoing Ng and Feldman's (2015) assertion that high-quality coaching is essential for meaningful professional development. Similarly, the district's policies supporting professional development scored poorly, reflecting disconnect between policy and practice. This aligns with Govaerts et al. (2011), who argue that effective development policies are vital for achieving positive career outcomes and must be well-crafted and executed to have a substantial impact. The average perception of career counseling policies, while slightly better, still points to a need for improved effectiveness. Greenhaus and Powell (2006) highlight that career counseling must be well-integrated into broader development strategies to be truly impactful, a requirement that the district seems to struggle with. The moderate effectiveness of coordination with strategic partners for career workshops and individual assessments suggests some success but also significant potential for improvement. Phillips and Gully (2015) stress the importance of relevant and frequent training opportunities, which are not fully realized in the district's current approach. The low score for equitable training opportunities underscores a critical gap in the availability and quality of training, consistent with Kirkpatrick and Kirkpatrick's (2006) findings that inclusive and fair training programs are necessary for effective professional development. Overall, the average mean score reflects a perception that the district's professional development efforts are insufficient, highlighting the need for a more comprehensive and integrated approach. This is

supported by the strong positive correlation between professional development opportunities and employee performance, indicating that improvements in these areas could significantly enhance overall job performance. Thus, the district should focus on enhancing its professional development initiatives, drawing on established research to better support employee growth and improve performance.

### **5.2.3 The relationship between Flexible work schedule and Employees performance of Serere District**

The study on flexible work schedules at Serere District highlights a nuanced impact on employee performance, reflecting both strengths and areas for improvement. The overall perception of flexible work arrangements is moderate, indicating that while such policies exist, their effectiveness in enhancing employee performance is inconsistent. For instance, the provision of leisure time for personal development received a moderate rating, suggesting that while there is some support for personal pursuits, it may not be sufficient to significantly boost job satisfaction or productivity. This finding aligns with the research by Greenhaus and Allen (2011), who emphasized the importance of work-life balance in enhancing job satisfaction. However, the impact of leisure time is contingent upon its quality and implementation, as highlighted in their work. Similarly, paid parental leave, while available, was also perceived as average in supporting productivity. This observation is consistent with Kahn et al. (2014), who found that effective parental leave policies can enhance work-life balance but may need better communication and integration to fully support employee performance. Compassionate leave was rated as moderately effective in addressing personal crises, echoing Brewster, Chung, and Sparrow (2016), who noted that while compassionate leave is crucial for employee support, its effectiveness relies on how well it is implemented and communicated. Counseling and guidance programs received an average rating for supporting mental well-being, which reflects the

findings of Leiter and Maslach (2009), who found that effective counseling services are critical for maintaining mental health, though they must be of high quality and accessible to impact job performance significantly. Part-time work schedules, perceived as less effective, align with Perry-Smith and Blum's (2000) research on the benefits of flexible work arrangements for work-life balance, suggesting that the current part-time policies may not fully meet employee needs. Flexi-time arrangements were rated as moderate in effectiveness, consistent with Hill et al. (2008), who highlighted that while flexi-time can enhance work-life balance, its impact depends on its adaptability to employees' personal situations. The lowest rating for the provision of leisure time for personal development points to perceived inadequacies, echoing Kompier (2006), who stressed the importance of adequate leisure time for employee well-being and productivity. The strong positive correlation between flexible work schedules and employee performance underscores the importance of refining and better communicating these policies to enhance their impact, as supported by the broader literature on flexible work arrangements and employee performance. Overall, the findings suggest that while flexible work policies are in place, their effectiveness could be significantly improved through better implementation and support, aligning with scholarly perspectives on the need for comprehensive and well-communicated flexible work strategies.

## CHAPTER SIX

### CONCLUSIONS AND RECOMMENDATION

#### 6.0 Introduction

This chapter presents a summary of the key findings from the study, drawing conclusions based on the data analysed. It also provides recommendations for appreciation, opportunities for professional development, and flexible work schedule. The aim is to highlight the implications of these findings for enhancing the Employees performance of Serere district.

