

**THE INFLUENCE OF REWARDS ON EMPLOYEE PERFORMANCE A CASE  
STUDY OF THE EMBASSY OF THE REPUBLIC OF SOUTH SUDAN IN  
UGANDA**

**SCOVIA SEIDAH MOINI**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT  
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**UGANDA CHRISTIAN  
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## DECLARATION

I, **SEIDAH SCOVIA MOINI**, declare that this research report titled "*The Influence of Reward on Employee Performance: A Case Study of the Embassy of the Republic of South Sudan in Uganda*" is my original work and has not been submitted to any other university or institution of higher learning for the award of any academic qualification.

All sources of information used in this study have been duly acknowledged and referenced in accordance with academic standards.

Signature:  \_\_\_\_\_

Date: 25<sup>th</sup> May, 2026.

## APPROVAL

This research report titled “*The Influence of Reward on Employee Performance: A Case Study of the Embassy of the Republic of South Sudan in Uganda*” has been submitted with my approval as the University Supervisor and is ready for examination.

Supervisor's Name: Mrs. Lucyimbari Nnassima Winfred

Signature: [Handwritten Signature]

Date: 18/5/2026

## **DEDICATION**

This research paper is dedicated to my family because of their unfailing encouragement and prayers that have enabled me to achieve success. They always believed in me and motivated me to perform better.

## **ACKNOWLEDGEMENT**

It is a pleasure to acknowledge the grace of Almighty God for giving me enough strength and wisdom to complete this research study.

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## **LIST OF ABBREVIATIONS**

HRM – Human Resource Management  
SDT – Self-Determination Theory  
SPSS – Statistical Package for the Social Sciences  
JD-R – Job Demands–Resources  
UCU – Uganda Christian University

## **ABSTRACT**

The research analyzed the effects of rewards on performance in terms of the staff at the Embassy of the Republic of South Sudan in Uganda, paying attention to monetary rewards, non-monetary rewards, and the general effects of rewards on the performance of employees. Three distinct objectives were used to guide the research, which included analysis of the effects of monetary rewards on employee performance, the influence of non-monetary rewards on employee performance, and the relationship between rewards and employee performance at the Embassy. The research design used in this study was descriptive and cross-sectional with a quantitative research method employed to provide data that could be measured and validated. The study sample was drawn from employees of different departments at the Embassy, and 56 individuals took part in the research. Primary data were gathered using questionnaires, while SPSS software was utilized to conduct data analysis by use of descriptive statistics, Pearson correlation, and multiple regressions. This study was based on two-factor theory by Herzberg, self-determination theory, and social exchange theory, which elaborate the effects of financial and non-financial motivators on the motivation and performance of employees.

From the research results, it was noted that there was a positive and statistically significant relationship between monetary rewards such as salary, bonuses, and allowances and the performance of workers, though workers showed moderately high levels of satisfaction with regards to how adequate and fair those monetary rewards are. It is clear that workers were motivated by monetary rewards as they enable the employees' economic needs to be fulfilled and make them work hard towards achieving organizational goals. The research results, however, indicated that non-monetary rewards had a more significant effect on the performance of employees than monetary rewards. Recognition and appreciation from management were linked to high morale, commitment, and productivity among employees. The correlation showed that both types of incentives were positively related to performance, whereas regression showed that nonmonetary rewards were the best predictors of employee performance at the Embassy.

This research highlighted the significance of monetary as well as non-monetary incentives to boost the level of employee performance. However, non-monetary incentives play a much bigger role in

motivating employees than the monetary ones. The study showed that money is not the only factor that motivates employees because they also feel satisfied when they are recognized and appreciated by the employer. From the foregoing, it could be concluded that the best way to improve employee performance would be to adopt a balanced reward system comprising financial and non-financial rewards. The findings have thus led to the recommendation that the Embassy should work on improving its system of financial reward through the fair distribution of adequate salaries and allowances, and at the same time establish a program of formal recognition through methods such as award letters, appreciation programs, and recognition of excellence.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

Employee performance continues to be a crucial element in ensuring effective organizational operation, especially in the case of organizations operating in the public sector, where the quality of services offered by an organization matters greatly. In diplomatic missions, employee performance is not limited to carrying out administrative functions; it encompasses representation of national interests, conducting international affairs, and offering consular services.

Organizations adopt different approaches to improve performance levels within the organization. Among these approaches is the use of rewards, which are all the benefits received by workers in return for their effort. These rewards can be classified as either financial or non-financial. Financial rewards include salary, allowances, and bonuses, while non-financial rewards include recognition and appreciation.

Money-based incentives mainly cater to the financial requirements of employees and act as external motivational tools. Nonetheless, due to financial constraints in many public organizations, the implementation of monetary incentives tends to be quite limited. In this regard, other forms of incentive schemes based on non-monetary considerations have assumed greater significance.

The effect of non-financial incentives, especially recognition, is highly pronounced when satisfying psychological requirements of employees such as self-respect, sense of belonging, and feeling appreciated. Employees who feel their work is recognized will show much greater commitment, dedication, and productivity.

In the case of the Embassy of the Republic of South Sudan in Uganda, employees execute various diplomatic and administrative roles amid ever-increasing pressure on their workload. Even though financial and non-financial incentives are anticipated to affect performance, the magnitude of their effect in the specific environment is not clearly known.

## **1.2 Background of the Study**

### **1.2.1 Historical Background**

As time went on, organisations began to realise the significance of reward schemes as tools for affecting the behavior of employees and their performance levels. Monetary incentives, such as salary and bonuses, were seen as the main factors motivating employee performance levels. In view of changes in the work environment and budgetary limitations, especially in public organisations, non-monetary incentives have become necessary.

