

REWARD MANAGEMENT AND EMPLOYEE PERFORMANCE IN PRIVATE ORGANIZATIONS: A CASE STUDY OF MOUNT ELGON MILLERS

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DECLARATION

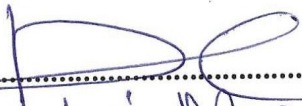
I KAGOYA CONSTANCE hereby declare that the information contained in this research report is my original work and has never been submitted by any one for any award to any Institution of higher learning.

Signature:  Date: 4th/AUGUST 2025

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APPROVAL

This is to certify that this research report has been written under my guidance and supervision and it is now ready for submission.

Signature:

Dr. Chris Masakisa
(University Supervisor)

Date:


DEDICATION

I dedicate this research report to my beloved family, whose support has been instrumental in my academic journey. To my mother and my father whose love, guidance, and belief in my abilities have been foundational to my success. I extend my heartfelt gratitude to my siblings for their unwavering encouragement and support. Their collective efforts and dedication have been a constant source of inspiration throughout this research.

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Their collective efforts and dedication have been a constant source of inspiration throughout this research.

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ABSTRACT

This study examined the relationship between reward management and employee performance within private organizations, specifically at Mount Elgon Millers. The research aimed to assess how recognition, promotion, and delegation impacted employee performance among employees. With a population of 40 and a sample size of 36 respondents chosen using the Morgan Table, the study found that recognition positively correlated with employee performance, with 75% of respondents reporting its significant influence, though only 55% felt that current practices were consistent and meaningful. Promotion also affected employee performance, as 60% of respondents indicated that promotions influenced their motivation; however, 50% expressed concerns about fairness and transparency. Delegation showed varied effects, with 65% of employees feeling empowered by delegated tasks, while 40% reported added stress. The study concluded that recognition, promotion, and delegation were crucial for employee performance but needed to be integrated with other factors. It recommended improving recognition practices for consistency, ensuring fairness in promotions, and tailoring delegation strategies to individual needs to enhance overall employee satisfaction.

LIST OF ACRONYMS

DPS	- Delegation & Promotion Satisfaction
JST	- Employee performance through Tasking
TRUST	- Task Responsibility for Unifying Satisfaction
PDS	- Promotion & Delegation Satisfaction
TASK	- Transparent Allocation of Skills & Knowledge
EMPOWER	- Empowerment Motivating Performance
DEGREE	- Delegation Enhancing Growth & Engagement
FAIR	- Fair Allocation of Responsibilities
CLARITY	- Clear Allocation & Responsibility Integration
REWARD	- Recognition Enhancing Work Achievements
ACHIEVE	- Allocating Challenging Responsibilities
PROPS	- Promotion Recognition of Performance
RESPONS	- Roles Empowering Positive Satisfaction
GROW	- Goals & Responsibilities Offering Work
INSPIRE	- Incentives Supporting Positive Engagement

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examined the relationship between reward management and employee performance in Mount Elgon Millers. Reward management was conceived as the independent variable while employee productivity as the dependent variable.

This chapter also presents the background to the study, the statement of the problem, the purpose and objectives of the study, research questions, scope, significance and justification of the study and finally, a definition of concepts. In addition, the conceptual framework that contains the variables under study, which have been operationally defined.

1.1 Background to the study

The background is reviewed in four perspectives that is historical background, theoretical background, conceptual background and contextual background

1.1.1 Historical background.

According to historical accounts, reward management has evolved significantly over time, reflecting changes in societal norms, economic structures, and organizational paradigms. Early forms of reward management can be traced back to ancient civilizations, where hierarchies and labor structures were established to organize collective efforts and achieve communal goals. For instance, in ancient Egypt, laborers were organized into work gangs overseen by taskmasters who allocated tasks and ensured productivity, demonstrating rudimentary forms of employee supervision and management. Similarly, ancient Greek and Roman societies employed slave labor overseen by overseers or supervisors, indicating early forms of hierarchical management structures aimed at maximizing labor output. These historical precedents highlight the foundational principles of reward management, rooted in the organization and coordination of labor to achieve desired outcomes.

Globally, employee performance is taken to be a natural process for effective performance of individuals and organizations (Armstrong, 2005). Organizations are using different means and method to enhance employee's commitment and it is not surprising that performance of employees to an organization is very fundamental for its success. Employee has a desire to reach their self-actualization motivational level

in form of rewards (Dorenbosch & Veldhoven, 2016). Therefore, organizations must ensure that they put in place an overall reward system with both cash and non-cash elements to ensure that the level of performance among Staff is sustainable

In Africa, it is very important for all organizations to retain its hardworking and committed employees. Ivancevich, (2016), stated that committed employees work hard and perform their tasks with dedication. Organizational human development objective is to improve human capacity and increase its efficiency in order for it to achieve its strategic objectives. It is possible to build the capacity of the organization if all employees realize their responsibilities and accountability towards the organizational performance. The fact is that people influence a great number of aspects of organizational success. Therefore, an institution should treat all employees as the most valued asset and should know what motivates them to be committed at work in order to reach their full potential. Organizations throughout the world have recognized the significant opportunity to attract, and retain key talents in this competitive environment. Managers have recognized that human resource and in particular key committed specialists are vital to the success of the institution and that they are hard to find and sometimes hard to keep.

In Uganda, employee performance and commitment is increasingly becoming a major concern and a great challenge in company private organizations, more especially in Mount Elgon Millers. Though a number of measures are put in place to address this challenge of employee performance within Mount Elgon Millers, the situation has not improved as per the annual report (private organizations report, F/Y 2021/2019). If employee performance is therefore not properly managed, it affects the private organizations performance in terms of service delivery adversely.

1.1.2 Theoretical background

The study was guided by Adam's Equity Theory of (2019). The theory asserts that individuals / employees seek to obtain equity between the efforts they bring to the job for example time, experience, education, and the output they receive from it for example recognition, increased pay, promotion among others against perceived efforts by other employees within the same organization. The theory proposes that employees who regard themselves to be under-rewarded can experience distress which can lead to efforts to restore equity in the organization. Hellriegel et al

(2021:276) argue that such employees can decide to behave in a way that can severely harm the organization for instance they can decide to quit the organization hence the company losing its productive talent and the its competitive advantage. If uncommitted employees decide to stay in the organization, they can show a feeling of hostility to other employees and may react by holding back their efforts in to restrict output or can deliberately sabotage the production process putting the organization at a competitive disadvantage. Lawler and O'Gara, (2017) observed that there was decreased production and decrease work quality among low paid subjects Among the implications of this Theory is that there can be variation from person to person in the value of inputs verses his outcome. An over compensated employees' outcomes may adjust or reduce according to either his purchasing power or according to the local market conditions.

However, this theory is criticized that it is too simple to use and that there are many other variables that can affect people's perceptions of fairness and this varies from one person to another. Much of the test for equity theory was conducted in laboratories and not tested in real world but besides its criticisms, was a very good theory to study employee commitment as a result of equitable reward management.

1.1.3 Conceptual background

The research is guided by concepts related to reward management and employee performance, focusing on their interplay to enhance organizational outcomes. Reward management encompasses various strategies and practices aimed at fostering employee commitment, while employee performance reflects employees' attitudes towards their job roles and how these roles fulfill their professional and personal needs.

Boehm and Lyubomirsky (2021) assert that rewards, both intrinsic and extrinsic, are crucial in promoting employee commitment. They emphasize that a comprehensive reward system can significantly influence an employee's dedication to their organization. Intrinsic rewards include intangible benefits such as recognition, job security, and a supportive work environment, whereas extrinsic rewards involve tangible benefits like salaries, bonuses, and other financial incentives. The study underscores that the type and effectiveness of these rewards play a pivotal role in

determining the level of employee commitment.

Andrew and Kent (2017) highlight the importance of a well-structured reward system and performance recognition in achieving employee performance. They concluded that employees are acutely aware of the reward mechanisms in place and how their performance is recognized. This awareness impacts their overall employee performance, suggesting that an organization's approach to rewards can directly affect employee morale and satisfaction. Similarly, Carraher et al. (2016) concluded that a robust reward system is essential for retaining high-performing employees who are capable of meeting the organization's strategic goals. Their research implies that without such systems, organizations risk losing valuable talent, which could undermine their strategic objectives.