#### 6.1 Conclusion

##### 6.1.1 The relationship between Appreciation and Employees performance of Serere District

Basing on study findings, it was concluded that if employees are appreciated in the form of acknowledging their individual achievement, receiving gifts and reward, recognition for good performance, all this factors they will be motivated them to performance well. It was also observe that appreciating employees verbally, giving the certificates and other forms of gifts that will make them feel valued which in turn motivates them to improve performance.

The relationship between appreciation and employee performance in Serere District is clearly significant, with a strong positive correlation ( $r = 0.956$ ), indicating that employee appreciation is closely linked to enhanced performance outcomes. This finding is consistent with the work of Tannenbaum and Yukl (1992), who argued that employee appreciation plays a pivotal role in shaping employee motivation, morale, and productivity. When employees feel recognized and valued, they are more likely to be engaged, motivated, and willing to go above and beyond in their tasks. This study found that certificates of recognition, while moderately effective, suggest that recognition needs to be part of a broader strategy to fully motivate employees. As Ogwang

et al. (2023) assert, personalized and frequent recognition can have a long-term impact on performance, but standardized forms of appreciation, such as certificates, might not resonate with all employees equally. Additionally, gifts were perceived as less effective, which may reflect their short-lived motivational effects. This aligns with studies such as those by Nelson (2005), who points out that gifts are often seen as transactional and do not build a lasting sense of appreciation. Moreover, the effectiveness of awards and acknowledgment of individual achievements in Serere District was found to be moderately positive, suggesting that while these recognition strategies contribute to employee motivation, they may not be enough on their own. This correlates with the findings of Luthans and Stajkovic (1999), who emphasize the importance of regular, specific, and timely recognition in driving performance. Personalized letters of praise scored the highest in terms of their impact on employee motivation in Serere District, reinforcing previous research by Deci et al. (1999), who found that intrinsic motivators such as verbal recognition are often more effective than extrinsic reward. Basing on these findings, it is clear that a multi-faceted and personalized approach to employee appreciation is crucial for driving performance. In line with Herzberg's motivation-hygiene theory, appreciation serves as a motivator that can enhance employee satisfaction and productivity, provided it is delivered in ways that align with the needs and preferences of employees. The overall moderate effectiveness of the appreciation practices in Serere District, reflected in the correlation results, suggests that while appreciation is indeed linked to performance, it requires careful planning and implementation to maximize its impact.

### **6.1.2 Relationship between Opportunities for professional development and Employees performance of Serere district**

Regarding the relationship between opportunities for professional development and employee performance, the study reveals another strong positive correlation ( $r = 0.978$ ), indicating that

enhancing professional development opportunities has a significant impact on employee performance. Basing on these findings, it is clear that professional development is not only about offering training but also about creating an environment that supports continuous learning, career advancement, and personal growth. The results show that while there is moderate support for career planning in Serere District, there is significant room for improvement, particularly in the areas of career coaching and policy support. In line with Noe (1999) and Arthur et al. (2003), who emphasize the importance of structured professional development programs, this study highlights the need for better implementation of career coaching and counseling policies. The relatively low scores for the availability of career coaches and the perceived ineffectiveness of existing policies suggest that these areas are underdeveloped, limiting their potential to enhance employee performance. Additionally, the provision of equitable training opportunities received the lowest rating, reflecting significant gaps in both access and quality of training in Serere District. This finding aligns with previous research by Ogwang et al. (2023), who found that disparities in access to professional development opportunities can lead to decreased motivation and performance, particularly in under-resourced districts. Furthermore, the moderate effectiveness of individual assessments of employee abilities, needs, and goals suggests that while these assessments are conducted, their impact on career development and performance is variable. This finding is consistent with the work of Tharenou et al. (2007), who argue that for professional development to be truly effective, it must be tailored to the specific needs and goals of employees. Coordination with strategic partners for career workshops, while moderately effective, also reflects a need for more relevant and frequent opportunities. Basing on these findings, it is clear that Serere District needs to strengthen its professional development initiatives, particularly in areas such as equitable access to training, career coaching, and policy implementation. In line with Vroom's Expectancy

Theory, employees are more likely to be motivated when they believe that their efforts in professional development will lead to meaningful career advancement and performance improvement.