This Embassy of the Republic of South Sudan in Kampala was founded after South Sudan gained independence in the year 2011. Since the foundation of this Embassy, it has been serving an important purpose in relation to foreign diplomacy and provision of consular services to South Sudan citizens in Uganda. Through time, the area of coverage for this Embassy has been expanding.

As their responsibility levels have increased, more is required of employees. Under these circumstances, an appropriate reward system becomes important to maintain motivation among employees. Being a government institution, the Embassy also faces budget restrictions for providing large amounts of monetary compensation. As a result, non-monetary reward systems have become more relevant.

### **1.2.2 Theoretical Background**

These theoretical perspectives form the foundation for the following motivational theories that seek to explain the connection between the two elements.

The first of these motivational theories is Herzberg's Two-Factor Theory (1959), which is comprised of hygiene and motivational factors. The monetary reward such as the remuneration is one of the hygiene factors, which prevent the feeling of dissatisfaction without contributing towards motivation.

According to Self Determination Theory by Ryan & Deci (2020), motivation is achieved through the fulfillment of the psychological needs of autonomy, competence, and relatedness. While money serves to motivate employees extrinsically, non-money-based motivators such as recognition serve to satisfy psychological needs, hence improving their performance.

In Social Exchange Theory formulated by Blau (1964), when an organization gives an employee good treatment, he will reciprocate positively. An employee who receives any form of reward is bound to be committed, loyal, and improve his performance.

All these theories together show that monetary as well as non-monetary rewards have complimentary effects on employee performance.

### **1.2.3 Conceptual Background**

Rewards, in the organizational context, mean those compensations that employees obtain in return for their contributions. Rewards can be categorized into two parts; monetary rewards and nonmonetary rewards.

Monetary rewards are in the form of pay packages and consist of salary, bonus, and other allowances. These are mainly meant to fulfill employees' basic economic needs.

On the contrary, examples of non-monetary rewards consist of recognition, compliments, appreciation, and awards. Non-monetary rewards create a feeling of psychological satisfaction and enhance the value and sense of belonging among employees.

Employee performance can be defined as the manner in which employees do their job tasks and support organizational goals. The level of employee performance is assessed based on their efficiency, accuracy, quality of service, dedication, and professionalism.

Previous literature demonstrates that both monetary and non-monetary incentives have an impact on employee performance. Yet, non-monetary incentives play a crucial role in fostering motivation and engagement among employees.

#### **1.2.4 Contextual Background**

Diplomatic organizations function in administrative setups that are hierarchical, ceremonial, and characterized by formal communication. Such setups have an important bearing on the performance of employees since the reward schemes used may be monetary or non-monetary.

Employees in the Embassy of the Republic of South Sudan in Uganda have to demonstrate professionalism and efficiency in their work. With increasing pressure on the diplomats, there is need for consistency in the performance of employees.

However, few empirical studies have been conducted concerning the impact of reward schemes on the performance of employees in diplomatic missions in Africa. The absence of such contextbased research will impede the efforts by managers in designing evidence-based motivational approaches.

#### **1.3 Problem Statement**

The performance of employees is important to the effectiveness of diplomatic bodies because the performance directly influences service delivery, credibility of the institution, and national representation. At the Embassy of the Republic of South Sudan in Uganda, the employees carry out various functions that include consular work, diplomacy, and assistance to citizens.

Even though the performance of the employees is significant, ensuring continuous motivation at the workplace for public sector institutions poses difficulties. Financial problems may affect the ability of organizations to provide attractive financial incentives like salary or bonuses to motivate the employees.

While existing literature suggests that both monetary and non-monetary rewards influence employee performance, most studies have focused on private sector organisations and developed countries. There is limited empirical evidence on how these rewards jointly influence employee performance within diplomatic missions in the African context.

Furthermore, it is unclear whether the reward systems in place at the Embassy are sufficient and effective in enhancing employee performance. Without such evidence, management decisions regarding employee motivation may be based on assumptions rather than data.

This study therefore seeks to address this gap by examining the influence of rewards on employee performance at the Embassy of the Republic of South Sudan in Uganda.

#### **1.4 Purpose of the Study**

The purpose of this study is to examine the influence of rewards (monetary and non-monetary) on employee performance at the Embassy of the Republic of South Sudan in Uganda.

#### **1.5 Research Objectives**

The study is guided by the following objectives:

To examine the effect of monetary rewards on employee performance at the Embassy of the Republic of South Sudan in Uganda.

To determine the influence of non-monetary rewards on employee performance at the Embassy of the Republic of South Sudan in Uganda.

To establish the relationship between rewards and employee performance at the Embassy of the Republic of South Sudan in Uganda.

#### **1.6 Research Questions**

The study seeks to answer the following questions:

What is the effect of monetary rewards on employee performance at the Embassy of the Republic of South Sudan in Uganda?

What is the influence of non-monetary rewards on employee performance at the Embassy of the Republic of South Sudan in Uganda?



What is the relationship between rewards and employee performance at the Embassy of the Republic of South Sudan in Uganda?