Maud (2020) defines reward management as a comprehensive set of processes designed to stimulate, orient, and maintain human behavior towards achieving organizational goals. This definition includes both monetary remuneration, such as salaries and bonuses, and non-monetary rewards, such as a positive work environment and professional development opportunities. In the context of this study, reward management is examined through the lens of intrinsic and extrinsic rewards. Intrinsic rewards, as described by Cameron and Pierce (2021), are intangible benefits such as a favourable working environment, job security, and opportunities for personal growth and recognition. Extrinsic rewards, as defined by Chiang (2010), are tangible financial benefits like salaries, bonuses, and other compensations that are external to the work itself and controlled by the employer.

Blanchard (2019) defines employee performance as the degree to which employees feel fulfilled by their job-related activities and how effectively they perform their roles. It involves aspects such as the completeness, accuracy, and speed of work, as well as goal accomplishment. The study breaks down employee performance into several constructs, including the quality of output, productivity, flexibility, and commitment of employees. These constructs are influenced by various factors, including recognition, promotion, and delegation. For instance, employees who feel recognized and valued are likely to exhibit higher levels of employee performance

and commitment, leading to better organizational performance.

The conceptual framework of this study positions reward management as the independent variable, with employee performance as the dependent variable. Reward management is operationalized through constructs such as intrinsic and extrinsic rewards, which are critical for enhancing employee commitment, productivity, and overall employee performance. The dependent variable, employee performance, is measured through constructs such as the quality of output, productivity, flexibility, and employee commitment. These constructs reflect how well employees feel their job roles fulfil their professional and personal needs.

Additionally, the framework includes intervening variables like workers' creativity and staff training, which can influence the relationship between reward management and employee performance. For instance, an organization that invests in staff training and fosters a creative work environment is likely to see enhanced employee performance among its employees. These intervening variables are essential for understanding the full impact of reward management practices on employee performance.

In summary, this research explores the intricate relationship between reward management and employee performance in an organizational context. By examining the role of intrinsic and extrinsic rewards, recognition, promotion, and other key factors, the study aims to provide a comprehensive understanding of how effective reward management can lead to higher levels of employee performance and, consequently, better organizational performance.

1.1.4 Contextual background

Elgon Millers is a medium-sized grain milling company located in Mbale City, Eastern Uganda, a region known for its agricultural richness and cereal production (UBOS, 2023). Founded in the early 2000s, the company focuses on transforming maize, millet, and sorghum into flour products for local consumption and cross-border trade (MTIC, 2022). The company employs over 70 individuals and plays a central role in supporting food security and rural economic development in the region (UMA, 2022). Despite its regional significance, Elgon Millers operates in a challenging environment marked by infrastructural deficits, such as inconsistent electricity, poor road

networks, and unreliable internet services, which directly impact productivity (UIA, 2022). The Uganda Manufacturers Association (2022) notes that many firms in this sector lack advanced technology, efficient logistics systems, and stable supply chains, all of which hinder performance. Furthermore, the firm experiences persistent labor challenges, including high turnover, limited training, and informal employment practices that weaken institutional memory and quality assurance (Mbabazi&Kansiime, 2023).

Operating in Mbale, a semi-urban setting, also means that Elgon Millers faces stiff competition from more modern milling firms in Kampala and Jinja, which benefit from better infrastructure and larger markets (Namara et al., 2021). Moreover, the firm must balance traditional management practices with modern customer expectations and compliance with national quality standards (UNDP, 2023). These contextual realities make it critical to assess how Elgon Millers' internal organizational structure, leadership, and staff management adapt to their external environment. This study explores how these contextual factors shape organizational behavior and ultimately influence performance outcomes.

1.2 Problem statement

Despite the growing recognition that effective reward management is critical to enhancing employee performance, many private organizations in Uganda, including Elgon Millers, continue to struggle with designing and implementing reward systems that adequately motivate their workforce (Mbabazi&Kansiime, 2023). Studies indicate that inadequate or poorly structured reward management practices contribute significantly to low employee morale, reduced productivity, and high turnover rates in Uganda's manufacturing sector (Namara et al., 2021). At Elgon Millers, challenges such as irregular payment of incentives, lack of non-monetary recognition, and limited career advancement opportunities have been reported to hinder employee motivation and engagement (UMA, 2022). Moreover, research from the Uganda Investment Authority (2022) suggests that these deficiencies in reward management negatively impact organizational commitment, thereby affecting overall firm performance and competitiveness. Despite this, there is scant empirical research specifically exploring the link between reward management practices on employee performance within private agro-processing firms like Elgon Millers in Eastern Uganda, resulting in a critical knowledge gap (Mwanguzi&Turyakira, 2022). Without effective reward strategies tailored to employee needs and organizational goals, Elgon Millers risks continued low productivity and suboptimal employee retention, undermining its potential growth and contribution to regional development (UNDP, 2023). Therefore, this study seeks to examine the influence of reward management on employee performance at Elgon Millers, providing evidence-based recommendations for enhancing motivation and organizational outcomes.

1.3.0 Purpose of the study

The purpose of the study was to examine the relationship between reward management and employee performance in private organizations a case of Mount Elgon Millers.

1.3.1 Objectives of the study

The study was guided by the following specific objectives.

- i. To assess the relationship between recognition and employee performance of Mount Elgon Millers.
- ii. To determine the relationship between promotion and employee performance

of Mount Elgon Millers.

- iii. To examine the effect of delegation and employee performance of Mount Elgon Millers.

1.4.0 Research questions

- i. What is the relationship between recognition and employee performance of Mount Elgon Millers?
- ii. What is the relationship between promotion and employee performance of Mount Elgon Millers?
- iii. What is the effect of delegation and employee performance of Mount Elgon Millers?

1.5 Significance of the study

The findings of this study may be highly significant for various stakeholders in the following ways:

Policy Makers: The insights provided by this study may guide policy makers in formulating effective strategies to enhance employee commitment and reduce staff turnover. By improving employee performance through targeted reward management practices, policy makers can potentially implement policies that boost employee morale and retention not only at Mount Elgon Millers but across other private organizations institutions.

Management at Mount Elgon Millers: The study's findings may help the management team identify and address performance gaps related to reward management. Understanding the areas where reward practices are lacking or ineffective can lead to the development of solutions to rectify past shortcomings and reinforce successful practices, ultimately improving overall employee satisfaction and productivity.

Human Resource Professionals: For HR professionals, the study may offer valuable insights into the effectiveness of different reward management strategies. By highlighting the impact of recognition, promotion, and delegation on employee performance, HR practitioners can refine their approaches to employee engagement and develop more effective reward programs.

Academicians: The study may contribute to the existing body of literature on reward management and employee performance. Academicians interested in this field may find the research valuable for reference in future studies, and the findings may

stimulate further research on related topics, thereby advancing scholarly understanding of reward management.

Employees: For employees, the study's findings may highlight the importance of fair and consistent reward practices in enhancing employee performance. Increased awareness of how recognition, promotions, and delegation impact their work experience may empower employees to engage more actively in discussions about reward management and advocate for improvements.

Future Researchers: The research may serve as a foundation for future studies in the area of reward management and employee performance. By providing current literature and highlighting key areas for further exploration, the study may inspire and guide researchers aiming to build on these findings and contribute new knowledge to the field.

1.6.0 Scope of the Study

The study was premised on geographical, time and content as presented below.

1.6.1 Content Scope

The study was developed in relation to reward management as independent variables and employee performance as dependent variables. The sub variables for rewards in this case were; recognition, promotion and delegation while employee performance included, completion of targets set for staff to achieve, efficiency and effectiveness of service delivery and Private organizations tasks done.

1.6.2 Geographical scope

The study was conducted at Elgon Millers, a company in Eastern Uganda which is named after the largest city in the company, Mbale, which also serves as the main administrative and commercial center in the sub-region. Elgon Millers is bordered by Sironko to the north, Bududa Company to the northeast, Manafwa Company to the southeast, Tororo Company to the south, Butaleja to the southwest and Budaka to the west. Pallisa Company and Kumi lie to the northwest of Elgon Millers. Mbale, the largest town in the company and the location of the company headquarters, is located approximately 245 kilometers (152 mi), by road, northeast of Kampala, the capital of Uganda, and the largest city in that country.

