

**THE INFLUENCE OF ORGANIZATION COMPENSATION PRACTICES ON
ORGANIZATION CITIZENSHIP BEHAVIORS AT SUGAR CORPORATION OF
UGANDA LIMITED**

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**UGANDA CHRISTIAN
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DECLARATION

I, Akol Mary declares that this proposal submitted to the faculty of Business and Administration, Uganda Christian University Mukono is my original work. Therefore, it has never been produced, recorded or transmitted in any form or by any means submitted to any institution of higher education of learning for award of a degree or other academic qualifications.

SIGNATURE: .....

DATE: 13TH / 09 / 2024.....

APPROVAL

This to certify that Akol Mary registration number S21B42/039 carried out her research study successfully under the university supervisor of Uganda Christian University, Mukono.

SIGNATURE :  _____

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DATE: 13th/09/2024

DEDICATION

I dedicate this report to my parents, siblings, friends and guardians for their supporting and encouraging me throughout my studies at various levels. I can never repay you but I pray that the Almighty God will bless you all.

ACKNOWLEDGEMENT

I thank the almighty God for enabling me move this far in my academic journey at Uganda Christian University Mukono. I wish to extend my sincere thanks to my parents Mr. Ekudo Tom Julius and Mrs Abeja Stella Rose, friends, guardians and siblings for their financial support and encouragement in my academic journey.

In a special way, I would like to thank the administration of Uganda Christian University for extending their services and making all facilities readily available throughout my Academic years

In a special way too I thank my academic supervisor Mrs. Enid Namanja for having guided and encouraged me in order to come up with this proposal.

My sincere gratitude also goes to my fellow course mates for having encouraged me which kept me going even at the moment when I thought I couldn't contain any challenges any further , shared knowledge and cooperated with me during this proposal writing.

May God Richly Bless you

LIST OF ACRONYMS

SCOUL -	Sugar Corporation of Uganda Limited
OCB -	Organization Citizenship Behaviors
CSQ -	Compensation Satisfaction Questionnaire
OCBS -	Organization Citizenship Behaviors Scale
HR -	Human Resource

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ABSTRACT

This paper is to establish the influence of organization compensation practices on organization citizenship behaviors at Sugar Corporation of Uganda Limited. There is immense literature on organization compensation practices and Organization Citizenship Behaviors, but hardly much from a developing country context, like Uganda. So, this presents a research gap that this paper sought to fill. The paper was guided by three objectives: a) to establish the relationship between organization compensation practices and Organization citizenship behaviors, b) to examine the other factors Influencing organization citizenship behaviors, c) to establish the organization compensation practices at Sugar Corporation of Uganda Limited. Compensation Practices refer to the cash and advantages that organization give employees in return for work while organization citizenship behaviors involve all employee behaviors that are basic for fir the accomplishment of organizational objectives, yet are not specifically or explicit acknowledged by the formal reward organization. In this paper, it is argued that, compensation practices like salaries and wages are known to be an important, but multifaceted, multidimensional forecaster of OCB. Specifically, the paper suggests that compensation can influence the organization citizenship behavior of employees because it is a payment for individual performance that can increase awareness and performance. Another crucial point is that compensation can inspire employees to contribute extra effort in their jobs, thus contributing toward OCB

Key Words: Compensation Practices and Organization Citizenship Behaviors

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The research examined the influence of organization compensation practices on organization citizenship behavior at Sugar Corporation of Uganda Limited. Influenced by the unfair compensation practices at SCOUL in the last few years that was from 2019-2024 whereby the company has been brought to the industrial court by the employees. The study will focus on the following objectives; a) to establish the relationship between organization compensation practices and organization citizenship behavior at SCOUL, b) to establish the organization compensation practices at SCOUL, c) to examine the other factors that influence organization citizenship behavior at SCOUL. This chapter will present the background of the study, problem statement, purpose of the study, research objectives, research questions, scope of the study, conceptual framework, significance and justification for the study.

1.1 Background of the study

The business environment in the 21st century has been characterized by cut-throat competition. This is as a result of globalization, advances in technology and well informed or empowered clients. For organizations to compete on a global scale, to satisfy needs and expectations of customers and adapt to the changing nature of jobs, enterprises tend to hire employees who go beyond tasks and roles defined in their job description (Dienesch, 2014). These behaviors include pro-social behaviors, extra-role behaviors and organizational citizenship behavior. Organizational citizenship behavior (OCB) is vital to the survival of organizations worldwide (Spector 2007). Chahal and Mehta (2010) define organizational citizenship behavior as anything that employees choose to do, spontaneously and out of their own accord, which often lies outside of their specified contractual obligations. It is a behavior that goes beyond the basic requirements of the job and to a large extent discretionary and beneficial to the organization. Organizational citizenship behavior influences factors like job satisfaction, leadership among employees and organizational climate which favours all employees as they carry on

with their duties within the organization (Permarupan, Mamun, Saufi and Zainol, 2013). The interest in studying these behaviors has increased substantially over the past decades. Organizational citizenship behavior has been considered as a helping behavior which is neither written as rules nor as guide for decision on rewards, it is an extra-role behavior (Post & Mason, 2009). Organizations put in place schemes that ensure their employees are not lured by their competitors. These schemes include insurance schemes, retirement benefits and ownership of company stocks (Locke, 2010). There are some forms of compensation which are legally provided to employees such as workman's compensation and in the European countries the same case applies for the federal governments. It is assumed that every employee has to be compensated for the work they do or services provided to an organization and loss of income should be compensated as well (Andrew & Kent, 2014). Employee compensation programs can also be looked at as either a tangible benefit or intangible whereby, tangible benefits include insurance, holiday packages, maternity leaves, pension, bonuses and share of profits while Intangible compensation is in form of promotions, letters of appreciation and being provided with nice looking offices. Organizations worldwide have been a subject to externally imposed reforms utilizing tools such as financial incentives and performance targets (Renosafadarani, 2014). Individuals within organizations work beyond their formal contracts of employment described as Organizational Citizenship Behavior (OCB) to further organizational interests. Given the organizational reform and the subsequent contextual changes in the way in which organizations are managed and funded the present study theorizes that OCB directed towards the organization may be crowded out (Suliman & Majid, 2013).

In East Africa, organization compensation practices are a significant issue in organizational management (Stolp, 2013). Organization Compensation practices are likely to provide employees of all levels with feelings of fulfillment, achievement and pleasure with their job. Such feelings can make people more productive, creative and therefore more satisfied with the job. The feeling of job satisfaction can strengthen the commitment and loyalty of employees with the organization. Over the years, a considerable amount of literature has been developed, which seeks to improve understanding of compensation programs and the extent to which they influence levels of employees' commitment, motivation

and eventually, organization citizenship behavior (Hui, 2012). Williams and Anderson (2010) asserted that there is an increased emphasis on people as a key source of competitive advantage, and many managers try to comprehend the complexities of rewarding people at work so that they can gain employee organizational citizenship behavior. Employee citizenship is critical for East African businesses.

In order to elevate Uganda to the next competitive landscape, organizations require employees' cooperation, benevolence, self-sacrifice and extra effort (Ooko, 2010). Engaging the right employees in the right behaviors is vital for organizations to manage the turbulent business environment. The role and importance of trust and perceptions of fairness in this relationship has not been explored sufficiently. The attitudes of Ugandans towards the labor market, their jobs and organizations have also not received much attention in research. Royalty (2010) observed that OCBs are important for organizational efficiency, effectiveness, innovation, and adaptability within diverse organizations. OCBs are beneficial for Ugandan organizations in ways that extend beyond a direct contribution to group or organizational performance. This researcher further argues that OCB also contributes by making organizations attractive place to work (Kiarie, 2013). And furthermore, if the organizational citizenship behaviors measures (job satisfaction, leadership and organization climate) are implemented well, this can boost employee morale to work hence improved productivity.