### **6.1.3. The relationship between Flexible work schedule and Employees performance of Serere district**

Finally, the relationship between flexible work schedules and employee performance in Serere District is also highly significant, with a strong positive correlation ( $r = 0.978$ ), indicating that flexibility in work arrangements has a notable impact on employee performance. Basing on the findings of this study, flexible work schedules offer employees the opportunity to balance their work and personal lives, which can lead to increased job satisfaction, reduced stress, and improved productivity. The moderate effectiveness of flexi-time arrangements in Serere District suggests that while flexible schedules are available, there is room for improvement in terms of how these policies are implemented and communicated to employees. In line with the findings of Baltes et al. (1999) and Gajendran and Harrison (2007), this study highlights the importance of flexibility in work arrangements for improving employee well-being and performance. However, the lower effectiveness of part-time work schedules suggests that there may be challenges in ensuring that part-time employees receive the same support and opportunities as full-time staff. This is consistent with the research of Hill et al. (2001), who found that part-time workers often face barriers to career advancement and are less likely to receive professional development opportunities. Additionally, the provision of leisure time for personal development was rated as less effective, reflecting a perceived inadequacy in supporting employees' personal growth outside of work. This finding is in line with the work of Kossek and Ozeki (1998), who emphasize the importance of work-life balance in fostering employee satisfaction and performance. Compassionate leave and paid parental leave were also rated as moderately

effective, indicating that while these policies provide support during personal crises, they may not be fully optimized to enhance employee productivity. Basing on these findings, it is clear that flexible work arrangements in Serere District are linked to improved employee performance, but there is a need for better policy implementation, particularly in areas such as part-time work and leisure time for personal development. In line with the job demands-resources model, providing employees with greater flexibility in managing their work schedules can reduce burnout and increase engagement, leading to higher performance levels.

## **6.2 Recommendations**

### **6.2.1 The relationship between appreciation and Employees performance of Serere District Local Government.**

The study recommends that Serere District Local Government should improve its system of rewarding employees. This can be done through identifying best performance in each department at the end of the year and offer them rewards such as gifts and cash price that motivate employees to improve performance.

Basing on the strong positive correlation between employee appreciation and performance ( $r = 0.956$ ), Serere District should adopt a more comprehensive approach to employee recognition. Certificates of recognition and letters of praise should be complemented by more personalized recognition methods. In line with Luthans and Stajkovic (1999), personalized feedback, frequent recognition, and non-monetary reward such as flexible work options or career growth opportunities can enhance long-term motivation. District managers should also ensure that staff recognition policies are well communicated and consistently implemented, with transparency and inclusivity in mind. Regular reviews of these policies would ensure they remain relevant and effective. Introducing more frequent and informal recognition practices, such as verbal

praise during team meetings, could help employees feel more valued. In line with Nelson's (2005) research, non-monetary reward, including professional growth opportunities, can provide a lasting motivational boost. To achieve this, Serere District could implement technology platforms that allow for real-time feedback and recognition. By improving and diversifying its recognition strategies, the district can significantly boost employee performance and morale

### **6.2.2 The relationship between opportunities for professional development and employees' performance of Serere District.**

Basing on the significant positive correlation between professional development opportunities and performance ( $r = 0.978$ ), Serere District needs to enhance its career development programs. Career coaching and mentorship should be expanded to provide more robust support to employees. In line with Arthur et al. (2003), structured mentorship programs and clear career progression paths can lead to improved employee satisfaction and performance. The district should also focus on improving the availability and quality of professional development policies, ensuring they are well-communicated and implemented effectively. Vroom's Expectancy Theory highlights the importance of employees perceiving a direct link between professional development efforts and career advancement. Addressing gaps in equitable access to training is also essential, as disparities in training opportunities can lead to frustration and lower performance. Regular needs assessments, as suggested by Tharenou et al. (2007), can help tailor training programs to the specific skills required by employees. By improving the relevance, quality, and accessibility of professional development initiatives, Serere District can foster higher levels of job satisfaction and performance.