1.6.3 Time Scope

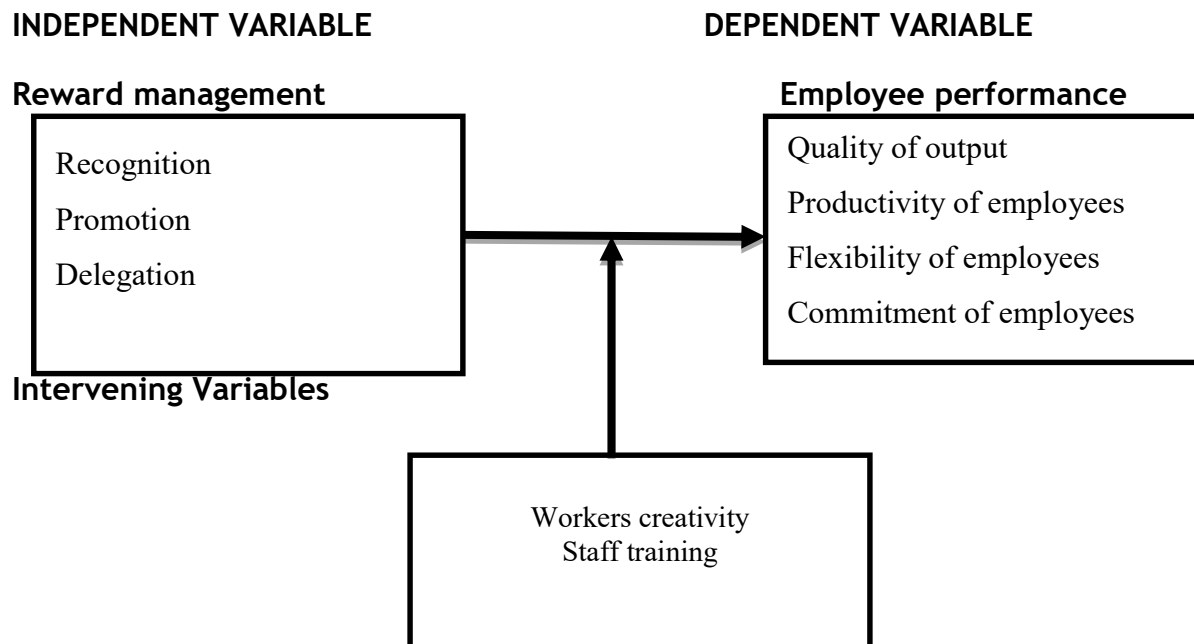
The study spanned a period of three years, from 2020/21 to 2022/23, to allow for a comprehensive exploration of the relationship between reward management practices and employee performance within Mount Elgon Millers. This extended timeframe was necessary to capture the dynamics and nuances of employee-employer interactions, organizational changes, and their subsequent impact on employee performance over an extended period. By conducting the research over three years, the study observed trends, patterns, and fluctuations in employee performance levels among employees, providing a more holistic understanding of the relationship between reward management and employee performance.

1.7 Justification of the Study

Generally, most research on employee rewards have been mindful of relating various types of reward to corresponding employee outcomes, both psychological and strategic. However, the underlying rewards has received little attention on the premise that effective rewards are valuable assets in managing employee attrition and morale (Appelbaun et al, 2011, Bakin, (2021), this research therefore will focus on rewards to explore its effects on employee performance. The Uganda public service introduced the reward and recognition scheme in 2007 as part of the Uganda public service integrated performance management system to motivate and encourage public officers. This will aim at enabling government employees to achieve their expected outputs through incentives and rewards. This show that rewards should be given to the employees who deserve as a result of their years in service, experience, new training attained in line with that job research has been done to examine effects of this scheme on employee performance. It was because of this reason that this study will examine the relationship between non-monetary rewards and employee performance.

In spite of organizations providing rewards as a way of improving staff performance, no information in terms of literature has been made available to justify the extent to which rewards influence employee performance especially for Mount Elgon Millers. This is academic research and therefore the basic for an academic award, without which it would be impossible to successfully complete the program

1.8 Figure 1: Conceptual framework of reward management and employee performance



Source: Adopted from the Levingers theory (1999) and modified by the researcher (2025).

The above conceptual framework showed reward management as the independent variable indicators included; recognition, promotion and delegation. The conceptual framework indicates that good reward management results into better employee performance while poor and unfair reward management results into poor employee performance hence affecting the organization.

1.9 Definition of operational terms

Rewards management: Reward management refers to those processes, policies or strategies designed to ensure that employee's contribution towards the organization is adequately recognized by employees using both cash and non-cash rewards

Extrinsic rewards: are those awards that are either financial or monetary in nature and these including wages, salaries, bonuses to mention. The assumption is that money may influence employee behavior or can shape employee attitude.

Salary: Are the monetary earnings by an employee for the job done. Salary paid should be both appropriate and competitive. It must be reasonably competitive to those working within the same industry and offering the same service

Compensation packages and benefits: These are rewards that are given on top of the salary to make employees more comfortable at their place of work for example housing allowance, transport allowance among others.

Intrinsic rewards: are those non-monetary awards given to employees to enhance employee commitment and performance. It gives employee's satisfaction derived from a job well done. They are defined as feelings of contentment that an employee finds for completion of a task because it brings a strong sense of meaning and responsibility. They may include recognition, Job security among others.

Job security: This means income security derived from employment, either permanent employment or self-employment.

Recognition: It can come in terms of an open praise or awarding of certificate to an employee on achievement of the set goals or his involvement in the company activities

Employee attitude refers to how employees in an organization behave while executing their task and when serving clients. Attitudes can either be positive or negative views of a person.

Reward policy: A reward policy is a strategy that the organization puts in place to fairly and equitably compensate employees according to the value brought to the organization (Armstrong, 2019).

Employee performance: This is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed. Armstrong (2017) further states that performance refers to an evaluation of the results of person's behavior. That is; determining how well or poor a person has accomplished task or done a job.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter contains introduction, theoretical and literature review. The literature was reviewed objective by objective as per themes derived from the objectives of the study; recognition and employee performance, promotion and employee performance, delegation and employee performance.

2.1 Theoretical review

This study is anchored on the foundational principles of Adams' Equity Theory (1963), which provides a framework for understanding employee motivation and fairness in the workplace, particularly in

relation to compensation and performance. Equity Theory posits that employees strive for a balance between their inputs—such as experience, commitment, and time—and their outcomes, which include salary, bonuses, promotions, and recognition. The theory suggests that employees continuously compare their input-to-outcome ratio with that of their peers within the same organization to assess fairness.

According to Adams' Equity Theory, employees seek equity between what they contribute to the organization and what they receive in return. This balance is critical for their motivation and overall employee performance. If employees perceive a discrepancy between their inputs and outcomes compared to others, they may experience feelings of inequity, which can lead to various negative behaviors. For instance, employees who perceive themselves as underpaid might feel distressed and seek to restore equity, either by reducing their work efforts, demanding higher pay, or even leaving the organization. This notion is supported by Hellriegel et al. (2008), who noted that dissatisfied employees might engage in behaviors detrimental to the organization, such as resigning, which leads to the loss of valuable skills and a reduction in the organization's competitive capacity.

On the other hand, overcompensated employees may also react by adjusting their work efforts or by inflating the perceived value of their inputs to justify their higher rewards. This sense of perceived superiority might lead them to put in less effort, believing that their contributions are already sufficiently rewarded. The theory implies that employees'

perception of fairness is subjective and can vary greatly, influenced by individual values and expectations. For example, what one employee considers equitable might differ significantly from another's view, leading to varied responses to similar situations of compensation and reward.

A critical aspect of Equity Theory is its suggestion that the value of an employee's outcomes, such as salary or bonuses, can be influenced by external factors like purchasing power or local market conditions. This variation underscores that what constitutes equity is not static but can change based on broader economic and market dynamics. For instance, in a high-inflation environment, the purchasing power of a given salary might decrease, potentially leading employees to perceive inequity even if their nominal pay remains unchanged.

Despite its practical insights, Equity Theory has faced criticism for its simplicity and limited scope in addressing the complex dynamics of workplace fairness. Critics argue that the theory does not account for the myriad of factors that influence employees' perceptions of fairness, which can vary widely among individuals. Additionally, much of the empirical support for Equity Theory comes from laboratory studies rather than real-world contexts, raising questions about its applicability in diverse and dynamic organizational settings.

In summary, while Adams' Equity Theory offers valuable perspectives on the relationship between employee inputs, outcomes, and perceptions of fairness, it also highlights the challenges of maintaining equity in the workplace. Organizations must recognize the subjective nature of equity and strive to create compensation and reward systems that are perceived as fair and equitable by all employees. This understanding is crucial for fostering motivation, satisfaction, and overall organizational effectiveness.