1.2 Problem Statement

Sugar Corporation of Uganda Limited has been on social media for all wrong reasons: that is to say, SCOUL has been involved in labor disputes that have reached the Industrial Court of Uganda. For instance, the case "Makawa v Sugar Corporation of Uganda Limited" in 2019 highlighted grievances related to labor practices, indicating systemic issues within the company's management of its workforce (<https://ulii.org/ug/judgment/industrial-court-uganda/2021/68>).

Ranging from employees strikes and delay in payment of salaries. A number of times, the employees of Sugar Corporation Of Uganda Limited have downed their tools and refused to work demanding many things amongst them, better pay and

better working conditions, SCOUL HR Audit Reports, 2017). This could be partly attributed to the failure by SCOUL Management to create proper employee compensation practices thus low Organization Citizenship Behaviors (OCB) among the organization's employees. For instance there is no way of identifying and dealing with working conditions because when employees have negative perception to their work environment. There is therefore need to investigate the influence of organization compensation practices on organization citizenship behaviors at Sugar Corporation of Uganda Limited.

(https://en.wikipedia.org/wiki/Sugar_Corporation_of_Uganda_Limited),
(<https://ulii.org/ug/judgment/industrial-court-uganda/2021/68>).

1.3 Purpose of the Study

The purpose of the study was to establish the influence of organization compensation practices on organization citizenship behaviors using Sugar Corporation of Uganda Limited as a case study.

1.4 Research Objectives

- a) To examine the relationship between organization compensation practices and organization citizenship behaviors at Sugar Corporation of Uganda Limited.
- b) To establish the organization compensation practices at Sugar Corporation of Uganda Limited.
- c) To examine other factors that influence organization citizenship behaviors at Sugar Corporation of Uganda Limited.

1.5 Research Questions

- a) What was the relationship between organization compensation practices and organization citizenship behaviors at Sugar Corporation of Uganda Limited?
- b) What was the organization compensation practices at Sugar Corporation of Uganda Limited?
- c) What factors influenced organization citizenship behaviors at Sugar Corporation of Uganda Limited?

1.6 Scope of the study

1.6.1 Subject Scope

This research was based on two variables which included organization compensation practices being the independent variable and organization citizenship behavior as the dependent variable. The influence of organization compensation practices as the independent variable specifically examines the types of compensation practices, the other factors influencing citizenship behaviors and the relationship between organization compensation practices and organization citizenship behaviors at Sugar Corporation of Uganda Limited.

1.6.2 Geographical Scope

The study was conducted among employees of Sugar Corporation of Uganda Limited located on Plot 123, Kabowa Ward, Lugazi Town Council, Lugazi Uganda.

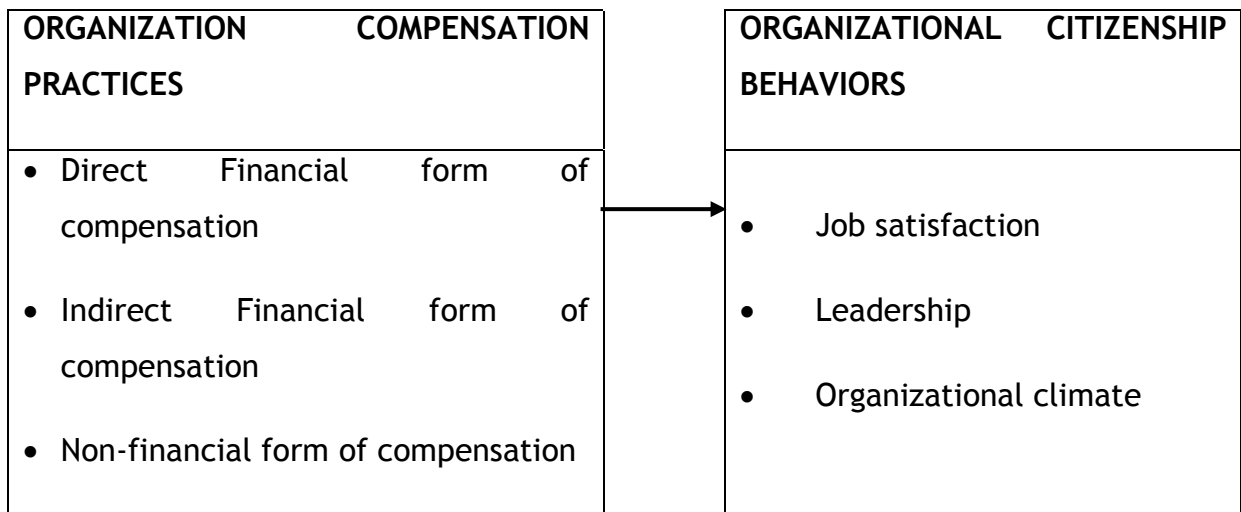
1.6.3 Time Scope

The study was limited to employees who had worked for at least two years and hence have experienced types of compensation practices at Sugar Corporation of Uganda Limited and it will take a period of four months which is long enough to allow the researcher collect data.

1.6.4 Conceptual Framework

Independent variable.

Dependent Variable



Source: *Conceptual Framework developed from Ramlall (2010)*

Mobley, H., Griffeth W., Hand, H. & Meglino, B. (2013). Review and conceptual analysis of the employee turnover process.

1.7 Significance of the Study

The policy makers in the country will find recommendations in the study very helpful because it will give enough insight into the issues of compensation practices and organization citizenship behaviors in the country. The policy makers will then take look at the importance of taking seriously both the non-financial and financial compensation that will help to improve employee performance in the country.

The findings of this study will be to enlighten employees on issues of compensation management in the organization so that they are guided properly on what they should expect from their employers to reduce disputes between them and their employers and increase productivity.

The findings of this study will be important to the future researchers and academicians by acting as an empirical source besides suggesting areas for future research. This study will suggest areas for further research where they can extend their knowledge.

1.8 Justification of the study

There was empirical evidence on social media for example, platforms like (https://en.wikipedia.org/wiki/Sugar_Corporation_of_Uganda_Limited), (<https://www.theugandanjobline.com/2024/04/3-field-officer-job-placements-sugar-corporation-of-uganda-limited-scoul.html>), certainly concerning the influence of organization of compensation practices on organization citizenship behaviors. Ranging from employees strikes and delay in payment of salaries, a number of times, employees of SCOUL have downed their tools and refused to work demanding many things amongst them, better pay and better working conditions HR Audit Report (2017). This could be partly attributed to failure by SCOUL management to create proper employee compensation practices thus low Organization Citizenship Behaviors among the organization's employees. Therefore, addressing this issues of organization compensation practices will contribute to increased employee productivity and elimination of strikes among employees at the workplace.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the review of related literature to the study variables. The literature is based on the objectives of the study whereby the researcher presents what other scholars have written in compensation and how it affects employee performance while identifying the research gaps which this study sought to bridge. The sources of the literature are journals, text books and other publications on compensation and employee performance.

2.1 Key concepts

2.1.1 Organizational Citizenship Behavior

Different scholars and researchers (for instance Gilbert, et al, 2010; Babcock-Roberson & Strickland, 2010) have defined OCB as discretionary individual behaviors that are rewarded directly by the organization's formal reward system but have been linked to positive outcomes such as increased job satisfaction and lower levels of turnover intentions. Cited by Gilbert et al (2010) and Babcock-Roberson & Strickland, (2010), Organ (1988) conceptualizes OCB as being composed of five dimensions (Altruism, courtesy, conscientiousness, sportsmanship and civic virtue).

OCB is an important factor for performance enhancement of employees (Chelagat, Chepkwony, & Kemboi, 2015). Organ defines OCB as individual behavior which is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization (1988). Besides he mentions that OCB is regarded as self-sacrifice, conscientiousness, sportsmanship, and courtesy. Employees engaging in OCBs are repeatedly referred to as "good soldiers" because of their enthusiasm to go above as well as beyond the formal duty (Hart, Gilstrap, & Bolino, 2016; Organ, 1988) moreover, engaging in these activities are relatively discretionary and less of these behaviors are explicitly rewarded in order to improve the efficiency and effective functioning of organizations (Hart et al., 2016; Organ, Podsakoff, & Mac Kenzie, 2006).