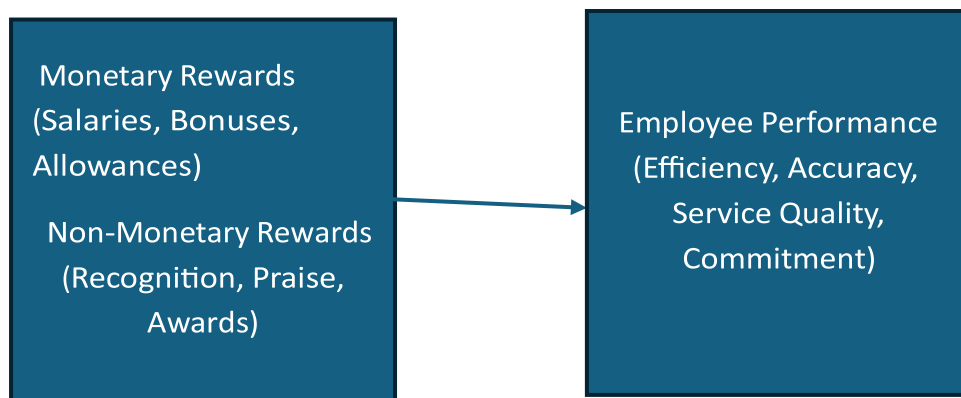
### 1.7 Conceptual Framework

This study is based on the assumption that employee performance is influenced by the reward system implemented by an organisation. Rewards are categorised into monetary and non-monetary rewards, which form the independent variable, while employee performance constitutes the dependent variable.

The monetary type includes remunerations such as salaries, incentives, and allowances that are expected to motivate workers through material considerations. The non-monetary type involves recognition, appreciation, and awards, which increase intrinsic motivation by meeting the psychological needs of employees.

Performance can be assessed based on factors such as efficiency, accuracy, quality of services, dedication, and professionalism.

An assumption in the research is the existence of a direct correlation between rewards and employee performance.



### 1.8 Significance of the Study

This study is important for various reasons. First, it gives empirical evidence to management at the Embassy on the effectiveness of reward systems in impacting employee performance. Second, it

adds knowledge to human resource management in diplomatic organizations through its recognition of the significance of monetary and non-monetary rewards.

Third, the study contributes to academic scholarship in bridging the gap in literature regarding reward systems in diplomatic missions in Africa. Lastly, it contributes to understanding how organizations can use cost-effective motivation techniques to enhance performance among employees.

## **1.9 Scope of the Study**

### **1.9.1 Content Scope**

The research is centred on examining the effects of both monetary and non-monetary incentives on employees' performance. The monetary incentives will comprise wages, bonuses, and allowances, while the non-monetary incentives will comprise recognition, encouragement, and rewards. The employees' performance will be assessed based on their efficiency, effectiveness, commitment, and professionalism.

### **1.9.2 Geographical Scope**

The study will be carried out within the confines of the Embassy of the Republic of South Sudan situated in Kampala, Uganda. This is because of its significance and the composition of its employees.

### **1.9.3 Time Scope**

The study period will be from 2020 to 2025. This period is considered relevant as it reflects recent organisational practices and performance trends.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The following chapter presents a literature review on the effects of rewards on employee performance. The chapter analyses theoretical approaches, identifies the key concepts involved in the study, and discusses empirical evidence in relation to the stated research objectives. In particular, this chapter will address the issue of the effect of monetary reward on employee performance, non-monetary rewards and employee performance, and rewards and employee performance.

It should be emphasized that literature review is very crucial in this study since it gives the necessary academic background for the study. Literature review is essential since it allows us to know what previous studies have identified with regard to reward system and employee performance and what more needs to be known. According to Armstrong and Taylor (2020), literature review allows researchers to appreciate what we already know.

#### **2.2 Theoretical Review**

There are various theories explaining why and how workers react to rewards. The current study has adopted Frederick Herzberg's Two Factor Theory, the Self Determination Theory, and Social Exchange Theory, which offer an extensive understanding of rewards in general as well as monetary and non-monetary rewards specifically.

The Two Factor Theory by Frederick Herzberg (1959) divides factors at the work place into two: hygiene factors and motivators. Hygiene factors such as salary, working conditions among others are important for avoiding job dissatisfaction. However, having hygiene factors does not motivate. Motivators include recognition, responsibility, achievement, which contribute towards job satisfaction and better performance. Therefore, monetary rewards such as salary, bonus among others are considered hygiene factors, whereas non-monetary rewards are referred to as motivators.

In other words, financial rewards alone do not suffice in motivating employees to perform optimally.

According to Self Determination Theory (SDT) developed by Richard Ryan & Edward Deci (2020), motivation in humans occurs due to satisfaction of the three basic needs of autonomy, competence, and relatedness. Money is linked to extrinsic motivation because money gives an employee external motivation. Non-monetary forms of reward like recognition, on the other hand, improve intrinsic motivation through building competence and feeling of relatedness among employees. Intrinsic motivation is said to lead to better performance from employees.

Social Exchange Theory, formulated by Peter Blau (1964), views the behaviour of the employees from an exchange perspective where the interaction between the organisation and its employees is a two-way process. Whenever the employees are rewarded either financially or non-financially, they feel their organisation supports them in some way and act positively.

The combination of these theories indicates that any reward system should contain both financial and non-financial aspects for optimal employee performance.

## **2.3 Conceptual Clarification**

This section provides a definition of the terms that will be used in the study.

Rewards are all kinds of compensation that employees receive in return for their services within the organization. As per Armstrong (2020), rewards are made up of financial and non-financial gains offered to the employees by the organizations in order to motivate them.

Monetary rewards are financial benefits given to the employees such as salary, bonus, and allowance. The main purpose of these rewards is to satisfy the basic financial requirements of the employees and may have links to performance. It has been shown through research that monetary rewards have the ability to affect the performance of employees.

Non-monetary rewards consist of non-financial rewards that offer psychological and emotional fulfillment. Such rewards include recognition, compliments, honors, training, and flexibility of

working hours. Non-monetary rewards increase employees' feelings of worthiness, inclusion, and appreciation, leading to increased intrinsic motivation (Ryan & Deci, 2020).

Employee performance can be defined as the level at which employees perform their job duties efficiently and contribute to organisational goals. Employee performance is composed of task performance and contextual performance (Bakker & Demerouti, 2023).