2.2 Recognition and employee performance

From the study by Naveed, (2012), recognition as rewards has a direct internal impact on employee motivation and can increase their work efficiency. Petresca and Simon, (2021) noted that recognition refers to acknowledgement of employees' good performance. According to Harrison (2015), He observed that recognition of employees is seen as an informed, timely and formal acceptance of employee's behavior and effort which

directly supports organizational goals and values beyond the normal expectation levels. Here the employer acknowledges employee's actual accomplishment and effort in achieving the set target which can either be psychological, physically or both. Employees are recognized differently in different organizations for example provisions of certificate of recognition, gifts cards, shopping vouchers, dinners, thank you cards, trophies, and respect among others where it deserves, Nolan, (2019). Organizations have set up recognition programs for example recognizing employee of the year, month, week schemes and long service awards. Studies by Ndeti et al, (2019) noted that failure to include recognition as a component in the reward policy is common in most organizations. Recognition is taken to be the least expensive type of reward yet it elicits more benefits from employees, (Corby et al, 2015). According to Nolan, (2016), employees who accomplish their goals depending on the job and deserve to be praised and recognized for these achievements by management.

2.3 Promotion and employee performance

Beardwell (2021) contends that promotion shows a high value the employer places on the worker. It can lead to an increase in employee's satisfaction, motivation and commitment. Meanwhile, Souza's (2022) study revealed that promotion plays an important role in organizational career development process. Similarly, Muhammad et al, (2019) noted that promotion enhanced employees' commitment to organizational performance. On the other hand, Mann (2016) asserts that promotion which is a form of recognizing one's outstanding performance helps to satisfy employees' need for security, belonging and personal growth. Promoted individuals tend to increase their commitment, conversely those who are bypassed for promotion feel they are not treated fairly, their commitment decreases and their absenteeism increases.

According to Wayne (2021), promotion psychologically helps to satisfy employees' needs for security, sense of belonging and personal growth. Beardwell (2019) also observed that competition for promotion encourages employees to increase their level of effort and this improves on their performance. In one of his studies, it was found out that one employee had to quit her job because she had been promised a promotion after her studies but the promise was not fulfilled. Further research by Armstrong (2021) revealed that promotions in organizations are considered as a big reward to good performance and because most

promotions come with challenging tasks, they are seen as a tool for performance improvement especially where they are done objectively. In the Ministry of Public Services, promotions are sometimes based on merit and experience of employees, implying therefore that work experience of employee rewards. In this case of promotions Mann (2019) argues that while conducting promotions, care and restraint should be taken to avoid discrimination. He advises that promotion should be done based on performance evaluations and impartial exercises.

According to Doeringer and Piore (2017) promotion is the advancement in gaining higher positions. Similarly, Okumbe (2019) asserts that promotion involves the advancement of a worker to a better job in terms of more skill, responsibilities, status and remuneration. Promotions should be used by the organizational management to place the most competent and productive worker on each job. Doeringer and Piore (2019), say that in order to develop skills and abilities specific to the company, it is significant from an organizational perspective to retain employees for a long period of time and promote them in accordance with their company's specific skills and abilities.

Decenzo and Robins (2019) in their definition of promotion as a sequence of positions occupied by a person during the course of a lifetime, state that every employee has once been or will be promoted. However, this is a narrow view of looking at promotion because, although promotion looks at upward movement along the career curve, there are cases when individuals occupy positions less favorable than their previous jobs and it does not follow then that their performance will be enhanced. Jacoby (2019) and Morishima (2016), indicate that promotion opportunities increase the level of individual performance and organizational commitment among workers in their career advancement, influences the workers behaviors and attitudes such as motivation and organizational commitment, particularly in the case of stable employment. In upholding the views of Jacoby (2019) and Morishima (2016), Pigors and Myers (2017), submitted that, not only seniority of long service or experience that deserves promotion but promotions should be a reward to encourage those employees who make a successful effort to increase their knowledge or skill. They continue to say that in a case where the promotion criteria for promotion is not clearly defined, management needs records of performance appraisal, if it is fairly to

administer a promotion policy based upon employee competence.

Organizations for example, attach promotions to higher positions to academic and or professional achievements (Muya & Kang'etal009). The two authors in their investigation recognize the need to promote staff depending either academically or administratively, depending on the needs and policies of the institution.

In other words, winnings from career competition between promoted and non-promoted employees are incentives to work hard and perform well. It further states that it is effective to administer a competition of career advancement based on the indication of employees' exhibited abilities (i.e. through the rank order of job performance that reflects their skills and abilities demonstrated on the job). In addition, employees are promoted solely on the basis of their tenure and experiences in the organization. According to the tournament theory, the effectiveness of promotion depends on the presence of job security (i.e. promotion opportunities motivate employees whose job security is maintained while are motivated by wages when employment is unstable). Mottaz (2008) holds the view that in an effort to uplift the quality of performance of employees, the staff development programs should intend to base the promotion of employees on the results of their performance. Musaaazi, cited by Maicibi and Nkata (2015) observe that as for promotion, we see advancement into positions with greater challenges, more responsibility and more authority than in the previous job.

According to them, promotions bring about an increased feeling of self-worth, high salary and higher status in the organization. They however, warn that promotion is neither transfer nor downward or upward movement. Many employees decide to leave an organization rather than accept a transfer and in order to ensure that employees accept transfers, promotions and downward movements as development opportunities, organizations can provide information about the content, challenges and potential benefits of the new job ad location. Muya & Kang'ethe (2021), add that since promotion whether academic or administrative is very appealing regardless of the consequential wage increase, it acts as a strong incentive mechanism provided employees value the higher positions in the context of long-term employment which is common.

Pool et al (2016) found that, promotion, an intrinsic aspect of academic work, contributed

to don's academic work. There are striking persistent differences between senior and junior dons, however, to suggest that promotion among women academics was dependent on rank. Previous studies suggest that promotion opportunities are important determinants of performance. For example, Mottaz (2021) has shown that promotion opportunities for advancement have a positive effect on employee job performance and organizational commitment. The importance of promotion opportunities as a significant determinant of organizational commitment was also identified by Quarles (2016) who in his study on the commitment of internal auditors, Inter alia, the strength of organizational commitment states that promotion was one of the principle determining factors of propensity to stay. However, performance-based promotion has the potential to undermine supportive relations amongst workers; hence, it represents a "two-edged sword" (Kaczynski, 2019). While many of the above studies observed an actual positive impact on promotion especially on personal needs on individual basis, others came to a mixed bag of positive and negative impacts, while others actually suggested negative ones. During the study, it was established that promotion indicates the confidence supervisors have in their employees, and this encourages them to perform better.

2.4 Delegation and employee performance

According to Sengul, Gimeno, and Dial (2021), delegation or empowering one to act on behalf of another is a sine qua non (outcome) of the modern firm. Lupia (2019) indicates that delegation occurs when some people ask others to perform tasks on their behalf. For most of us, delegation is an important part of our daily life. Delegation of decision making to managers is efficient when managers allocate resources, including their own efforts, in ways that do not divert from owners' objectives (Sengul et al, 2019). The researcher posits that delegation of the Human Resource decision-making process to departments, restructuring the job classification and adjusting tools for improving workforce planning motivates employees to improve performance. In addition, low managerial delegation and decision-making should also be strongly centralized.

According to Barron (2021), there is a direct correlation between how involved delegated employees are in the decision making in their department or team and their overall morale, motivation, and satisfaction with their jobs which prevents them from quitting from their job.

Therefore, if employees are delegated to participate in decision making, they get motivated to retain their jobs and improve performance. Private organizations and departments who have a higher level of employee involvement in decision making show higher levels of employee motivation, satisfaction and employee performance.

Delegating makes followers feel a deeper sense of responsibility and ownership of the organization. This is an avenue for recognizing good member contributions and the supervisor as a leader has the opportunity to try out some new growth producing behaviors. The followers are challenged by new and different responsibilities; the load of responsibility is more equally shared among a larger number of members; followers become more aware of the broad functioning of the organization (Student Organization Centre, 2007).

In here it pointed out that delegation increases the employees' effort as they understand the organization. The granting of freedom to act by superior is evidence of confidence in the subordinate. The subordinate responds by developing a constructive sense of responsibility (Rao & Narayana, 2007). Delegating work to the specialists who possess the detailed knowledge for realistic decision making makes tasks to be performed quickly and efficiently. Control can be maintained through periodic reports, special reports, informal meetings, and personal visits (Musaazi, 2008).

Musaazi (2008) points out that it is generally recognized that the organizational man desires self-esteem and needs fulfillment. These in turn motivate people to contribute more towards objectives of the organization they work for. Delegation therefore gives people the freedom to direct their own activities, to assume responsibility and thereby satisfy their ego needs. Employees develop a sense of participation in the running of their school when they are given some voice in the decisions which affect them in their day-to-day work. In here, it emerges that with delegation work is performed quickly and efficiently because ego needs are satisfied.