### **6.2.3 The relationship between flexible work schedule and Employees performance of Serere district**

Basing on the study's strong positive correlation between flexible work schedules and performance ( $r = 0.978$ ), Serere District should refine its flexible work policies to enhance employee productivity. Flexi-time arrangements should be more adaptable and accessible, as greater control over work hours can improve work-life balance and performance, as suggested by Gajendran and Harrison (2007). Part-time work policies should also be reassessed to ensure that part-time employees are equally supported and provided with opportunities for career growth. Compassionate and parental leave policies should be more flexible, enabling employees to manage personal obligations more effectively, which in turn supports their professional performance. Basing on Kossek and Ozeki (1998), flexible work arrangements should cater to the diverse needs of employees, allowing for personal development and addressing personal crises without compromising performance. By refining and clearly communicating flexible work options, Serere District can create a more supportive and productive work environment, ultimately leading to improved employee satisfaction and performance.

### **6.3 Study limitation and determination**

. Failure of some respondents to provide data to certain questions, this hindered the proper validation of study findings, however questions were logically designed to extract such data from respondent.

The failure of some respondents to return the questionnaires in time hence sabotaging proper data analysis, however the researcher endeavored to keep in touch with the respondents to collect all the questionnaires distributed.

The research has been costly and expensive, this has been evident in expenses incurred in transport, and printing, hiring laptop that demanded a lot as far as money is concerned.

#### **6.4 Contributions of the study**

The study contributed valuable insights into the relationship between appreciation, opportunities for professional development, and flexible work schedules on employee performance in Serere District. It provided empirical evidence showing the significant positive correlation between these factors and employee performance, thus supporting the findings of previous scholars on the importance of non-monetary reward and work-life balance in enhancing productivity. The study also highlighted gaps in current policies, particularly regarding career coaching and flexible work arrangements, offering practical recommendations for improvement. By identifying specific areas where Serere District could refine its HR practices, this research added to the understanding of how targeted interventions can boost employee motivation and job satisfaction.

The study provides first hand data on non -monetary reward and employee performance in Serere District. The study revealed that appreciation, opportunities for professional development and flexible work schedules have a positive relationship with employee performance. On the same note, the data obtained can be used by district to understand the role of non- monetary reward towards enhancing employee performance. To add on, the data obtained can be used by district officials to design better rewarding strategies that will lead to improved employee performance.

#### **6.5 Areas for Further Research**

The researcher identified a number of study areas that need further investigation and these included the following;

Future research should explore the long-term impact of appreciation practices and professional development opportunities on employee retention and organizational commitment in various sectors beyond the public domain, such as private and non-profit organizations. Additionally, researchers should investigate the role of technology in enhancing flexible work schedules,

particularly in rural settings like Serere District, where digital infrastructure may be limited. Studies should also consider examining the influence of individual employee characteristics, such as age, gender, and educational background, on the effectiveness of these HR practices. Finally, future research should assess the cost-benefit ratio of implementing more advanced career development programs and personalized recognition strategies to determine their financial viability for smaller organizations.

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## APPENDICES

### Appendix I: QUESTIONNAIRE.

My name is MUGABI JOSEPH, pursuing a Master's Degree in Business Administration, Management (option) at Uganda Christian University, Mbale University College. The study was aimed at analyzing the relationship between non-monetary reward and employee performance in Local Government; a case of Serere District Local Government. I kindly request your honest opinion and the information you give shall be treated with the highest level of confidentiality and shall be used for only study purpose.

Instructions:

Please tick the most appropriate box.

### SECTION A: BACK GROUND INFORMATION

Tick in the boxes the alternative that represents your choice. There is no right or wrong Answer, Any response you give will be respected because it represents your view.