## **2.4 Empirical Literature Review**

### **2.4.1 Monetary Rewards and Employee Performance**

Monetary incentives are among the commonest methods employed in motivating staff in organizations. Some examples of monetary incentives include salary, wage, bonus, commission, and allowance, among others. These are forms of financial incentives that employees receive from organizations as compensation for their efforts towards achieving organizational goals. According to Armstrong and Taylor (2020), monetary incentives are essential parts of reward management strategies since they satisfy basic employee economic requirements. This helps in motivating them to perform better at their respective jobs. It is not uncommon for employees to view monetary incentives as appreciation for their effort.

Studies have revealed that monetary compensation influences worker productivity. According to Gerhart and Fang (2015), monetary incentives motivate workers to perform well since they make the relationship between effort and reward clear. Since workers know that performing well means getting financially compensated, they put in extra effort and work efficiently to ensure that their efforts match the needs of the organisation. In this case, monetary compensation serves as an extrinsic motivator that makes the efforts of the worker correspond with the organisational goals.

Likewise, in a similar study by Milkovich et al. (2017), workers who received competitive salaries and performance-related bonuses exhibited job satisfaction and commitment, leading to improved job performance. Fair pay helps motivate workers and lowers absenteeism and turnover intentions. Workers who feel they have been fairly compensated will stay loyal and dedicated to their organisations. Inequity in financial rewards results in demotivation, low morale, and productivity levels among the workers.

In contrast, financial incentives, although effective in improving employee performance, become less motivational where the rewards seem insufficient and/or unequal. According to Armstrong and Taylor (2020), an insufficient reward leads to low employee morale and decreased productivity. The workers make comparisons between what they get in return for their effort, what other workers earn, and what the organisation expects from them in terms of effort. Where this appears inequitable to them, they lose motivation.

Furthermore, experts have suggested that monetary incentives alone might not be sufficient to motivate employees. According to Ryan and Deci (2020), monetary incentives mostly encourage employees' extrinsic motivation whereby they engage in work due to some external benefits instead of deriving enjoyment from doing so. Although it might boost their performance in the short term, it is likely to be ineffective in the long run unless there are other elements that contribute to the creation of intrinsic motivation among employees.

#### **2.4.2 Non-Monetary Rewards and Employee Performance**

Non-monetary rewards entail the provision of non-cash forms of appreciation by an organization to its employees as a motivational tool to enhance work performance and job satisfaction. The examples of non-monetary rewards include verbal acknowledgment, praise, award, promotion, certificate of appreciation, recognition programme for employees, and supportive environment at workplace. According to Armstrong & Taylor (2020), non-monetary rewards are very critical in fulfilling employees' psychological needs such as self-esteem, feeling of belongingness, and selfrealization, which help sustain their motivation and improve performance.

Recognition is the most effective form of non-monetary rewards that motivates employees towards high level of commitment to their jobs. In a research conducted by Saks (2022), it was established that employees who received recognition on their achievements were highly committed, motivated, and productive compared to their peers who lacked recognition. This is because recognition encourages good behavior and motivates workers by making them feel important, thus making them willing to put in much effort in their work.

Also, in a related study conducted by Al Mehrzi and Singh (2021), it was discovered that recognition of employees plays a crucial role in increasing the levels of work engagement and organizational commitment. Through recognition of their contributions through praise and appreciation, as well as giving them awards, the employees become convinced of their importance to the organization and are motivated to improve their performance.

Further explanation on the importance of non-monetary reward is provided by Ryan and Deci (2020). According to them, when employees are made to feel competent and recognized, their sense of connection with the organization becomes stronger, and they develop intrinsic motivation. Such non-monetary rewards make employees feel good psychologically about themselves, thus motivating them to be creative and committed to perform better at their work.

In addition to that, Bakker and Demerouti (2023) state that non-monetary rewards are significant in boosting the level of engagement among employees through positive work experiences, which help boost morale and commitment. Employees who feel appreciated will be more motivated to put up enthusiastic and resilient performances and demonstrate proactive work behavior. In firms with low financial budgets, non-monetary rewards become vital because they are efficient methods of motivating employees and ensuring top performance.

Hence, non-monetary rewards are critical in enhancing employee performance due to their capacity to foster intrinsic motivation and commitment to organizational goals.

### **2.4.3 Relationship Between Rewards and Employee Performance**

There have been many studies conducted in the areas of organisational behavior and human resource management on how rewards affect the performance of employees. The effect of the rewards is brought about by influencing motivation, reinforcement of certain behaviors, and making employees satisfied. For instance, according to WorldatWork (2019), a good reward system should match the behavior of employees and organizational goals by rewarding employees with favorable results. This means that if employees feel motivated and rewarded, they will improve their performance.

As Armstrong & Taylor (2020) have shown, rewards affect performance through meeting economic and psychological requirements of employees. Financial rewards meet economic requirements, which make employees secure in financial terms, whereas non-financial incentives generate emotional gratification, creating internal motives for employees. In this way, rewards can stimulate appropriate performance.

According to Bakker & Demerouti (2023), organisations implementing reward programs experience more successful results regarding the work of their employees. Employees who feel rewarded in terms of receiving the necessary incentives from the organisation show higher engagement, more successful service provision, and higher commitment. It can be seen that receiving incentives means feeling appreciated by the organisation and being stimulated to respond positively in terms of performance.

In addition, according to Ryan and Deci (2020), it should be noted that the performance of an employee depends on fulfilling both their intrinsic and extrinsic motivational needs. Financial benefits can temporarily motivate an employee; however, when financial gains are coupled with the recognition of their efforts, the motivational power of these benefits becomes even stronger. It can be assumed that an employee will be loyal and motivated when he receives both monetary and recognition-based rewards.