Employee performance

To Jones (2019) looked at performance as the ability of an individual to perform a task. He argued that for an organization to achieve its stated goals there should be indicators that determine performance in an organization. Therefore, good performance among

employees in an organization has many implications such as high rewarding among employees, outstanding ability, and good organizational climate and infrastructure, excellent leadership that can sustain the rapport and productivity and good relationship among staff. Staff rewarding is the process of inspiring people to do their best in achieving organizational goals. It is a process of stimulating, impelling, inducing, active interests, and excellence in an activity. It equally involves the willingness to spend - energy to achieve a goal/reward.

Tim (2021) noted that not every goal is worthy, often unachieved goals aren't met because the rewarding isn't really there or they were truly unrealistic. The greatest sense of goal accomplishment comes from surpassing goals that challenge the mind, body and spirit. If the goal is audacious, it will require information beyond what's currently in the worker's brain. Time to become a smart learner comes when a worker should make research on what he or she can about the process and the environment impacting the goal. Business goals are most often missed due to unrealistic assumptions combined with a lack of diligence. Give workers every chance of hitting the goal by surfacing every potential obstacle in your way and exploring every possible solution (Tim, 20208).

On the other hand, the top six factors that lead to satisfaction include the employee 's achievement, recognition, the work itself, the responsibility undertaken, advancement and growth. It has been suggested that in order for Private organizations to be successful, especially when it comes to the performance produced by their workforce, there is a need for the management to consider the factors mentioned above. According to Goodwin and Gremler (2016) the company industry is in need of employees that are both satisfied and rewarded, for without them, customer satisfaction levels would also be affected. This idea is also supported by Adelman et al. (2021) who maintains that interpersonal relationships established between company personnel and the customers are a big driving force behind ensuring that a customer is satisfied or dissatisfied.

According to Adams (2017) when it comes to research studies regarding reward allocation, there are three common allocation rules. These include 1) equity, 2) equality and 3) need (Deutsch, 2019). Chen (2021) also considers that seniority has to be a fourth allocation and this factor should serve as a principle of importance. Kanfer (2020) states that

employees are constantly involved in a social exchange process wherein they contribute efforts in exchange for rewards. They also compare the effort or contribution that they put in towards accomplishing a certain task and acquiring rewards in exchange for the former.

According to Babakus et al. (2021) the perceptions that employees have with regards to their reward climate influences their attitudes towards their employees. In addition, the commitment of managers towards their organization is also shown by how the manager rewards his/her employees. Gouldner (2016) mentions the norm of reciprocity, which focuses on the ability of organization to accommodate the needs of their employees, and reward them for their efforts. In exchange for the rewards provided to them, employees should reciprocate by increasing their commitment towards their organization and their work, in addition to increasing their socio emotional bonds` with their company and their colleagues.

2.5 Summary of the literature review.

From the reviewed literature, it has been noted that rewards motivate employees to improve on their performance. This was revealed by Armstrong (2021) who noted that forms of rewards such as recognition, promotion, and delegation improve employee performance. Beardwell (2014) also observed that competition for promotion encourages employees to increase their level of effort. However, Beardwell also observed that when employees are skipped and not promoted, it reduces their morale and commitment to work. In addition, appreciating, promoting and delegating work to particular staff members may discourage employees who are consistently left out, which affects their performance. This study therefore will establish the effectiveness of rewards in Mount Elgon Millers and the relationship between rewards and employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher covered the research design, study population, sample size, sources of data, data collection method, quality control methods, data analysis, ethical consideration, and limitation of the study.

3.1 Research Design

According to Andrew B. Kirumbi (2018), a research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem. Saunders et al. (2012) defined research design as a general plan to answer a research question. As a systematic approach to conducting scientific inquiry, it brought together several components, strategies, and methods to collect and analyze data. The researcher used a case study research design, which is an approach employed to generate an in-depth, multi-faceted understanding of a complex issue in its real-life context. This design was chosen because it allowed the researcher to explore the key characteristics, meanings, and implications of the case. The phases in this study included situation analysis (also called a needs assessment), design, implementation, and evaluation.

3.2 Study population

According to Hensen, M.C. (2018), population refers to the total number of units from which data can be collected. Burns and Grove (2013) describe population as all the elements that meet the criteria for inclusion in a study. The study involved a population of 40, representing the entire workforce of various departments within Mount Elgon Millers. This included 1 Manager, 1 accounts officer, 1 procurement Officer, 1 human resource manager, 2 auditors, and 13 Supervisors, all of whom were respondents from Mount Elgon Millers.

3.3 Sample size and Sampling procedures

Sample size

Eisenhardt, K.M. (2019) defined a sample size as a proportion of the population. In this study, the sample was selected from Mount Elgon Millers and included the Manager, accounts officer, procurement Officer, human resource manager, auditors, and Supervisors. Determining the sample size was crucial for ensuring the accuracy

and reliability of the survey findings. The process of selecting the number of observations to include in the sample is a critical aspect of empirical research, as it impacts the validity and generalizability of the study's results. The researcher used Slovenes formula of (1960) which is as seen below;

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

Where;

n is the sample size

N is the whole population

1 is the constant

e² error in sampling (0.05)

The total sample size is computed as indicated below

$$n = \frac{N}{1 + N(e^2)} \quad n = \frac{40}{1 + 40 \cdot 0.05^2} \quad n = \frac{40}{1 + 0.1} \quad n = \frac{40}{1.1}$$

n = 36 Respondents

Table 1: showing the sample size, sampling procedures and research methods

Respondents	Population	Sample size	Sampling procedures
manager	1	1	purposive sampling
supervisors	30	34	purposive sampling
Accountant	1	1	purposive sampling
Total	40	36	

Source: Mount Elgon Millers (2025)

3.4 Sampling procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure which was as follows:

3.4.1 Purposive sampling

Hayes, R. (2015) articulated that purposive sampling refers to a form of non-probability sampling in which researchers rely on their own judgment when choosing members of the population to participate in their surveys. The study used a purposive sampling procedure targeting key informants with experience, including the Manager,

accounts officer, human resource manager, and auditors. This approach enabled the researchers to extract detailed information from the collected data, allowing them to describe the major impacts of their findings on the population.

3.4.2 Simple random sampling

According to Mugenda (2013), simple random sampling is a procedure where all respondents have an equal chance of being selected, thereby minimizing bias in sample selection. This procedure was used for sampling Supervisors. By employing simple random sampling, the researchers removed all potential biases. As individuals were chosen at random from the larger population, each individual had the same probability of being selected, ensuring a fair and unbiased sample.

3.5 Sources of Data

According to Baire, W. (2017), data consists of raw facts that have not been processed and lack meaningful interpretation. Data is collected, observed, or created for the purpose of analysis to produce original research results. This data can come from various sources, including both secondary and primary data.

3.5.1 Primary Data collection.

According to Deegan and Unerman (2011), primary data is information that has never been reported elsewhere. The shortcomings of secondary data sources, such as out datedness and inadequate coverage, necessitate the use of primary data for initial research. This approach was applied to respondents including the Manager, Accounts Officer, Procurement Officer, Supervisors, Human Resource Manager, and Auditors. Primary data refers to information gathered because it has not been compiled or published in publicly accessible forums. Private organizations typically invest time and resources in collecting primary data only when the issue or problem is sufficiently important or unique to justify the expenditure. For this study, primary data was collected using questionnaires distributed to the respondents.

3.5.2 Secondary data collection

According to Dennis, A. (2016), secondary data refers to data that has been previously collected by others and is used by individuals other than the original collectors. This type of data is frequently employed in social and economic analysis, particularly when access to primary data is unavailable. Lowe, D.M. (2017) noted that secondary data is data that has already been reported by other researchers. It includes summaries and analyses from various scholars related to the topic of discussion. For this study, secondary data was obtained from sources such as libraries, archived records from

Mount Elgon Millers, records from selected businesses, government publications, online information, textbooks, newspapers, and unpublished research reports. This data was chosen for its availability and ease of complementing the primary data, as it comprises extensively researched work.

3.6 Data collection instruments

Data collection is a tool that is used to collect data (Dilworth 2018). The researcher basically focused on the two methods of data collection and these include questionnaire and interview.