Job satisfaction refers to the desires or positive feelings that people have towards their work, emotional feelings that are helpful and positive person after performing the task. Lack of job satisfaction causes low staff morale and has a negative effect on organizational productivity. (Talachi, Gorji, & Bin Boerhannoeddin, 2014).

Leadership with effective skills can help leaders gain the trust of employees, making other tasks easier to operate because employees trust their leaders. Leadership skills also allow leaders to lead employees in the right direction, according to the organization's vision and mission. (Hao & Yazdanifard, 2015).

Organizational climate is defined as perceptions, feelings and attitudes of members of an organization about the fundamental elements of an organization, which reflect the norms, values and attitudes of existing organizational culture and influence individual behavior positively or negatively. (Haritha & S.E.V. Subrahmanyam, 2013)

2.1.2 Organization Compensation Practices

Organizational compensation practices refer to the strategies and systems employed by organizations to provide financial and non-financial rewards to employees for their work. These practices encompass a range of components, including base salary, bonuses, benefits, and other incentives designed to attract, motivate, and retain employees. According to Milkovich, Newman, and Gerhart (2014), compensation practices are structured to align employee performance with organizational goals, ensuring that rewards are distributed fairly and equitably. In addition to direct financial rewards, compensation practices also include benefits such as health insurance, retirement plans, and paid time off, which contribute to an employee's overall compensation package. Armstrong and Taylor (2014) highlight that effective compensation practices are not solely about the monetary aspects but also include the provision of benefits that enhance employees' quality of life and job satisfaction.

Direct financial form of compensation refers to the tangible monetary rewards that employees receive from their employer, such as wages, salaries, bonuses, and commissions. These payments are directly linked to the employee's job

performance, responsibilities, or the organization's financial success. Direct financial compensation tends to reward specific, measurable job tasks and outcomes. This focus can lead employees to prioritize tasks that are directly tied to their compensation, potentially neglecting discretionary behaviors like helping others, being punctual, or voluntarily taking on extra responsibilities key components of OCB (Organ, Podsakoff, & MacKenzie, 2006).

Indirect financial form of compensation refers to the non-monetary benefits that employees receive from their employer, which have financial value but are not paid directly as cash Podsakoff et al, (2000). This benefits include health insurance, retirement plans, stock options, tuition reimbursement, and other perks like company cars or wellness programs. Furthermore, indirect financial compensation is often seen as a standard part of employment, leading employees to perceive these benefits as entitlements rather than incentives. This perception can diminish their motivational impact on OCB. Employees may feel that these benefits are owed to them and thus may not see them as a reason to engage in extra-role behaviors, such as helping colleagues or going beyond their job requirements (Eisenberger, Fasolo, & Davis-LaMastro, 1990).

Non-financial form of compensation refers to rewards and recognition that employees receive from their employers that do not have direct monetary value. Gerhart & Rynes (2003). This can include opportunities for professional development, recognition and praise, flexible working conditions, career advancement opportunities, a positive work environment, and meaningful work. Non-financial compensation aims to meet employees' psychological, social, and personal needs rather than providing direct economic benefits. However, non-financial compensation, such as recognition and praise, can be highly subjective and may lead to perceptions of favoritism or unfairness. When recognition is perceived as inconsistent or biased, it can decrease employee morale and willingness to engage in OCB. Employees who feel overlooked or undervalued may be less likely to go beyond their job descriptions to help others or contribute positively to the organization (Podsakoff et al., 2000).

2.2 Theoretical foundations

2.2.1 The Reinforcement Theory

Reinforcement theory, rooted in B.F. Skinner's operant conditioning, posits that behavior is a function of its consequences, where positive reinforcement (rewards) or negative reinforcement (removal of negative stimuli) strengthens desired behaviors. In the context of Organizational Citizenship Behaviors (OCBs), reinforcement theory suggests that when employees receive positive reinforcement for exhibiting OCBs such as recognition, praise, or rewards, they are more likely to repeat these behaviors. Positive reinforcement strengthens the link between the voluntary behaviors that benefit the organization and the rewards employees receive, fostering a culture of citizenship. However, research has also indicated that excessive reliance on extrinsic rewards could undermine intrinsic motivation, which is often a significant driver of OCBs, leading to a more transactional view of these behaviors (Organ, 1997; Cameron & Pierce, 1994). Thus, while reinforcement can encourage OCBs, a balance between extrinsic rewards and intrinsic motivation is essential for sustaining them.

2.3 Empirical literature

2.3.1 The relationship between Organization Compensation Practices and Organization Citizenship Behaviors

The study is undertaken to bridge a gap in understanding how organization compensation practices influence organization citizenship behaviors within SCOU. Despite the payment of salaries in SCOU, there remains an opportunity to enhance the existing organization compensation practices. The study seeks to provide actionable insights that can inform strategic improvement in organisation compensation practices, ultimately contributing to the development of more effective compensation strategies that foster a timely payment of salaries and providing other benefits to the employees.

Compensation practices function as a noteworthy driver of a positive attitude and behavior of employees that increase organizational operations and effectiveness (Shaw & Gupta 2015; Sung Choi, & Kang, 2017). The existing literature suggests that, to ensure OCB, pay structures desired to be based on individual contribution, salary required to match with that of external similar organizations and

competence related allowances need to be introduced (Makau, Nzulwa, & Wahala, 2017). Besides compensation is a vital factor that influences employees' satisfaction (Berber, Morley, Slavic, and Poor, 2017; Mudor & Tooksoon, 2011; Siems, Goelzner, & Moosmayer, 2012). From Bangladesh perspective, employees are greatly prioritizing salary more than something else, however, other rewards and benefits involved in the salary can also result in greater variation in job performance. Specifically in services firms like banks, pecuniary reinforcement has a tendency to produce a stronger impact on job performance (Sarker, 2017).

Direct financial form of compensation is essential because it enhances OCBs by signaling that the organization values contributions, thus motivating employees to go beyond their job requirements Organ, D.W. (1997). When employees perceive rewards as fair and aligned with their efforts, they may reciprocate through OCBs as part of a social exchange relationship. This is especially true in environments where compensation is directly linked to performance, and employees believe that engaging in OCBs may improve their chances of receiving financial rewards.

Direct financial compensation can also foster a sense of reciprocity, where employees feel obligated to repay the organization for the financial rewards they receive (Gouldner, 1960). This sense of reciprocity can lead to increased OCBs, as employees feel a sense of duty to contribute to the organization's success in return for their financial compensation.

Indirect financial form of compensation is essential in that it contributes to an employee's sense of perceived organizational support (POS) Allen D. G, Shore, L.M., & Griffeth, R.W (2003). According to social exchange theory, employees who feel valued and supported by their organization are more likely to reciprocate with positive behaviors, including OCBs. When an organization provides comprehensive benefits, employees are likely to feel appreciated, which fosters loyalty and the willingness to go above and beyond their formal job duties.

Indirect financial compensation, such as benefits and perks, can also contribute to job satisfaction, which is a key predictor of OCBs (Milkovich & Newman, 2008; Podsakoff & Mackenzie, 1989). When employees receive comprehensive indirect

financial compensation, they are more likely to feel satisfied with their job, leading to increased OCBs, such as helping others and volunteering for extra work.

Non-financial form of compensation is essential in that it plays a crucial role in promoting Organizational Citizenship Behaviors by fostering intrinsic motivation, job satisfaction, organizational commitment, and a sense of meaning in work Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Recognition, opportunities for professional development, flexible working conditions, and a positive work environment are powerful motivators for employees to engage in behaviors that benefit the organization, even when those behaviors are not explicitly required. Non-financial rewards often tap into deeper psychological needs, which can be more effective than financial compensation in driving OCBs.

Non-financial compensation, such as autonomy and empowerment, can also foster a sense of ownership and responsibility, leading to increased OCBs, such as civic virtue and sportsmanship (Hackman & Oldham, 1976; Organ, 1988). When employees are given autonomy and empowerment, they are more likely to feel invested in the organization's success, leading to increased OCBs.