Consequently, the connection between rewards and performance turns out to be multi-faceted and necessitates combining both types of rewards.

## **2.5 Summary of Literature Review**

The studies conducted within this chapter have proven that reward is one of the most important aspects affecting employees' performance in organizations. It should be noted that theoretical approaches like Herzberg's Two-Factor Theory, Self-Determination Theory and Social Exchange Theory all suggest that the level of employees' motivation and performance is determined by both financial and nonfinancial rewards. According to Herzberg's theory, hygiene factors such as salary are different from motivators like recognition and can help prevent employees' dissatisfaction; however, nonfinancial rewards are able to increase their performance.



Self-Determination Theory suggests that intrinsic motivation, which can be reinforced by recognition and appreciation of employees, is an important factor in determining their commitment and performance.

Conceptually speaking, from the literature review, one can note that the concept of rewards involves two components: monetary and non-monetary rewards. The monetary rewards include payments and bonuses, which are very necessary for the satisfaction of economic demands by employees, leading to their immediate performance. On the other hand, non-monetary rewards, which involve recognition and career advancement opportunities, help to satisfy the psychological demands, leading to long-term employee performance. The issue of employee performance, as seen from the literature review, can be multi-dimensional and may include efficiency, quality of work, commitment, and contributions towards organizational goals.

From empirical studies done, it can be seen that both the non-monetary rewards as well as monetary rewards positively affect the performance of employees in an organization.

Nevertheless, what emerges from all these empirical studies is the conclusion that non-monetary rewards tend to have a greater effect on the performance of employees than monetary rewards do. Organizations can only benefit the most from their reward practices if they combine both financial and non-financial rewards as the basis of their reward structure. The problem with this is that little is known about reward practices within diplomatic missions, especially within Africa. The need for the present study therefore arises out of this gap and will focus on rewards at the Embassy of the Republic of South Sudan in Uganda.

## **2.6 Research Gap**

There are still some gaps in research into rewards and employee performance despite previous studies into this subject. First, a number of researches have been carried out concerning monetary and non-monetary rewards separately without exploring the interaction between them to understand the impact on employee performance. Secondly, most empirical researches have been done in the private sector in developed countries. The public sector in Africa has not been given enough attention in research. Thirdly, the diplomatic missions have been overlooked because of its unique organizational structure and performance requirement. Fourth, little is

known about the functioning of reward systems in environments where money is constrained as is the case with embassies.

In this connection, this paper aims at filling these gaps by exploring the impact of monetary and non-monetary rewards on employee performance at the Embassy of the Republic of South Sudan in Uganda.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The current chapter discusses the methodology employed in carrying out the research study concerning the impact of rewards on employee performance at the Embassy of the Republic of South Sudan in Uganda. Specifically, the current chapter explains how the research was designed; describes the target population and sample size of the study; explains the process for determining the sampling technique; discusses how data was collected; outlines how measurements of variables were conducted; and describes validity and reliability of the research instrument.

#### **3.2 Research Design**

The study used a descriptive cross-sectional research design approach with a quantitative approach. Descriptive design was suitable for the study since the study aimed at analysing the reward practices and measuring employee performance without changing any variable. Since the research is cross-sectional, then, the data were gathered at one point in time.

A quantitative approach is considered to be essential for allowing the researcher to measure the variable numerically and analyse statistically the connection between the rewards and employee performance.

#### **3.3 Study Population**

The study population comprised all employees working at the Embassy of the Republic of South Sudan in Uganda. This included diplomatic staff, administrative staff, and support staff. These categories were considered because they represent different hierarchical and functional levels within the organisation, and perceptions of rewards and performance may vary across these groups.

The total population was estimated at approximately **70 employees**, distributed across departments such as consular services, administration, finance, and protocol. This population was

considered appropriate for the study because all employees are directly affected by the reward systems implemented at the Embassy and are therefore in a position to provide relevant data on employee performance.

### **3.4 Sample Size Determination**

The sample size was calculated by adopting Yamane's (1967) formula.

The formula is expressed as:

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

Where:

n = sample size N =

population size e = level of

precision (0.05)

Substituting:

$$\begin{aligned} n &= 70 / (1 + 70(0.05^2)) \\ n &= 70 / (1 + 70 \times 0.0025) \\ n &= 70 / (1 + 0.175) \\ n &= 70 / 1.175 \\ n &\approx 60 \end{aligned}$$

Therefore, a sample size of approximately sixty respondents was selected. This size was considered sufficient to produce reliable results while remaining manageable for data collection.

### **3.5 Sampling Procedure**

The stratified random sampling method was adopted in this study to guarantee that all classes of employees were included in the sample. The first step was to stratify the entire population into different strata according to employee categories which are diplomatic staff, administrative staff, and support staff.

Following the stratification, a simple random sample from each stratum was obtained. This helped reduce bias during sampling and improved the representativeness of the sample.

### **3.6 Data Collection Methods**

Primary data were gathered through a structured questionnaire. The questionnaire comprised close-ended questions on a scale of 1 to 5 using the Likert scale where 1 means strongly disagree and 5 means strongly agree.

The use of the questionnaire was suitable since it made data collection more effective by gathering data from a fairly large number of participants in a short time and maintaining confidentiality of responses.

The instrument was divided into three main sections:

Section A: Demographic information

Section B1: Monetary rewards

Section B2: Non-monetary rewards

Section C: Employee performance

### **3.7 Measurement of Variables**

The research considered two primary variables; namely, rewards (independent variable) and performance of employees (dependent variable).

Relevance was assessed in two ways – as monetary rewards and non-monetary rewards.

The former involved compensation, salaries, and allowance. This is because all these aspects were assessed based on how well they were considered by employees as fair, adequate, and motivational.