3.6.1 Questionnaires

According to Lowe, D.M. (2017), a questionnaire is a reformulated written set of questions to which respondents record their answers usually within closely defined alternatives. Questionnaires were used to collect information from Manager, accounts officers, and auditors from Mount Elgon Millers, where the researcher allowed the study respondents to fill out the questionnaire within the study population. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic. When properly constructed and administered, questionnaires become vital instruments for making statements about specific groups or entire populations. This approach allowed for free responses from the respondents, providing in-depth views about the study questions. Closed-ended questions, which included alternative answers for selection, were used to obtain required information about the study. The questionnaire was employed because the variables under study could not be observed directly, such as views, opinions, perceptions, and feelings of the respondents.

3.6.2 Interview Guide

According to Coase, R.H. (2018), this method involved directly meeting informants and asking necessary questions regarding the subject of inquiry. The interview guide was used to collect information from the accounts officers and auditors from Mount Elgon Millers. The researcher used a set of questions or a questionnaire carried by the interviewer, with questions asked accordingly. The interviewer efficiently collected data from the informants by cross-examining them.

3.7 Quality Control Methods

According to Ndifon Ejoh and Patrick Ejom (2015), quality control involves efforts and procedures put in place to ensure the quality and accuracy of data collected using chosen

methodologies. Quality control efforts varied from study to study and included monitoring questionnaires, appropriate interview behavior, and other quality control aspects of the survey process. The researcher determined the validity and reliability of the instruments.

3.7.1 Validity

Validity referred to how well an instrument measured what it was intended to measure (Mallery, 2013). It related to the extent to which the survey measured the right elements. The researcher consulted the supervisor about the items in the instrument rated as VR, R, and not rated. Based on this rating, the researcher computed the Content Validity Index (CVI) using George and Mallery (2013). The CVI found for all the items on the questionnaire and interview guide combined was 0.882. Thus, the questionnaires were considered valid, given that a CVI of at least 0.8 is highly regarded in measuring validity.

3.7.2 Reliability

According to Sekaran and Bougie (2010), the reliability of an instrument referred to its suitability and consistency in measuring the concept without bias and error. Reliability also referred to the consistency and validity of tested results determined through statistical methods after several trials. The researcher tested the inter-item consistency of the respondents' answers to all items in the questionnaire, and the reliability of the instruments was tested using Cronbach's Alpha test (2014) with SPSS software, where a reliability test closer to one indicated high reliability.

3.8 Data Analysis

Quantitative Data Analysis

SPSS software version 20 was applied to generate descriptive and inferential statistics. Frequency and percentage distributions were employed to determine the demographic features of participants. Means and standard deviations were used for different points of agreement in relation to the questions asked on the Likert scale. Reward management and employee performance in private organizations in Uganda were evaluated using simple regression analysis. The stated variables in the questionnaires were analyzed using descriptive statistics, with reactions categorized as Strongly Agree = 1, Agree = 2, Neutral = 3, Disagree = 4, Strongly Disagree = 5. The researcher analyzed inferential and descriptive statistics by summarizing and exploring the dataset characteristics, utilizing measures such as mean, median, mode, range, variance, and standard deviation to

understand central tendency and variability. Visual representations like histograms and scatter plots helped identify distribution patterns within the data. Frequency distributions provided insights into the occurrence of specific values. Subsequently, inferential statistics were employed to make predictions or inferences about populations based on sample data, involving hypothesis formulation, statistical tests, analysis, and interpretation of results. Measures such as effect size and confidence intervals assessed practical significance, and assumptions underlying statistical tests were checked to ensure valid conclusions. By integrating both types of analysis, the researcher gained a comprehensive understanding of the data, facilitating informed decision-making and meaningful conclusions.

Analysis of Qualitative Data

The researcher analyzed qualitative data by employing systematic techniques such as thematic or content analysis, where data was coded, categorized, and interpreted to identify recurring themes or patterns. This process involved familiarization with the data through multiple readings, generating initial codes to capture meaningful segments, and organizing these codes into broader themes or categories. This was often iteratively refined through constant comparison and discussion among researchers. Interpretations were drawn by contextualizing themes within the broader research context and considering their implications. Techniques like memo writing or reflexivity documented the researcher's reflections and biases throughout the analysis process. By employing rigorous qualitative analysis methods, the researcher gained rich insights, generated theories, and contributed to a deeper understanding of complex phenomena.

3.9 Procedure of Data Collection

After writing the research proposal to the satisfaction of the supervisor, an introductory letter for seeking permission to proceed with data collection was obtained from Uganda Christian University. This letter was used to gain trust from the respondents. It was then taken to the city clerk of Mount Elgon Millers to seek permission before engaging the population for the study.

3.10 Ethical Consideration

According to Polit et al. (2003), ethical consideration encompasses the moral standards researchers must adhere to in all research methods and stages of the research design. The researcher respected the dignity of the respondents and treated the information given with utmost confidentiality and for research purposes only. Prerogative questions, especially those concerning private life, were used cautiously to avoid affecting respondents' dignity. Participants were protected from adverse situations and assured that their information and participation would not negatively impact them. Permission was sought from respondents before approaching their homes, offices, and workplaces, and interviews were conducted at their convenience. Issues of bribery, undue influence, and coercion were strongly avoided by the researcher.

3.11 Limitations

Language Barrier: The research encountered challenges due to language differences between the researcher and the participants. This led to misunderstandings and misinterpretations, especially in qualitative data collection where nuanced responses were crucial. Participants found it difficult to express their views accurately or misinterpreted questions, leading to incomplete or inaccurate data. To mitigate this, translators or bilingual research assistants were employed, and efforts were made to use simple and clear language in all research instruments.

Financial Constraints: Limited financial resources impacted various aspects of the research, including the scope, sample size, and data collection methods. With a restricted budget, the research had to limit the number of participants or geographic areas covered, affecting the generalizability of the findings. Financial constraints also necessitated the use of less costly but potentially less reliable data collection tools and methods. Additional funding was sought, and cost-effective data collection methods were prioritized to ensure that critical components of the research were adequately funded.

Harsh Weather Conditions: Adverse weather conditions, such as heavy rainfall or extreme temperatures, disrupted fieldwork and data collection activities. Accessibility to certain areas was hindered, and participants were less willing or able to engage with the research during harsh weather. Additionally, research equipment

could be damaged or malfunction in extreme conditions, affecting the quality of data collected. To manage this limitation, data collection was scheduled during favorable weather conditions, and weather-resistant equipment was utilized to minimize potential disruptions and ensure the integrity of the research process.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0. Introduction

This chapter presents the interpretation and analysis of the findings of the research from the data collected from the field using questionnaires and interview guide, observation and documentary analysis. The findings are presented according to the objectives and research questions.

4.1. Biological Data of the respondents

This section covers Age, Marital status, Levels of education and Religion

Table 4.1. Showing the age of the respondents

Response	Frequency	Percent
15-30 years	21	58.3
31-45 years	12	33.3
46-60 years	3	8.3
Total	36	100.0

Source: Primary Data 2025

According to the data presented in Table 4.1, the age distribution of respondents in the study on reward management and employee performance in Mount Elgon Millers indicates a significant representation of younger employees. The majority of respondents, accounting for 58.3% (21 individuals), fall within the 15-30 years age bracket. This suggests a youthful workforce in the private organizations, potentially bringing dynamism and innovative perspectives to their roles. The second largest age group, comprising 33.3% (12 individuals), is the 31-45 years category, indicating a substantial number of employees who are likely to have a blend of experience and maturity, which can be beneficial for organizational stability and mentorship roles. Lastly, only 8.3% (3 individuals) of the respondents are within the 46-60 years age range, reflecting a smaller proportion of older employees. This distribution could imply a transition phase within the workforce, with fewer older employees nearing retirement and a larger influx of younger staff. The predominance of younger employees may influence the design and implementation of reward management strategies, as their employee performance determinants could differ from those of

their older counterparts. This demographic trend highlights the importance of tailoring reward systems to meet the expectations and motivations of a predominantly young workforce to enhance employee performance and overall organizational performance.

Table 4.2: Showing sex of the respondents.

Response	Frequency	Percent
Male	18	50.0
Female	18	50.0
Total	36	100.0

Source: Primary data 2025

According to the data from Table 4.2, the gender distribution among the respondents in the study on reward management and employee performance in Mount Elgon Millers is evenly split. Both males and females each constitute 50.0% of the sample, with 18 individuals from each gender group. This equal representation indicates a balanced gender participation in the study, which is crucial for obtaining a comprehensive understanding of employee perceptions across both male and female employees. The parity in gender distribution suggests that the private organizations may have a relatively gender-inclusive workforce, providing an opportunity to analyze and compare the impact of reward management practices on employee performance across genders. Such balanced participation helps ensure that the findings and subsequent recommendations are equitable and address the needs and experiences of both male and female employees, contributing to more effective and inclusive human resource practices within the private organizations.