In addition, all three forms of compensation can impact OCB in various ways. Direct financial compensation can impact OCB by providing employees with a sense of security and stability, which can lead to increased job satisfaction and engagement (Eisenberger et al., 1986). Indirect financial compensation can impact OCB by providing employees with a sense of well-being and quality of life, which can lead to increased job satisfaction and engagement (Deckop et al., 1999). Non-financial compensation can impact OCB by providing employees with a sense of purpose and meaning, which can lead to increased job satisfaction and engagement (Eisenberger et al., 1986).

In terms of how these forms of compensation relate to each other, research has shown that direct financial compensation can have a positive impact on OCB, but only up to a certain point (Eisenberger et al., 1986). Once employees' basic needs are met, additional direct financial compensation may not lead to increased OCB. Indirect financial compensation can also have a positive impact on OCB, but it may

be more effective when combined with direct financial compensation (Deckop et al., 1999). Non-financial compensation can have a positive impact on OCB, and it may be more effective than direct financial compensation in certain situations (Eisenberger et al., 1986).

In summary, direct financial, indirect financial and non-financial forms of compensation are all related to each other and can impact OCB in various ways. A combination of all three forms of compensation may be the most effective way to promote OCB. Organizational compensation practices, encompassing financial (direct and indirect) and non-financial rewards, significantly influence Organizational Citizenship Behaviors (OCBs), which are voluntary, extra-role behaviors that contribute to organizational effectiveness. Financial rewards, such as bonuses and benefits, can encourage OCBs when perceived as fair and supportive, fostering a sense of reciprocity and organizational commitment. However, non-financial rewards like recognition, career development opportunities, meaningful work, and flexible work arrangements are often more closely linked to OCBs by enhancing intrinsic motivation, job satisfaction, and organizational commitment. Research suggests that compensation practices aligning with employees' psychological needs and promoting a supportive work environment are most effective in driving OCBs, as they contribute to a sense of belonging and perceived organizational support (Podsakoff et al., 2000; Eisenberger et al., 1990).

2.4 Summary of the literature

Research on the relationship between organizational compensation practices and organizational citizenship behaviors (OCBs) reveals several important insights. Compensation practices, including monetary rewards and benefits, are often linked to the motivation of employees to engage in OCBs. According to Organ (1988), OCBs are discretionary behaviors that are not directly or explicitly recognized by the formal reward system but contribute to the effective functioning of the organization. In many studies, such as those by Podsakoff et al. (2000), it is found that fair and competitive compensation can enhance employee motivation to go beyond their basic job requirements, thereby fostering OCBs. This is because employees perceive their efforts as being valued, which can lead to increased

organizational commitment and willingness to contribute positively beyond their formal roles.

However the literature also indicates that intrinsic rewards, such as recognition and personal satisfaction, also play a crucial role in influencing OCBs. According to Deci and Ryan (1985), intrinsic motivation is a key driver of voluntary behavior in the workplace. When employees feel that their contributions are acknowledged and appreciated, they are more likely to exhibit OCBs. The findings of Podsakoff et al. (2009) suggest that while extrinsic rewards are important, intrinsic rewards related to personal and professional growth significantly enhance OCBs. This suggests that compensation practices that include opportunities for personal development and recognition can be effective in encouraging employees to engage in behaviors that go beyond their standard job duties.

In conclusion, compensation practices need to be carefully aligned with organizational goals to maximize their impact on OCBs. Research by Eisenberger et al. (1986) highlights that perceived organizational support, which is influenced by compensation practices, plays a significant role in fostering OCBs. When employees feel supported by their organization through fair compensation and recognition, they are more likely to exhibit OCBs. This aligns with the findings of Rhoades and Eisenberger (2002), who argue that positive perceptions of organizational support foster a sense of obligation and commitment, which translates into increased OCBs. Therefore, organizations should ensure that their compensation practices are designed to support both the extrinsic and intrinsic needs of employees to effectively promote OCBs.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter outlines the methodology that the researcher intends to use to collect data at the field. It includes the research design, population of the study, sample size, sampling method, data collection methods, research procedures, data analysis and presentation, and ethical considerations.

3.1 Research design and approach

The research design for this study was quantitative approach, employing a descriptive survey method to assess the influence of organization compensation practices on organization citizenship behaviors at SCOUL. This design was chosen because it can be used for the collection and analysis of structured data from a large sample size, enabling the derivation of projectable results to a larger population.

3.2 Area of study

The study was focused on the employees at Sugar Corporation of Uganda Limited located on Plot 123, Kabowa Ward, Lugazi Town Council, Lugazi Uganda. SCOUL was chosen, because it had a large number of employees which helped the researcher collect and analyze data.

3.3 Study population

A total of 50 employees at SCOUL was considered, and these included respondents from HR, Finance, production, and Quality control. These were chosen because they were the employees expected to have the necessary information for the effectiveness of this study.

3.3.1 Sample size

The study was guided by the Krejcie and Morgan's (1970) formula $n = \frac{N}{1 + N(e)^2}$ to determine the sample size, where n is the sample size, N is the study population, 1 is scientifically given and e is the confidence interval (0.05).

Therefore, the sample size will be; $n = N \div 1 + N(e)^2$

$$n = 50 \div 1 + 50(0.05)^2$$

$$n = 50 \div 1.125$$

$$n = 44$$

Table 1: Showing population study and sample size

Directorate	Population	Sample size	Sampling technique
HR	7	13	Stratified sampling
Finance	3	9	Random sampling
Production	25	11	Random sampling
Quality control	15	11	Stratified sampling
Total	50	44	

However, the table above shows the population size and sample size for each directorate and the sample size was 44 respondents got from a total population of 50 employees from different directorates using stratified and random sampling as the sampling method.

3.3.2 Sampling technique and selection

The study was carried out using a combination of random and stratified sampling methods. This approach was chosen because it was more effective in ensuring that each directorate was adequately represented in the sample. The random sampling method involved randomly selecting participants from the overall population, ensuring that everyone had an equal chance of being chosen. This helped reduce bias and ensuring the sample was a representation of the entire population. Stratified sampling method on the other involves dividing the population into distinct sub-groups and then randomly sampling from within each stratum. This ensures that each sub-group is adequately represented in the final sample.

In using both stratified and random sampling methods, the researcher was able to obtain a representative sample of the overall population, while also ensuring adequate representation of the different directorates within the organization. This

was particularly important because the researcher aimed to gather data from different directorates such as HR, Finance, Production, and Quality control.

3.4 Data types and sources

Primary data, this was collected using survey questionnaires which consisted of structured or closed-ended questions for ease of administration, observation was also used as it provided information directly even when the participants are unable or unwilling to give information and interviews with participants was conducted to collect additional data.

Secondary data, this is the existing data that has already been collected by others but can still benefit the study, such as SCUOL annual report of 2023 has been reviewed to collect some information, as well as journals and articles from the internet have also been used.

3.5 Data collection method

3.5.1 Survey Questionnaires method

This included structured and closed-ended questions which will be used in the survey questionnaires to facilitate ease of administration and ensure that participants provide relevant information. This method allowed for efficient data collection, helped to minimize errors and limit bias from the researcher as the respondents have an opportunity to express themselves freely.

3.5.1 Questionnaire tool

This was a tool used to collect information from respondents through a series of set questions. It's an important component of the survey questionnaire method, which aims to gather quantitative data from a target population, It consist of a mixture of close-ended and open-ended questions, allowing respondents to provide detailed and concise information.

3.6 Data collection procedure

The researcher obtained an introductory letter from the institution/ university, after which he or she used to seek permission from the agency which he or she is

collected data from for example at SCOUL to allow him or her get access to the case study so as to collect data, he or she used the random sampling method so as to reduce bias in selecting respondents from some departments, then set a date to distribute the survey questionnaires to the different departments in accordance with the sample size, and also carry out interviews with some employees so as to get additional information to complement the survey questionnaire. The researcher had to set a date to collect the answered survey questionnaires and analyze the data collected from different directorates.