The latter involved recognition, appreciation, and organizational awards. These were also assessed based on whether they recognized and acknowledged performance and appreciated employees for their performance.

The performance of employees was assessed in terms of accuracy and service quality, among others.

All these variables were assessed using Likert scale questions for quantitative analysis.

### **3.8 Validity of the Instrument**

The term ‘validity’ can be defined as the degree to which the measuring device is able to measure what it is supposed to measure. The content validity was confirmed by the correlation between the questionnaire questions and theories as well as the extant literature on rewards and performance.

This measuring device was reviewed by the research supervisor and specialists in the subject to make sure that it was clear, relevant, and comprehensive enough.

### **3.9 Reliability of the Instrument**

Reliability refers to the consistency of the research instrument in measuring variables. A pilot study was conducted among a small group of respondents from a similar institution who were not part of the final sample.

The reliability of the instrument was tested using Cronbach’s Alpha coefficient. A reliability coefficient of 0.70 or above was considered acceptable, indicating that the instrument was internally consistent and reliable for data collection.

### **3.10 Data Analysis**

Data collected from the field were coded and entered into the Statistical Package for the Social Sciences (SPSS) for analysis.

Descriptive statistics, including means and standard deviations, were used to summarise the characteristics of respondents and the levels of rewards and employee performance.

Pearson correlation analysis was conducted to examine the relationship between rewards and employee performance.

Multiple regression analysis was used to determine, The effect of monetary rewards on employee performance, The influence of non-monetary rewards on employee performance Statistical significance was tested at the 0.05 level.

### **3.11 Ethical Considerations**

The ethical issues were adhered to during the study. The necessary permission to undertake the study was granted.

Participants were given information on the nature of the study and were told that they could take part voluntarily or drop out at will. Confidentiality and anonymity were ensured through nonrevelation of their identity.

The data collected were analyzed academically, and results presented objectively without alteration.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

The results of the study on the effects of rewards on the performance of employees of the Embassy of the Republic of South Sudan in Uganda are presented, analyzed, and interpreted in this chapter. The analysis is done based on the research objectives stated in Chapter One.

SPSS was used in the analysis of the data collected. Two types of analysis were done, which included descriptive statistics and inferential statistics. Descriptive statistics summarize the respondent characteristics and levels of variables in the study, whereas inferential statistics include correlation and regression.

#### 4.2 Response Rate

In all, sixty (60) questionnaires were administered to workers in the Embassy. Fifty-six (56) questionnaires were validly filled and recovered.

*Table 1: Response Rate*

| Category              | Frequency | Percentage (%) |
|-----------------------|-----------|----------------|
| Questionnaires Issued | 60        | 100%           |
| Returned              | 56        | 93.3%          |
| Not Returned          | 4         | 6.7%           |

A 93.3 percent response rate is deemed excellent and satisfactory for statistical analysis purposes and hence makes the results more reliable.

#### 4.3 Demographic Characteristics of Respondents

This part of the paper provides the demographic information about the respondents for easy understanding of the analysis.



*Table 4.2*

*Table 2: Gender of Respondents*

| <b>Gender</b> | <b>Frequency</b> | <b>Percentage (%)</b> |
|---------------|------------------|-----------------------|
| Male          | 35               | 62.5%                 |
| Female        | 21               | 37.5%                 |
| Total         | 56               | 100%                  |

The majority of the respondents were male (62.5%), while 37.5% of the respondents were female. This is a common composition of employees in such diplomatic organizations.

*Table 4.3*

*Table 3: Staff Category*

| <b>Staff Category</b> | <b>Frequency</b> | <b>Percentage (%)</b> |
|-----------------------|------------------|-----------------------|
| Diplomatic Staff      | 20               | 35.7%                 |
| Administrative Staff  | 23               | 41.1%                 |
| Support Staff         | 13               | 23.2%                 |
| Total                 | 56               | 100%                  |

More administrative staff members were part of the respondents than diplomatic and support staff.

#### **4.4 Descriptive Statistics of Study Variables**

Descriptive statistics were performed on the data in order to find the levels of financial reward, non-financial reward, and employee performance in the Embassy.

##### **4.4.1 Monetary Rewards**

*Table 4.4*

*Table 4: Descriptive Statistics for Monetary Rewards*

| <b>Variable</b>  | <b>N</b> | <b>Mean</b> | <b>Std. Deviation</b> |
|------------------|----------|-------------|-----------------------|
| Monetary Rewards | 56       | 3.52        | 0.71                  |

Based on the result obtained, the average score was found to be 3.52, which shows that respondents were moderately agreeable that there are monetary incentives offered in the form of

salaries, allowances, and bonuses. The somewhat moderate score, however, indicates dissatisfaction with the financial compensation system used in organizations.

#### 4.4.2 Non-Monetary Rewards

*Table 4.5*

*Table 5: Descriptive Statistics for Non-Monetary Rewards*

| Variable             | N  | Mean | Std. Deviation |
|----------------------|----|------|----------------|
| Non-Monetary Rewards | 56 | 3.88 | 0.65           |

As per the responses, it was found out that the non-monetary rewards obtained a significantly higher mean score of 3.88, which denotes that the participants believed that recognition, appreciation, and praise are some of the methods utilized in the Embassy.

#### 4.4.3 Employee Performance

*Table 4.6*

*Table 6: Descriptive Statistics for Employee Performance*

| Variable             | N  | Mean | Std. Deviation |
|----------------------|----|------|----------------|
| Employee Performance | 56 | 4.18 | 0.52           |

The level of employee performance received a relatively high mean score of 4.18, signifying that the performance levels were relatively high according to the achievement, accuracy, quality of service, and dedication.

#### 4.5 Correlation Analysis

To analyze the association between reward and employee performance, a Pearson correlation analysis was performed.