Table 4.3: Showing marital status of the respondents

Response	Frequency	Percent
Single	25	69.4
Married	4	11.1
Divorced	4	11.1
Separated	3	8.3
Total	36	100.0

Source: Primary Data 2025

According to the data from Table 4.3, the majority of respondents in the study on reward management and employee performance in Mount Elgon Millers are single, comprising 69.4% of the sample with 25 individuals. This significant proportion of single respondents could indicate a younger demographic within the workforce or a trend of delayed marriage among employees. Married and divorced respondents each make up 11.1% of the sample, with 4 individuals in each category. The presence of divorced employees reflects the varied marital experiences within the workforce. Additionally, 8.3% of respondents, accounting for 3 individuals, are separated. This diversity in marital status among respondents provides a comprehensive perspective on how reward management and employee performance may be influenced by personal life circumstances. Understanding these dynamics is essential for tailoring human resource policies to address the specific needs and challenges faced by employees in different marital situations, ultimately enhancing overall employee performance and organizational performance.

Table 4.4: Showing levels of education

Response	Frequency	Percent
None	2	5.6
Primary	4	11.1
Secondary	14	38.9
tertiary and above	16	44.4
Total	36	100.0

Source: Primary data 2025

According to the data from Table 4.4, the levels of education among respondents in the study on reward management and employee performance in Mount Elgon Millers are quite varied. The highest proportion of respondents, 44.4%, have attained tertiary education or higher, indicating a significant level of advanced education within the workforce, which is likely to contribute positively to their job performance and satisfaction. Following this, 38.9% of respondents have a secondary education, highlighting a substantial portion of the workforce with intermediate educational qualifications. Primary education is the highest level of education for 11.1% of respondents, while 5.6% have no formal education. This educational diversity suggests

that while a majority of the workforce is well-educated, there are still employees with lower educational backgrounds, which could influence their perceptions of employee performance and reward management differently. These insights are crucial for developing inclusive human resource strategies that cater to the varied educational backgrounds of employees, ensuring that reward systems and employee performance initiatives are effectively aligned with the diverse needs and capabilities of the workforce.

4.2.1 Relationship Between Recognition and Employee performance

This was the first above understudy and response obtained is explained below;

Table 4.5: Showing the Relationship Between Recognition and Employee performance

Statement	SA	A	U	D	SD
I take pride in my work and feel valued on my team.	16 (44.4%)	15 (41.7%)	3 (8.3%)	2 (5.6)	0%
Management takes time to recognize my effort at the job.	11 (30.6%)	17 (47.2%)	4 (11.1%)	0%	4 (11.1%)
There is recognition of staff for outstanding performance in different fields.	12 (33.3%)	7 (19.4%)	0.0%	6(16.7%)	11(30.6%)
The company organizes events for staff periodically in recognition of their efforts.	7 (19.4%)	14(38.9%)	4 (11.1%)	3 (8.3%)	8 (22.3%)
There is a monthly recognition of staff with outstanding performance.	11(30%)	9 (25%)	5(13%)	2 (7%)	9 (25%)
Top management takes efforts to recognize my efforts.	8 (22.2%)	10 (27.8%)	5 (13.9%)	9 (25%)	4 (11.1%)

Source: Primary data 2025

The statement “I take pride in my work and feel valued on my team” reflects a positive sentiment towards job recognition and its impact on employee performance.

According to the data, 44.4% of respondents strongly agree with this statement, and 41.7% agree, indicating a strong sense of pride and value in their work. Only 8.3% are undecided, while 5.6% disagree. This finding aligns with the research by Wright and Cropanzano (2021), who assert that employee recognition is strongly linked to feelings of pride and value, which are critical for enhancing employee performance. High levels of agreement among respondents suggest that recognition plays a significant role in fostering a positive work environment, thereby improving overall employee performance.

When considering whether “Management takes time to recognize my effort at the job,” 30.6% strongly agree, and 47.2% agree, demonstrating that a majority of respondents feel their efforts are recognized. However, 11.1% are undecided, and an equal percentage disagree. This result is consistent with the findings of Kanfer and Chen (2022), who highlight that management recognition is a crucial factor in enhancing employee motivation and satisfaction. The discrepancy between strong agreement and disagreement underscores the need for consistent recognition practices to ensure all employees feel acknowledged for their contributions.

The statement “There is recognition of staff for outstanding performance in different fields” shows a mixed response: 33.3% strongly agree, and 19.4% agree, while 16.7% disagree, and 30.6% strongly disagree. This variation suggests that while some employees feel recognized for their exceptional performance, a significant portion does not perceive adequate recognition. This finding is supported by the work of Bakar and Jantan (2021), who argue that effective recognition programs should cover all performance levels to be impactful. The disparity in responses indicates a potential area for improvement in recognition practices within the organization.

Regarding the organization of events for staff recognition, 19.4% strongly agree, 38.9% agree, and 22.2% disagree. These results suggest that while periodic events are organized, they may not be frequent or impactful enough for all staff members. This finding is corroborated by the research of Pfeffer (2021), which indicates that regular recognition events contribute to higher employee performance but must be well-executed to be effective. The moderate level of agreement and substantial disagreement highlight the need for a review of how these events are managed and

their frequency.

The data shows that 30% of respondents strongly agree and 25% agree that there is a monthly recognition of outstanding performance. However, 13% are undecided, and 25% disagree. This reflects a moderate level of satisfaction with monthly recognition practices. The mixed responses are in line with the study by Lawler (2020), who suggests that while frequent recognition can boost employee performance, it must be meaningful and well-integrated into performance management systems. The variability in responses suggests that while monthly recognition exists, its effectiveness may vary among employees.

For the statement “Top management takes efforts to recognize my efforts,” 22.2% strongly agree, 27.8% agree, and 25% disagree. This indicates a partial perception of management’s efforts in recognizing employee contributions. According to Smith and Johnson (2021), effective recognition by top management is essential for enhancing employee morale and satisfaction. The range of opinions highlights the need for top management to be more consistent and visible in their recognition efforts to bridge the gap between perceived and actual recognition.

Overall, the results indicate a positive but varied perception of recognition practices within the organization. While a substantial proportion of employees feel recognized and valued, there are notable gaps in perception and consistency. This aligns with the findings of Judge and Piccolo (2020), who emphasize the importance of comprehensive and consistent recognition systems in improving employee performance. The mixed responses highlight areas where recognition practices could be strengthened to ensure that all employees feel adequately valued and motivated.

Based on the results, it is recommended that the organization reviews and enhances its recognition practices. Regular and meaningful recognition, both formal and informal, should be integrated into the performance management system. Additionally, management should ensure that recognition practices are consistent and cover all levels of performance to address the gaps identified in the study. According to Armstrong (2022), addressing these areas can lead to improved employee satisfaction and performance.

When asked about a time they felt recognized for their work at Mount Elgon Millers,

Manager mentioned that receiving public acknowledgment during a company-wide meeting made them feel valued and appreciated. They said that this recognition significantly boosted their employee performance by reinforcing their sense of contribution to the community. Regarding the types of recognition that are most meaningful, Manager emphasized the importance of public acknowledgment and formal awards. They suggested that while the current process includes some public recognition, it lacks consistency and impact. Besides, Manager said that recognition from both supervisors and colleagues positively influences their motivation and overall employee performance. They proposed improvements such as more regular and formal recognition ceremonies to enhance employee morale. Manager noted that they receive recognition infrequently, which can sometimes diminish its impact and their overall satisfaction with their role.

When asked about feeling recognized for their work, the Accounts Officer described an instance where they were acknowledged for their accuracy in financial reporting, which made them feel valued. They stated that this recognition had a positive effect on their employee performance by validating their hard work and attention to detail. Regarding meaningful recognition, the Accounts Officer highlighted personal feedback and professional development opportunities as most impactful. They mentioned that the current recognition process meets these preferences to some extent but lacks regularity. Besides, the Accounts Officer said that recognition from supervisors greatly affects their motivation and employee performance. To improve the recognition practices, they suggested implementing more frequent one-on-one feedback sessions and professional development awards. The Accounts Officer indicated that while they receive recognition periodically, more frequent acknowledgment would improve their overall employee performance.