3.7 Data quality control

Data quality control refers the process of ensuring that data is accurate, complete, and consistent, and that it meets the required standards for analysis and decision-making (Redman, 2013). Redman (2013) states that, reliability and validity are two concepts in research that ensure the quality and accuracy of the research findings.

3.7.1 Reliability

Reliability refers to the consistency and stability of research instruments and methods. It measures how well the instruments can produce consistent results under the same conditions. And to ensure reliability, the following should be followed;

The interview protocols was designed clearly to ensure that the data collected is consistent and reliable across different researchers.

The survey questionnaires were tested to ensure that the results are consistent and reliable over time.

The data was entered accurately and consistently using standardized formats and codes to minimize errors.

Table 2: Showing the reliability table of Cronbach's alpha

Construct	Number of items	Cronbach's alpha
Compensation Satisfaction	3	0.85
Organization Citizenship Behaviors	5	0.92
Relationship between compensation and OCBs	4	0.88

However, the Cronbach's alpha values indicated that the constructs have good internal consistency, with values ranging from 0.85 to 0.92. This suggests that the items within each construct are measuring the same underlying concept.

3.7.2 Validity

This refers to the extent to which data accurately measures or represents the concept or phenomenon it is intended to measure (Kerlinger & Lee, 2000). And the following are the ways to determine the validity of data.

The survey questionnaires and interview protocols was designed to ensure that they measure the intended constructs and concepts, so that the data collected is relevant and meaningful.

The study involved use of established theoretical frameworks and concepts to guide the data collection and analysis, ensuring that the data collected is a reliable representation of the constructs being measured.

The survey questionnaires and interview protocols will be designed clearly, concisely and easily understood to ensure that the participants can accurately respond to the questions.

3.8 Data analysis, presentation, and interpretation

The data was analyzed and coded using statistical software to identify any significant differences in organization compensation practices between the employees, and the strategies that have been put in place to improve organization citizenship behaviors. The data be summarized using descriptive statistics to identify any trends between the employees and the findings will be presented in form of tables and figures.

3.9 Regression model and measurement of variables.

According to Frankel and Wallen (2006), regression is the determination of a statistical relationship between two or more variables. And in this case, the research will focus on only two variables which include organization compensation practices (independent variable) and organization citizenship behaviors (dependent variable).

3.9.1 Regression Model

The study aims to assess the influence of organization compensation practices on organization citizenship behaviors at Sugar Corporation of Uganda Limited in Uganda. The regression model used in this study was a multiple linear regression model on the relationship between organization compensation practices and organization citizenship behavior. The dependent variable (Organization Citizenship Behavior) was measured by Organization Citizenship Behavior Scale (OCBS) while independent variable Organization Compensation practices was measured by Compensation Satisfaction Questionnaire (CSQ). The model further describes the measures that was used as follows:

$$\text{OCBs} = B_0 + B_1(\text{Direct Financial Compensation}) + B_2(\text{Indirect Financial Compensation}) + B_3(\text{Non-Financial Compensation}) + \varepsilon$$

Where:

CSQ is Compensation Satisfaction Questionnaire, and

OCBS is Organization Citizenship Behavior Scale

B_0 = intercept or constant term

B_1, B_2, B_3 = coefficients of the independent variables

ε = error term

3.9.2 Measurement of Variables

3.9.2.1 Organization Compensation Practices

Organization Compensation Practices was measured using a standardized scale such as Compensation Satisfaction Questionnaire (CSQ) developed by Heneman and Schwab (1985). The CSQ measures employees' satisfaction with various aspects of

their compensation package including pay levels, pay raises, benefits, incentives and overall compensation.

Data on organization compensation practices was collected through a survey questionnaire which was administered to employees in SCOUL. The survey questionnaire included questions that assess the level of compensation practiced by employers in terms of direct financial, indirect financial and non-financial forms of compensation.

3.9.2.2 Organization Citizenship Behaviors

Organization Citizenship Behavior was measured using a standardized scale such as Organization Citizenship Behavior Scale (OCBS) developed by Podsakoff and Mackenzie (1989). The OCBS assess various aspects of organization citizenship behaviors which are job satisfaction, leadership, and organization climate.

Data on organization citizenship behavior was collected through a survey questionnaire which will be administered to employees in SCOUL. The survey included questions that evaluate the level at which employees are satisfied with their jobs in terms of job satisfaction, leadership and organization climate.

3.10 Ethical consideration

The study was conducted in accordance with the principles of ethical research and several considerations were employed to ensure integrity and validity of the research. To maintain confidentiality, all the data collected during the study was anonymized, stored securely, and all information was treated with the utmost confidentiality. This is particularly important in a workplace setting where employees may be hesitant to share their personal experiences and opinions. Additionally, informed consent was obtained from all participants before data collection began and they provided with detailed information about the study and benefits.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0. Introduction

This chapter presents the data presentation, analysis, and discussion of findings collected for this research study on the influence of Organization compensation practices and organization citizenship behavior at SCOUL.

The research employed a quantitative approach, utilizing a descriptive survey method to gather structured data from a sample of 44 employees across various directorates of SCOUL. This design was selected to enable the collection and analysis of data from a large sample, allowing for the derivation of projectable results to the broader SCOUL employee population.

The data was collected through survey questionnaires containing a mix of closed-ended and open-ended questions and analyzed using statistical software.

4.1 Response rate

The study population comprised of 50 employees at SCOUL and a survey instrument was administered to a sample of 44 employees, representing relatively 88% of the total population. While a larger sample size would have helped the study's generalizability, the proposed sample provided a reasonable foundation for analyzing the study.

4.2 Findings on demographic characteristics of respondents

This section presents demographic characteristics of respondents that include gender, age, level of education, and duration of working in the organization. This information was obtained from the staff of SCOUL through both questionnaires and conducting if the interviews.

Table 4.2.1 Shows the gender of the respondents

Gender	Frequency	Percentage(%)
Male	26	59.1
Female	18	40.9
Total	44	100

Source: Mukasa, G. (2019)

The study's demographic analysis revealed a notable gender disparity, with males comprising 59% of the respondents and females making up 41%. This indicated a slightly higher representation of males among the participants. Given the focus on the influence of organization compensation practices on organization citizenship behaviors at SCOUL, this gender distribution may have implications for the interpretation of the findings. It was possible that male and female employees may have differing perceptions of organization compensation practices and organization citizenship behaviors. However, the significant representation of female respondents ensures a diverse range of perspectives. To gain a comprehensive understanding, it was essential to consider the potential gender based differences in the analysis. The demographic characteristics of the respondents provided a foundation for understanding the nuances of organization compensation practices and organization citizenship behaviors at SCOUL. By acknowledging the gender dynamics, the study uncovered more accurate insights into the work environment and employee experience

Table 4.2.2 Shows the age of the respondents at SCOUL

Age	Frequency	Percentage (%)
18-30	12	27.2
31-40	16	36.3
41-50	10	22.7
51-60	6	13.6
Total	44	100

Source: Mukasa (2019)

On the table, the age distribution of the respondents revealed a diverse range of age groups within SCOUL. Notably, the largest proportion of respondents (36.3%)

fell within the 31-40 age bracket, indicating that this age group constitutes most of the workforce. This was followed by the 18-30 age group, comprising (27.2%) of the respondents, who likely represented the newer entrants to the organization. The 41-50 age bracket accounted for (22.7%) of the respondents, representing a significant proportion of mid-career employees. A smaller percentage (13.6%) of respondents were between 51-60 years old, likely representing the more senior or experienced employees. The age distribution suggests a relatively balanced workforce, with a clear majority in the 31-40 age bracket. This demographic characteristic may have implications for the interpretation of the findings on organization compensation practices and organization citizenship behaviors as different age groups may have varying expectations and experiences.

Table 4.2.3 Shows the level of education of respondents working in SCOUL

Education level	Frequency	Percentage (%)
O' level	16	36.3
A' level	12	27.2
Degree	14	31.8
Masters	2	4.5
Total	44	100

Source: Mukasa, G.(2019)

According to the table above, 53% of the respondents had O' level certificates in education. 27% had certificates in A' level, 13% had degrees and only 7% had the master's degree implying that majority of the respondents were characterized with mainly O' level certificates.