Table 4.7

Table 7: Correlation Matrix

| <b>Variables</b>        | <b>Monetary<br/>Rewards</b> | <b>Non-Monetary<br/>Rewards</b> | <b>Employee<br/>Performance</b> |
|-------------------------|-----------------------------|---------------------------------|---------------------------------|
| Monetary Rewards        | 1                           | 0.58**                          | 0.49**                          |
| Non-Monetary<br>Rewards | 0.58**                      | 1                               | 0.63**                          |
| Employee<br>Performance | 0.49**                      | 0.63**                          | 1                               |

**Note:  $p < 0.05$**

It is evident that there is a positive and significant correlation between performance and both monetary and non-monetary rewards.

Non-monetary rewards have a stronger correlation ( $r = 0.63$ ) than monetary rewards ( $r = 0.49$ ), which means that non-monetary rewards like appreciation influence employee performance more than monetary rewards.

#### 4.6 Regression Analysis

A multiple regression analysis was performed to see how monetary and non-monetary rewards affect employee performance.

Multiple regression analysis was conducted to determine the effect of monetary and non-monetary rewards on employee performance.

##### 4.6.1 Model Summary

Table 4.8

Table 8: Model Summary

| <b>R</b> | <b>R<sup>2</sup></b> | <b>Adjusted R<sup>2</sup></b> | <b>Std. Error</b> |
|----------|----------------------|-------------------------------|-------------------|
|----------|----------------------|-------------------------------|-------------------|

|      |      |      |      |
|------|------|------|------|
| 0.68 | 0.46 | 0.44 | 0.41 |
|------|------|------|------|

The R-squared value of 0.46 indicates that 46 percent of the variation in employee performance is explained by monetary and non-monetary rewards.

#### 4.6.2 ANOVA Results

*Table 4.9*

*Table 9: ANOVA*

| Source     | F     | Sig.  |
|------------|-------|-------|
| Regression | 23.74 | 0.000 |

The model is statistically significant ( $p < 0.05$ ), indicating that rewards have a significant effect on employee performance.

#### 4.6.3 Regression Coefficients

*Table 4.10*

*Table 10: Regression Coefficients*

| Variable             | Beta ( $\beta$ ) | t    | Sig.  |
|----------------------|------------------|------|-------|
| Monetary Rewards     | 0.32             | 3.12 | 0.003 |
| Non-Monetary Rewards | 0.51             | 4.86 | 0.000 |

It can be seen that both monetary incentives and non-monetary incentives affect the performance of employees.

However, non-monetary incentives have a higher effect ( $\beta = 0.51$ ) than monetary incentives ( $\beta = 0.32$ ). This implies that appreciation and recognition of employees are vital for better performance by the employees.

#### 4.7 Interpretation of Findings

From the findings of the study, it can be established that rewards have a major impact on performance levels of the employees in the Embassy of the Republic of South Sudan in Uganda.

It was found out that monetary rewards had a positive and significant effect on employee performance, implying that financial rewards still continue to motivate workers. Nevertheless, from the moderate mean score, it can be concluded that these rewards might not be enough in their effectiveness in motivating workers.

Non-monetary rewards had an even higher level of significance and impact on employee performance. It means that recognition and other forms of non-monetary motivation are very highly valued by the employees, and are essential in ensuring improved motivation and performance.

Finally, it is worth noting that both types of rewards together constitute an optimal tool for motivating employees and improving their performance. These findings are supported by the theoretical and empirical literature.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

In this chapter, the researcher provides the summary of the findings, the conclusion made from the research findings, the recommendation made by the study, the limitation of the study, and future recommendations of the study. The discussion in this chapter is based on the results provided in Chapter Four.

#### **5.2 Summary of Findings**

This research explored the effect of rewards on performance among the employees of the Embassy of the Republic of South Sudan in Uganda with specific reference to monetary and non-monetary rewards.

From the results, it was observed that monetary rewards such as salaries, bonuses and allowances exist at the Embassy but there was a perception that they were inadequate and ineffective among the employees. This means that although monetary rewards exist in the workplace, they are not enough for the full motivation of the employees.

Nonetheless, the study found out that there existed non-monetary rewards such as recognition, praises and appreciations in the organization and employees perceived that these non-monetary rewards motivate them. Moreover, it was noted that the mean scores of non-monetary rewards were higher than those of monetary rewards.

The results indicated high performance among employees, with task accomplishment, accuracy, quality of service, and dedication being highly rated by respondents. This indicates that the employees consider themselves effective and committed to their jobs.

The correlation analysis showed that both financial and non-financial incentives have a positive and significant association with employee performance. Non-financial incentives showed a higher level of association with employee performance than financial incentives.

Finally, regression analysis supported the findings that both financial and non-financial incentives positively impact employee performance. Non-financial incentives had a higher impact on

performance, suggesting that motivation among embassy employees is significantly driven by recognition and appreciation.

### **5.3 Conclusion**

From the results of the study, it can be seen that reward significantly affects the level of performance of workers at the Embassy of the Republic of South Sudan in Uganda.

Although monetary rewards continue to be relevant since they ensure financial security and are extrinsic motivators, their impact seems to be minimal when they are not competitive enough or do not meet the worker's expectations.

It is observed that non-monetary rewards, especially appreciation, are more effective than monetary rewards in affecting performance. The reason for this is that they satisfy the needs of workers and make them feel valued and appreciated.

It is additionally highlighted that for an optimal performance to be accomplished by an employee, a reward mechanism that incorporates both financial as well as non-financial incentives is crucial.

Monetary incentives motivate employees to join and stay in an organization while non-monetary incentives serve to maintain their motivational levels. Generally speaking, the research supports established motivational theories such as Herzberg's Two-Factor Theory, Self-Determination Theory, and Social Exchange Theory.