#### 1. Gender

FEMALE	MALE

#### 2. Age brocket

18-30                      31-43                      44-56                      57-69                      70 and above

#### 3. Qualifications: What is your highest academic qualification?

Certificate      Diploma      Degree level      Master level      PHD level      Professional  
level                      level                      level                      level                      level

#### 4. Number of year you have worked at Serere District Local Government?

1-2                              3-4                              5-6                              7and above

#### 5. Respondent according to head of department

Top Management ,Finance  
and Accounting , Planning  
Unit, Education, Health,  
production and marketing,  
procurement and internal  
audit.

**Instruction: Tick the number that best indicates your opinion on the question using the following scale.**

<b>Strongly Agree (SA)</b>	<b>Agree (A)</b>	<b>Not sure(NS)</b>	<b>Disagree(D)</b>	<b>Strongly Disagree (SD)</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

<b>NO</b>	<b>Non-monetary reward and employee performance</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>
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**Relationship between Appreciation and employee performance.**

Appreciation

- |    |  |          |          |          |          |          |
|----|--|----------|----------|----------|----------|----------|
| 7  | Certificate of recognition may motivate me to put more efforts in my work.             | <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| 8  | If I receive gifts, I may be motivated to work harder.                                 | <b>5</b> | <b>4</b> | <b>3</b> | <b>3</b> | <b>1</b> |
| 9  | When my contribution is recognized, I feel encouraged to do more for the organization. | <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| 10 | When I receive an award, a may be encouraged to work harder.                           | <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| 11 | The district acknowledges my individual achievement                                    | <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| 12 | Receiving a letter of praise may increase my zeal to work.                             | <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| 13 | In this organization, do you have staff recognition policies in place                  | <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |

**PART C: Relationship between Opportunities for professional Development and employee performance.**

Please indicate in the table with a tick (√) or across (×) with a scale.

<b>Strongly Agree (SA)</b>	<b>Agree (A)</b>	<b>Not sure(NS)</b>	<b>Disagree(D)</b>	<b>Strongly Disagree (SD)</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

<b>NO</b>	<b>Opportunities for professional development</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>
14	The district has created a positive environment for promoting career planning among the employees.	5	4	3	2	1
15	The district provides us with wide range of career coaches to guide us in professional development.	5	4	3	2	1
16	The district has put in place a policy to support the professional development of employees.	5	4	3	2	1
17	The district has put in place a career counselling policy which employees can rely on to make future career planning.	5	4	3	2	1
18	The district coordinates with other strategic partners to arrange career workshops for employee to create awareness on emerging career choices.	5	4	3	2	1

19 The district provides for individual assessment of employee abilities, needs and goals to create a path to achieve promotional opportunities. 5 4 3 2 1

20 The district ensures that adequate training opportunities are provided for all employees equitably. 5 4 3 2 1

**PART D: Relationship between Flexible Work Schedule and Employee Performance**

Please indicate in the table with a tick (√) or across (×) with a scale.

<b>Strongly Agree (SA)</b>	<b>Agree (A)</b>	<b>Not sure(NS)</b>	<b>Disagree(D)</b>	<b>Strongly Disagree (SD)</b>
5	4	3	2	1

<b>NO</b>	<b>Flexible work schedule</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>
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21 The district provides employees with adequate time for leisure activities and personal development. 5 4 3 2 1

22 The district provides employees with paid parental leave to foster their work productivity. 5 4 3 2 1

23 The district allows employees to obtain compassionate leave and paid time-off as part of the human resource policy. 5 4 3 2 1

24	The district provides employees with regular counselling and guidance programs to improve their mental well-being.	5	4	3	2	1
25	The district has created a part-time working schedule for our employees to ensure their optimal work output.	5	4	3	2	1
26	The district has created flexi-time work arrangements which help employees in managing their work-life balance.	5	4	3	2	1

**PART E: Employee Performance**

Please indicate in the table with a tick (√) or across (×) with a scale.