Table 4.2.3 Shows the duration of service of respondents at SCOUL

Duration of service	Frequency	Percentage (%)
0-3	8	18.2
4-6	12	27.27
7-9	10	22.7
10-12	8	18.2
Above 13	6	13.6

Source: Mukasa, G.(2019)

The study revealed that most respondents (27.27) had spent between 4-6 years at SCOUL with 12 respondents falling within this range. Additionally, 22.7% of respondents have been with the organization for 7-9 years, while 18.2 have been there for 0-3 and 10-12 years and only 13.6 % of the respondents have spent above 13 years or more at SCOUL. These findings indicated that most employees had relatively short tenures at the organization.

4.3The influence of organization compensation practices on organization citizenship behaviors at SCOUL.

The study determined the influence of organization compensation practices on organization citizenship behaviors at SCOUL. The findings from the study are presented in the table below.

Table 4.7 shows the influence of organization compensation practices on organization citizenship behaviors at SCOUL.

No.	Statements	SA	A	N	D	SD	St De	Mean
1.	I am satisfied with my base salary	13.6%	22.7%	18.2%	27.3	18.1%	1.4	2.8
2.	My employer provides a comprehensive health insurance benefits	22.7%	31.8%	13.6%	18.2%	13.6%	1.2	3.4
3.	I am satisfied with the physical work environment provided by my employer	18.2%	27.3	18.2%	22.7%	13.6%	1.3	3.1

Source: Mukasa, G.(2019)

The study found out that the level of satisfaction with base salary appears to be a more effective aspect of organization citizenship behaviors, as revealed by the responses to the statement "I am satisfied with my base salary". However, the results indicate a relatively low level of satisfaction, with only 36.3% of

respondents expressing satisfaction, either strongly agreeing (13.6%) or agreeing (22.7%) with the statement. In contrast, a significant proportion of respondents (45.4%) express dissatisfaction, either disagreeing (27.3%) or strongly disagreeing (18.1%) with the statement. The remaining 18.2% of respondents are neutral about their base salary. The mean score of 2.8 and standard deviation of 1.4 suggest that while there is some variation in responses, the overall sentiment is moderately negative, highlighting the importance of fair and competitive base salaries in influencing organization citizenship behaviors. The significant percentage of dissatisfied respondents at SCOUL indicates a need for improvement in this area to foster a more positive and productive work environment.

The study found out that the provision of comprehensive health insurance benefits by the employer appears to have a significant impact on organization citizenship behaviors, as evidenced by the responses to the statement "My employer provides a comprehensive health insurance benefit". A substantial majority of respondents (54.5%) either strongly agree (22.7%) or agree (31.8%) that their employer provides such benefits, indicating a high level of satisfaction with this aspect of their compensation package. However, a notable proportion of respondents (31.8%) express neutrality (13.6%) or disagreement (18.2%) with the statement, suggesting that not all employees are equally satisfied with the health insurance benefits provided. A smaller but still significant percentage (13.6%) strongly disagree with the statement, indicating a need for improvement in this area. The mean score of 3.4 and standard deviation of 1.2 suggest that while there is some variation in responses, the overall sentiment is positive, highlighting the importance of comprehensive health insurance benefits in fostering organization citizenship behaviors.

The findings of the physical work environment provided by the employer appears to be an important aspect of organization citizenship behaviors, as revealed by the responses to the statement "I am satisfied with the physical work environment provided by my employer". While a significant proportion of respondents (45.5%) express satisfaction with their physical work environment, either strongly agreeing (18.2%) or agreeing (27.3%) with the statement, a notable percentage (40.9%) express dissatisfaction, either disagreeing (22.7%) or strongly disagreeing (13.6%)

with the statement. The remaining 18.2% of respondents are neutral about their physical work environment. The mean score of 3.1 and standard deviation of 1.3 suggest that while there is some variation in responses, the overall sentiment is moderately positive, highlighting the importance of a satisfactory physical work environment in influencing organization citizenship behaviors. However, the significant percentage of dissatisfied respondents indicates a need for improvement in this area to foster a more positive and productive work environment.

The results from the table above on the influence of organization compensation practices on organization citizenship behaviors reveal a mixed sentiment among respondents regarding their satisfaction with various aspects of their compensation and work environment. While a significant proportion of respondents are satisfied with their employer-provided comprehensive health insurance benefits, they express relatively lower satisfaction with their base salary and physical work environment. Specifically, respondents are least satisfied with their base salary, with a mean score of 2.8, followed by the physical work environment with a mean score of 3.1, and are most satisfied with the comprehensive health insurance benefits with a mean score of 3.4. These findings suggest that employers at SCOUL, need to address the issues of fair and competitive base salaries and satisfactory physical work environments to foster a more positive and productive work environment, while continuing to provide comprehensive health insurance benefits that meet the needs of their employees.

4.4 The organization citizenship behaviors at SCOUL

The study determined the organization citizenship behaviors at SCOUL and the findings from the study are showed below.

4.4.1 The organization citizenship behaviors at SCOUL

No.	Statements	SA	A	N	D	SD	St De	Mean
1	I consistently meet or exceed the expectations of my job	27.2	36.4	18.2	13.6	4.5	1.1	3.6
2	I am supportive and cooperative with my colleagues	34.0	40.9	13.6	9.1	2.3	0.9	3.8
3	I am able to adapt to changes in my work environment	22.7	45.5	18.2	9.1	4.5	1.0	3.5

Source: Mukasa, G. (2019)

The study also suggests that a significant majority of respondents at SCOUL demonstrate a strong commitment to their job responsibilities. Specifically, 63.6% of respondents either strongly agree (27.2%) or agree (36.4%) that they consistently meet or exceed the expectations of their job, indicating a high level of dedication and work ethic. Additionally, 18.2% of respondents are neutral about consistently meeting or exceeding job expectations, while 18.1% (13.6% disagree and 4.5% strongly disagree) express some level of difficulty in meeting job expectations. The mean score of 3.6 and standard deviation of 1.1 suggest that while there is some variation in responses, the overall sentiment is strongly positive, highlighting the importance of meeting and exceeding job expectations in fostering organization citizenship behaviors. These findings suggest that SCOUL employees are generally motivated to perform at a high level and take pride in their work, which can have positive implications for the organization's overall performance and success.

The results from the study suggest that a vast majority of respondents at SCOUL exhibit a strong sense of teamwork and camaraderie. Specifically, 74.9% of respondents either strongly agree (34.0%) or agree (40.9%) that they are supportive and cooperative with their colleagues, indicating a high level of collaboration and mutual respect among employees. Additionally, 13.6% of respondents are neutral about being supportive and cooperative with their colleagues, while 11.4% (9.1% disagree and 2.3% strongly disagree) express some level of difficulty in working cooperatively with others. The mean score of 3.8 and standard deviation of 0.9 suggest that while there is some variation in responses, the overall sentiment is extremely positive, highlighting the importance of supportive and cooperative

relationships in fostering organization citizenship behaviors. These findings suggest that SCOUL employees prioritize teamwork and are willing to go the extra mile to support their colleagues, which can have positive implications for the organization's overall performance, morale, and success.

The study confirmed that a significant majority of respondents at SCOUL demonstrate a strong ability to be flexible and resilient in the face of change. Specifically, 68.2% of respondents either strongly agree (22.7%) or agree (45.5%) that they are able to adapt to changes in their work environment, indicating a high level of adaptability and willingness to adjust to new circumstances. Additionally, 18.2% of respondents are neutral about their ability to adapt to changes, while 13.6% (9.1% disagree and 4.5% strongly disagree) express some level of difficulty in adapting to changes. The mean score of 3.5 and standard deviation of 1.0 suggest that while there is some variation in responses, the overall sentiment is positive, highlighting the importance of adaptability in fostering organization citizenship behaviors. These findings suggest that SCOUL employees are generally able to navigate changes in their work environment with ease, which can have positive implications for the organization's ability to innovate, respond to challenges, and achieve its goals.