### **5.4 Recommendations**

Considering the results and conclusions of the study, the following recommendations are made:

The management of the Embassy needs to improve its monetary reward systems by making sure that salaries, allowances, and other financial rewards are equitable, competitive, and performancebased. This will make the staff more satisfied and motivate them more effectively.

There should be formalised non-monetary reward systems at the Embassy. These could include awards for employees, letters of appreciation, etc.

Feedback should be given regularly to employees by supervisors. Verbal encouragement is a great way of motivating employees and keeping their spirits high.

In this case, the firm must consider implementing a balanced reward scheme combining both monetary and non-monetary rewards. In this way, the interests of employees will be met in terms of money and psychology.

Moreover, the Embassy must set out criteria for rewarding its staff in order to avoid bias and increase the effectiveness of the scheme.

### **5.5 Limitations of the Study**

The research was only conducted within the Embassy of the Republic of South Sudan in Uganda, and this may affect its generalizability to other organizations or environments.

In the first place, the self-report nature of the data collection using questionnaires may lead to response bias in the data. This is because respondents may answer questions that are socially desirable.

Moreover, the study utilized a quantitative methodology, and although appropriate for analyzing numerical data, it may not entirely capture the nuances of employee perceptions about reward systems.

### **5.6 Areas for Further Research**

Recommendations can therefore be made to conduct future research on similar themes within multiple diplomatic missions or public sector institutions, where comparative analysis can be performed.

Other forms of future research can include investigation of the effects of particular types of monetary incentives, such as performance-related bonuses, on employee performance within public sector institutions.

Finally, future research may adopt a qualitative research approach through which a better understanding of employees' perspectives on incentive schemes can be achieved.

Other variables affecting employee performance, including organizational culture and job satisfaction, can also be examined in further research.



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## APPENDIX

### QUESTIONNAIRE

#### Dear Respondent,

You are kindly requested to participate in this academic study on the influence of rewards on employee performance. The information provided will be treated with strict confidentiality and used strictly for academic purposes only. Please tick (✓) the most appropriate response. Section A: Demographic Information

| No. | Item                             | Response Options                                                                                                                                                                         |
|-----|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A1  | Gender                           | <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Prefer not to say                                                                                 |
| A2  | Age Bracket                      | <input type="checkbox"/> 18–25 <input type="checkbox"/> 26–35 <input type="checkbox"/> 36–45 <input type="checkbox"/> 46 and above                                                       |
| A3  | Staff Category                   | <input type="checkbox"/> Diplomatic Staff <input type="checkbox"/> Administrative Staff <input type="checkbox"/> Support Staff                                                           |
| A4  | Highest Level of Education       | <input type="checkbox"/> Certificate <input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor's Degree <input type="checkbox"/> Master's Degree <input type="checkbox"/> Other |
| A5  | Length of Service at the Embassy | <input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1–3 years <input type="checkbox"/> 4–6 years <input type="checkbox"/> Above 6 years                                   |

#### Section B1: Monetary Rewards

**Instruction:** Please indicate your level of agreement with the following statements.

**Scale:**

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

| No. | Statement                                                      | 1                        | 2                        | 3                        | 4                        | 5                        |
|-----|----------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| B1  | My salary is fair compared to the work I do.                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B2  | I am satisfied with the allowances provided by the Embassy.    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B3  | I receive bonuses or financial incentives when I perform well. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B4  | Monetary rewards at the Embassy are distributed fairly.        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

|    |                                                                |                          |                          |                          |                          |                          |
|----|----------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| B5 | My salary motivates me to perform better at work.              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B6 | Financial incentives at the Embassy are linked to performance. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B7 | The monetary rewards I receive meet my financial needs.        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B8 | I feel adequately compensated for my work.                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## Section B2: Non-Monetary Rewards (Recognition, Praise, Awards)

**Instruction:** Please indicate your level of agreement with the following statements.

| No. | Statement                                                             | 1                        | 2                        | 3                        | 4                        | 5                        |
|-----|-----------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| B9  | My supervisor regularly acknowledges good performance.                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B10 | I receive verbal appreciation when I perform well.                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B11 | Outstanding employees are formally recognized at the Embassy.         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B12 | Recognition practices at the Embassy are fair and unbiased.           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B13 | I receive written commendations or appreciation letters when I excel. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B14 | Good performance is publicly acknowledged during meetings or events.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B15 | Recognition motivates me to work harder.                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B16 | Recognition is given promptly after good performance.                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B17 | Management values and appreciates employees' contributions.           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B18 | Non-monetary rewards at the Embassy are adequate.                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## Section C: Employee Performance

**Instruction:** Please indicate your level of agreement with the following statements.

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|-----|-----------|---|---|---|---|---|
|-----|-----------|---|---|---|---|---|

|     |                                                               |                          |                          |                          |                          |                          |
|-----|---------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| C1  | I complete my assigned tasks on time.                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C2  | I maintain high accuracy in my work.                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C3  | I provide quality service to clients and stakeholders.        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C4  | I respond promptly to citizens' and colleagues' requests.     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C5  | I am committed to achieving the goals of the Embassy.         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C6  | I willingly go beyond my formal duties when necessary.        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C7  | I remain productive even when workload increases.             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C8  | I adhere strictly to professional and diplomatic standards.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C9  | My performance contributes positively to the Embassy's image. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C10 | Overall, I consider my job performance to be high.            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

#### Optional Open-Ended Question

| No. | Question                                                                                            | Response |
|-----|-----------------------------------------------------------------------------------------------------|----------|
| D1  | In your opinion, how can reward systems at the Embassy be improved to enhance employee performance? | <hr/>    |