	<b>Strongly Agree (SA)</b>	<b>Agree (A)</b>	<b>Not sure(NS)</b>	<b>Disagree(D)</b>	<b>Strongly Disagree (SD)</b>	
	5	4	3	2	1	
<b>NO Employee Performance</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>	
27	I am able to meet all the goals set by my supervisors.	5	4	3	2	1
28	There is efficient service delivery at the district.	5	4	3	2	1

29	There is timely completion of assignments by district officials.	5	4	3	2	1
30	There is effective service delivery at the district.	5	4	3	2	1
31	Projects are always completed on time.	5	4	3	2	1
32	Staff usually complete targets set for them to achieve.	5	4	3	2	1
33	I can adequately work beyond the set job duties and responsibilities to maximize my productivity.	5	4	3	2	1

**THANK YOU FOR ENGAGING IN THE STUDY**

## **Appendix II: INTERVIEW GUIDE.**

### **INTRODUCTION:**

The purpose of the interview;

To gather management views on to organization Non-Monetary Reward, reward policies in place and management's level of commitment to provide these reward as direct links to organizational performance.

Age.....

Sex.....

Department.....

Position.....

Level of education.....

1. How long have you worked with Serere District Local Government?
2. Does Serere District Local Government have any policy on Non-monetary reward?
3. What are some of the Non- monetary reward do you have in place in Serere District?
- 4 What effects does Non-monetary reward have in Serere District on employee performance?
5. What are some of the appreciation strategies do you have in place in the district?
6. Does the district offers opportunities for professional development to some employees?
7. If yes, how does opportunities for professional development improve employee performance?
8. What factors does the district consider for flexible work schedule to an employee?
9. What is your general comment on non-monetary reward and employee performance?



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## DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date: .....10/9/2025.....

Name of Candidate: MUGABI JOSEPH Reg. No: ...M22/MUC/MBA/004

Title of Dissertation ...Non-monetary reward and employee performance in local Government, case of Serere District Local Government.

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Emphasis to draw multiple Pearson correlation matrix	Multiple person correlation matrix already drawn	Page 64 ,corrected
2	How did you arrived to get sample size of your population?	Sample size of the population is arrived by use of both krejcie and Morgan table.	Page 26,corrected
3	How was your research design	Research design was both quantitative and qualitative approaches.	Page24 ,corrected

4	The wanted to check multiple regression table	Already drawn	Page65
5			

<b>SN</b>	<b>COMMENTS BY INTERNAL EXAMINER</b>	<b>ACTION TAKEN</b>	<b>INDICATOR</b>
1	Emphasis to add sub factors on the measures of non-monetary reward conceptual framework	Sub factors like gift, praise (appreciation), training, coaching ,paid parental leave, counselling and guidance program all this factor added	Page10 corrected
2	Emphasis to add some measure on problem statement	Like appreciation, flexible work arrangement, opportunities for professional development, productivity, quality output all this added	Page7 corrected
3	Emphasis to do some illustration on vroom expectancy theory.	Includes things like perception that effort will lead to effective performance, perception that effective performance will lead to reward all this have done.	Page13, corrected
4	Emphasis to report on the problem statements which indicates the year.	Added on the problem statement.	Page7 corrected
5			

<b>SN</b>	<b>COMMENTS BY VIVA VOCE PANNEL</b>	<b>ACTION TAKEN</b>	<b>INDICATOR</b>
1	Emphasis to do some change on specific objectives of the study	Words like to find out, to determine all this words added	Page 7 and 8 corrected
2	Emphasis to do some correction on the limitation and determination	Correction was done	Page 80, corrected
3	On the source of the conceptual framework to illustrate the relationship between non-monetary reward and employee performance, the emphasis to use the word like adopted and modified by researcher,2024	Correction was done	Page7,corrected
4			

5			
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MUGABI JOSEPH

Mugabi joseph

Henry Omache



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Candidate's Name

Signature

Supervisor's Name

Signature