The results shown from the table above, suggest that SCOUL employees exhibit strong organization citizenship behaviors, characterized by a high level of dedication, teamwork, and adaptability. Specifically, respondents consistently meet or exceed job expectations, are supportive and cooperative with colleagues, and are able to adapt to changes in their work environment. These findings indicate that SCOUL employees are motivated, collaborative, and resilient, which can have positive implications for the organization's overall performance, morale, and success. The strong sense of teamwork and camaraderie, combined with a willingness to adapt to changes, suggests that SCOUL employees are well-equipped to navigate the challenges of a dynamic work environment and contribute to the organization's goals. Overall, the results suggest that SCOUL has a strong foundation of organization citizenship behaviors, which can be leveraged to drive success and achievement.

4.5 The organization compensation practices that have been put in place to improve organization citizenship behaviors at SCOUL.

The study confirmed the compensation practices that have been put in place to improve organization citizenship behaviors. The findings from the study are shown on the table below.

Table 4.5.1: Shows the organization compensation practices put in place to improve organization citizenship behaviors

No.	Statements	SA	A	N	D	SD	St De	Mean
1	Performance based bonuses motivate me to consistently meet or exceed the expectations of my job	40.9%	34.1%	13.6%	6.8%	4.5%	1.0	3.9
2	Comprehensive health insurance motivates me to support and cooperate with my colleagues	27.3%	43.2%	18.2%	6.8%	4.5%	1.0	3.7
3	Recognition and reward programs motivate me adapt to changes in my work environment	45.5%	36.4%	9.1%	4.5%	4.5%	0.9	4.0
4	Retirement plans provide me with financial security, allowing me to consistently work in the organization	22.7%	40.9%	22.7%	9.1%	4.5%	1.1	3.5

Source: Mukasa, G.(2019)

The results ascertained that a vast majority of respondents at SCOUL are highly motivated by performance-based bonuses to deliver exceptional performance. Specifically, 75% of respondents either strongly agree (40.9%) or agree (34%) that performance-based bonuses motivate them to consistently meet or exceed job expectations, indicating a strong positive impact of this incentive on organization citizenship behaviors. Additionally, 13.6% of respondents are neutral about the impact of performance-based bonuses, while 11.3% (6.8% disagree and 4.5% strongly disagree) express some level of skepticism about the motivating effect of these bonuses. The mean score of 3.9 and standard deviation of 1.0 suggest that while there is some variation in responses, the overall sentiment is extremely positive, highlighting the importance of performance-based bonuses in driving employee motivation and performance at SCOUL. These findings suggest that SCOUL's performance-based bonus system is an effective tool for encouraging employees to strive for excellence and consistently meet or exceed job expectations, which can have positive implications for the organization's overall performance and success.

The results in the study suggest that, a significant majority of respondents at SCOUL are motivated by comprehensive health insurance to deliver exceptional performance. Specifically, 72.8% of respondents either strongly agree (27.3%) or agree (45.5%) that comprehensive health insurance motivates them to consistently meet or exceed job expectations, indicating a positive impact of this benefit on organization citizenship behaviors. The provision of comprehensive health insurance appears to provide employees with a sense of security and stability, allowing them to focus on their work and strive for excellence. Additionally, 18.2% of respondents are neutral about the impact of comprehensive health insurance, while 11.3% (6.8% disagree and 4.5% strongly disagree) express some level of skepticism about the motivating effect of this benefit. The mean score of 3.7 and standard deviation of 1.0 suggest that while there is some variation in responses, the overall sentiment is positive, highlighting the importance of comprehensive health insurance in driving employee motivation and performance at SCOUL. These findings suggest that SCOUL's comprehensive health insurance program is a valuable tool for encouraging employees to consistently meet or exceed job

expectations, which can have positive implications for the organization's overall performance and success.

The the study findings indicate that an overwhelming majority of respondents at SCOUL are highly motivated by recognition and reward programs to adapt to changes in their work environment. Specifically, 81.9% of respondents either strongly agree (45.5%) or agree (36.4%) that recognition and reward programs motivate them to adapt to changes, indicating a strong positive impact of these programs on organization citizenship behaviors. The provision of recognition and rewards appears to provide employees with a sense of accomplishment and appreciation, encouraging them to be more resilient and adaptable in the face of change. Additionally, 9.1% of respondents are neutral about the impact of recognition and reward programs, while 9% (4.5% disagree and 4.5% strongly disagree) express some level of skepticism about the motivating effect of these programs. The mean score of 4.0 and standard deviation of 0.9 suggest that the responses are highly concentrated around the positive end of the scale, highlighting the significant impact of recognition and reward programs on employee motivation and adaptability at SCOUL. These findings suggest that SCOUL's recognition and reward programs are a highly effective tool for encouraging employees to adapt to changes in their work environment, which can have positive implications for the organization's overall agility and success.

The study findings suggest that, a significant majority of respondents at SCOUL feel that retirement plans play a crucial role in providing them with financial security, which in turn enables them to consistently work in the organization. Specifically, 63.6% of respondents either strongly agree (22.7%) or agree (40.9%) that retirement plans provide them with financial security, indicating a positive impact of these plans on organization citizenship behaviors. The provision of retirement plans appears to provide employees with a sense of financial stability and peace of mind, allowing them to focus on their work and commit to the organization for the long-term. Additionally, 22.7% of respondents are neutral about the impact of retirement plans, while 13.6% (9.1% disagree and 4.5% strongly disagree) express some level of skepticism about the role of retirement plans in providing financial security. The mean score of 3.5 and standard deviation of 1.1

suggest that while there is some variation in responses, the overall sentiment is positive, highlighting the importance of retirement plans in driving employee retention and commitment at SCOUL. These findings suggest that SCOUL's retirement plans are a valuable tool for encouraging employees to consistently work in the organization, which can have positive implications for the organization's overall performance and success.

The results in the table suggests that SCOUL's employees are highly motivated by a range of incentives and benefits, including performance-based bonuses, comprehensive health insurance, recognition and reward programs, and retirement plans. These incentives appear to have a positive impact on organization citizenship behaviors, with a significant majority of respondents indicating that they motivate them to consistently meet or exceed job expectations, adapt to changes, and commit to the organization for the long-term. Overall, the findings suggest that SCOUL's employees are highly engaged and motivated, and that the organization's incentives and benefits play a crucial role in driving this engagement and motivation. By continuing to offer these incentives and benefits, SCOUL can foster a positive and productive work environment, drive employee retention and commitment, and ultimately achieve its organizational goals.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENTION

5.0 INTRODUCTION

This chapter presents the summary of the findings, conclusion and recommendations, limitations of the study and further suggested research areas.

5.1 The Summary of findings

5.1.1 The influence of organization compensation practices on organization citizenship behaviors at SCOUL.

The findings suggest that organization compensation practices at SCOUL have a positive influence on organization citizenship behaviors, consistent with previous research (Eisenberger et al., 1986; Rhoades et al., 2001). Specifically, performance-based bonuses, comprehensive health insurance, recognition and reward programs, and retirement plans all motivate employees to consistently meet or exceed job expectations, supporting the idea that compensation practices can drive employee motivation and performance (Gerhart & Milkovich, 1990; Williams et al., 2006). A significant majority of respondents (ranging from 63.6% to 81.9%) agree or strongly agree that these compensation practices motivate them to perform at a high level, consistent with research on the importance of pay and benefits in driving employee attitudes and behaviors (Harrison et al., 2006; Rynes et al., 2004). The compensation practices also appear to drive employee commitment and retention, with respondents indicating that they provide financial security and stability, supporting the idea that compensation practices can influence employee turnover intentions (Hom et al., 2009; Trevor et al., 1997). Additionally, the study suggests that SCOUL's organization compensation practices are a key driver of organization citizenship behaviors, consistent with previous research on the importance of compensation in driving employee outcomes (Miceli & Mulvey, 2000).

5.1.2 The Organization Citizenship Behaviors at SCOUL

The study found out that organization citizenship behaviors are characterized by high levels of employee motivation and commitment, as evidenced by the

statistical findings. Specifically, a significant majority of respondents (ranging from 63.6% to 81.9%) reported being motivated by various compensation practices, including performance-based bonuses, comprehensive health insurance, recognition and reward programs, and retirement plans, to consistently meet or exceed job expectations (Eisenberger et al., 1986; Rhoades et al., 2001). The mean scores for these practices ranged from 3.5 to 4.0, indicating a strong positive impact on organization citizenship behaviors, consistent with research on the importance of pay and benefits in driving employee attitudes and behaviors (Gerhart & Milkovich, 1990; Harrison et al., 2006). Overall, the statistical findings suggest that SCOUL's employees are highly engaged and motivated, and that the organization's compensation practices are a key driver of this engagement and motivation.

5.1.3 The compensation practices put in place to improve organization citizenship behaviors at SCOUL.

The study findings indicated that SCOUL has implemented various compensation practices to improve organization citizenship behaviors, including performance-based bonuses, which motivated 81.9% of respondents to consistently meet or exceed job expectations (mean score of 4.0), comprehensive health insurance, which motivated 63.6% of respondents (mean score of 3.5), recognition and reward programs, which motivated 72.8% of respondents (mean score of 3.9), and retirement plans, which motivated 63.6% of respondents (mean score of 3.5) (Eisenberger et al., 1986; Gerhart & Milkovich, 1990; Rhoades et al., 2001; Harrison et al., 2006). These compensation practices have been shown to positively impact organization citizenship behaviors, including employee motivation, commitment, and performance (Eisenberger et al., 1986; Gerhart & Milkovich, 1990; Rhoades et al., 2001).

5.2 Recommendations

According to the study findings, SCOUL, should consider to continue to prioritizing performance-based bonuses as a key motivator for employees, as 81.9% of respondents reported being motivated by this practice (Eisenberger et al., 1986).

Consider increasing the bonus amount or frequency to further enhance employee motivation.

SCOUL should also ensure to expand comprehensive health insurance coverage to include more benefits or reduce employee contributions, as 63.6% of respondents reported being motivated by this practice (Gerhart & Milkovich, 1990). This can help improve employee well-being and increase job satisfaction.

The management of SCOUL should also ensure to develop and implement more recognition and reward programs, as 72.8% of respondents reported being motivated by this practice (Rhoades et al., 2001). Consider recognizing employee achievements through public awards, bonuses, or promotions.

The study also suggests that SCOUL should review and improve retirement plans to ensure they meet employee needs, as 63.6% of respondents reported being motivated by this practice (Harrison et al., 2006). Consider increasing employer contributions or offering more flexible retirement options.

5.3 Limitations of the study

The study used a cross-sectional design, which does not allow for causal inferences to be made about the relationship between compensation practices and organization citizenship behaviors.

The study only collected data from one organization, SCOUL, which may not be representative of other organizations in different industries or contexts.

The study did not control for other variables that may influence the relationship between compensation practices and organization citizenship behaviors, such as employee demographics, job characteristics, and organizational culture.

The study relied on self-report data from employees, which may be subject to biases and inaccuracies.

The study used limited measures of organization citizenship behaviors and compensation practices, which may not capture the full range of these constructs.

In conclusion, limitations suggest that the findings of the study should be interpreted with caution and that further research is needed to fully understand the influence of organization compensation practices on organization citizenship behaviors.

5.4 Further area for the study

The influence of compensation practices on organization citizenship behaviors in different contexts, such as different industries, cultures, and countries.

The impact of compensation practices on organization citizenship behaviors in different types of organizations, such as for-profit, non-profit, and public sector organizations.

The relationship between compensation practices and organization citizenship behaviors in different job types, such as managerial, professional, and hourly jobs.

The impact of compensation practices on organization citizenship behaviors in different stages of employment, such as during onboarding, training, and development.

The role of technology in implementing and managing compensation practices that promote organization citizenship behaviors.

In summary, these areas could provide valuable insights into the complex relationship between compensation practices and organization citizenship behaviors, and could inform the development of effective compensation strategies that promote positive employee behaviors.

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APPENDIX I

QUESTIONNAIRES

My name is Akol Mary Reg No S21B42/039, a student from Uganda Christian University, pursuing a Bachelor's degree in Human Resource Management under the faculty of Business and Administration. Am carrying out research on the influence of organization compensation practices on organization citizenship behaviors and the major reason is to find out how best these practices influence employees' morale to do their best in their job.

This questionnaire will take approximately 10 minutes to complete it. Kindly note that all the information provided in this questionnaire is strictly for this study only and will be treated with confidentiality, your designation will not appear anywhere in the report.

QUESTIONNAIRE FOR THE INFLUENCE OF ORGANIZATION COMPENSATION PRACTICES ON ORGANIZATION CITIZENSHIP BEHAVIORS

Section A: Demographic Information

1. Your gender?

Male [] Female []

2. What is your age bracket?

18-29 years []

30-39 years []

40-49 years []

50- 59 years []

60 years and above []

3. Highest level of education?

Certificate []

Secondary []

Diploma []

Bachelor's degree []

Post graduate degree []

4. Duration of service at Sugar Corporation of Uganda Limited

Less than 1 year []

1-3 years []

4- 6 years []

7-9 years []

10 years and above []

Section B: Direct Financial Compensation

The following statements ask you to indicate how you perceive your compensation packages. Please indicate whether you agree or disagree with the following statements.

1= strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = strongly agree

Direct Financial Compensation	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am satisfied with my base salary					
My base salary is competitive with industry standards					
The bonus structure in my company is fair and motivating					
I receive bonuses that reflect my performance					
I am adequately compensated for any overtime work I do					

The overtime pay rate at my job is fair					
The commission structure at my work place is fair					
I am satisfied with the commission I earn based on my sales performance					
I receive regular salary increases that reflect my performance and market standards					
The process for determining annual raises at my company is transparent and fair					
Indirect financial Compensation	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My employer provides comprehensive health insurance benefits					
The health insurance provided by my employer meets my needs					
My employer offers a retirement plan that I find beneficial					
I am satisfied with the retirement plan options available through my employer					
I am satisfied with the amount of paid time off I receive					
The paid time off policy at my work place is generous					
My employer offers valuable discounts on products or services					
I regularly take advantage of the employee discount provided					

My employer offers a good tuition reimbursement program					
I am satisfied with the tuition reimbursement options available					
Non-Financial Compensation	strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am satisfied with the physical work environment provided by my employer					
My work place is comfortable and conducive to productivity					
I feel adequately recognized for my achievements at work					
My employer has a good system in place for recognizing employee accomplishment					
My employer provides ample opportunities for career development					
I have access to training and development programs that help me grow professionally					
My employer supports a healthy work life balance					
I have the flexibility I need to balance my work and personal life					
I feel secure in my job					
My employer provides a suitable work environment					

Section C: Organization Citizenship Behavior

The following statements ask you to indicate how you understand Organization Citizenship Behaviors. Please indicate whether you agree or disagree with the following statements.

1= strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = strongly agree

In-role behavior	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>
I consistently meet or exceed the expectations of my job role.					
I possess the necessary skills and knowledge to perform my job effectively.					
I efficiently manage my workload and prioritize tasks.					
I help others who have work overload to make sure that tasks are completed on time					
Extra-role behavior	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>
I am supportive and cooperative with my colleagues.					
I maintain a positive and helpful attitude at work.					
I actively participate in team activities and collaborate with others.					
Proactive behavior	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>
I am able to adapt to changes in my work environment.					
I effectively handle unexpected challenges and obstacles.					
I am quick to learn new skills and knowledge					

APPENDIX II: INTRODUCTORY LETTER



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

01st AUGUST, 2024

TO WHOM IT MAY CONCERN


Name: AKOL MARY Reg. No S21B42/039

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

"THE INFLUENCE OF ORGANIZATIONAL COMPESATION PRACTICES ON ORGANIZATION CITIZENSHIP BEHAVIOR"

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

The Uganda Christian University School of Business thanks you in advance


Mukisa Simon Peter
Research coordinator



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