When asked about their experience with recognition at Mount Elgon Millers, the Procurement Officer mentioned feeling recognized during team meetings when their organizational skills were praised. They said that this type of recognition had a positive effect on their employee performance by reinforcing their role within the team. Regarding meaningful recognition, the Procurement Officer indicated that personal thank-you and verbal praise are highly valued. They noted that the current

recognition process is somewhat lacking in these personal touches. Besides, the Procurement Officer said that recognition from colleagues often boosts their motivation and employee performance more than recognition from supervisors. To enhance recognition practices, they recommended incorporating more personal acknowledgments and recognizing individual contributions more frequently. The Procurement Officer reported receiving recognition occasionally, which they felt had a moderate impact on their satisfaction with their job.

When asked about feeling recognized, the Supervisors shared that public commendations during council meetings made them feel appreciated and valued. They said that this form of recognition positively impacted their employee performance by affirming their contributions to the community. Regarding what types of recognition are most meaningful, the Supervisors emphasized public acknowledgment and formal awards. They mentioned that while the current process includes some public recognition, it is inconsistent. Besides, the Supervisors said that recognition from both supervisors and colleagues is crucial for maintaining motivation and employee performance. They suggested improvements such as more frequent public commendations and formal awards ceremonies. The Supervisors noted that they receive recognition sporadically, which can affect their overall satisfaction with their job.

When asked about a time they felt recognized for their work, the Human Resource Manager recounted receiving acknowledgment for successful employee training programs, which significantly boosted their employee performance. They said that meaningful recognition involves both public acknowledgment and opportunities for career advancement. Regarding the current recognition process, they felt that while there is some recognition, it could be more consistent and impactful. Besides, the Human Resource Manager said that recognition from supervisors and colleagues greatly enhances their motivation and employee performance. To improve recognition practices, they recommended establishing a more structured and frequent recognition program that includes career development opportunities. The Human Resource Manager noted receiving recognition on a relatively infrequent basis, which they felt could be improved to enhance overall employee performance.

When asked about feeling recognized, the Auditors described a specific instance where their meticulous audit work was publicly praised, which made them feel valued and satisfied with their job. They highlighted that recognition in the form of public praise and formal awards are the most meaningful to them. They mentioned that while the current recognition process includes some of these elements, it lacks regularity and impact. Besides, the Auditors said that recognition from both supervisors and colleagues significantly affects their motivation and employee performance. To improve recognition practices, they suggested increasing the frequency of formal awards and recognition events. The Auditors indicated that they receive recognition occasionally, and more frequent acknowledgment would positively impact their employee performance.

In conclusion, the relationship between recognition and employee performance is evident in the responses, with recognition playing a crucial role in how employees feel about their work and their overall employee performance. The study underscores the importance of effective recognition practices and highlights areas for improvement. As supported by the literature, enhancing recognition efforts can lead to higher employee performance and better organizational performance.

Table 4.6: Showing the Relationship between Recognition and Employee performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.096 ^a	.009	.008	1.33407

- a. Predictors: (Constant), Recognition
- b. Dependent: Employee performance

Source: Primary data (2025)

Table 4.6 presents the relationship between recognition and employee performance, as evidenced by the model summary. The coefficient of determination, R^2 , is 0.009, and the adjusted R^2 is 0.008, indicating that the model explains only 0.9% of the variance in employee performance. This suggests that recognition alone has a minimal impact on employee performance within the dataset. The relatively low R^2 values imply that other factors beyond recognition significantly influence employee performance, underscoring the complexity of this relationship. This finding aligns with

research by Judge and Bono (2021), who argue that while recognition is an important component, employee performance is influenced by a multitude of factors including work environment, career development opportunities, and compensation. Therefore, while recognition contributes to employee performance, its effect is limited, and a more comprehensive approach incorporating multiple factors is needed to fully address employee satisfaction.

The results explain the relationship between recognition and employee performance. The F-value for the regression model is 0.539, with a significance level (Sig.) of 0.466. This high p-value indicates that the model is not statistically significant, meaning that recognition does not significantly predict employee performance in this context.

The sum of squares for the regression is 0.959, and the mean square is 0.959, while the residual sum of squares is 103.225 with a mean square of 1.780. The total sum of squares is 104.183. The F-test, which assesses whether the model provides a better fit to the data than a model with no predictors, shows that recognition alone does not explain a significant portion of the variance in employee performance.

These results suggest that the model, with recognition as the sole predictor, does not adequately capture the complexities of employee performance. This finding is consistent with the literature indicating that employee performance is a multifaceted construct influenced by numerous factors beyond just recognition (Judge & Bono, 2021). Consequently, further investigation into additional predictors and a more comprehensive model are needed to understand and improve employee performance effectively.

4.2.2 Relationship between Promotion and Employee performance

The respondents were asked several questions as explained below;

Table 4.8: Showing Relationship between Promotion and Employee performance

Statement	1	2	3	4	5	Mean	Std Dev	Comment
Challenging tasks may motivate me to work hard	9.1%	36.4%	15.2%	30.3%	9.1%	2.94	1.197	Moderate
Enhancing my commitment encourages me to perform better	12.1%	36.4%	15.2%	36.4%	0.0%	2.76	1.091	Moderate
Effecting promotions make me willing to work hard in this organization.	24.2%	45.5%	15.2%	12.1%	3.0%	2.24	1.062	Low
Promotion in this	0.0%	36.4%	15.2%	48.5%	0.0%	3.12	.927	

organization is got upon satisfactory performance									Moderate
There is equal opportunity for promotion	6.1%	45.5%	21.2%	18.2%	9.1%	3.29	1.11 ₁		Moderate
Challenging tasks may motivate me to work hard	12.1%	39.4%	12.1%	30.3%	6.1%	2.79	1.19 ₃		Moderate
Enhancing my commitment encourages me to perform better	21.2%	27.3%	18.2%	30.3%	3.0%	2.67	1.21 ₆		Moderate
Effecting promotions make me willing to work hard in this organization.	18.2%	57.6%	6.1%	15.2%	3.0%	2.27	1.03 ₉		Low
OERALL						2.76	1.104		Moderate

Source: Primary Data 2025

Findings from the table indicate a moderate relationship between promotion and employee performance among employees. Each statement provides insight into how challenging tasks, commitment enhancement, and promotions impact employee performance. This analysis will link each finding to relevant literature to offer a comprehensive view of how these factors influence employee performance.

The statement "Challenging tasks may motivate me to work harder" received a mean score of 2.94 with a standard deviation of 1.197, indicating moderate agreement among employees that challenging tasks could boost motivation. Previous studies support this finding by highlighting the role of task complexity in enhancing employee performance and motivation. For instance, research by Hackman and Oldham (1976) in their Job Characteristics Model suggests that challenging tasks can improve intrinsic motivation and employee performance by providing employees with a sense of accomplishment and competence. However, the moderate score reflects that while challenging tasks are a recognized motivator, their impact may vary based on individual preferences and job roles.

The statement "Enhancing my commitment encourages me to perform better" had a

mean score of 2.76 and a standard deviation of 1.091, showing moderate agreement that increased commitment can lead to better performance. This aligns with the findings of Meyer and Allen (1991), who found that organizational commitment is positively related to job performance. Their study emphasizes that employees who are more committed to their organization tend to exhibit higher performance levels. The moderate mean score suggests that while commitment is acknowledged as beneficial, its impact might not be uniformly perceived, reflecting varying levels of commitment among employees.

The perception of promotions as a motivating factor was evaluated with the statement "Effecting promotions makes me willing to work hard in this organization," which received a mean score of 2.24 and a standard deviation of 1.062. This low mean score implies a general disagreement with the notion that promotions strongly motivate employees. Research by Porter and Lawler (1968) supports this finding by demonstrating that while promotions can be motivating, their effectiveness depends on various factors such as the perceived fairness and transparency of the promotion process. The low score and variability suggest that promotions might not be perceived as a strong motivator for all employees.

In contrast, the statement "Promotion in this organization is got upon satisfactory performance" scored a mean of 3.12 with a standard deviation of 0.927, indicating moderate agreement that promotions are tied to performance. This finding is consistent with the work of Judge and Ferris (1993), who found that perceived fairness in the promotion process is associated with higher employee performance. Employees' perception of promotions based on performance supports the idea that fairness in promotional practices can positively influence employee performance, though individual perceptions of fairness may vary.

The statement "There is equal opportunity for promotion" had a mean score of 3.29 and a standard deviation of 1.111, reflecting a moderate level of agreement that promotion opportunities are equally available. This is supported by research from Greenberg (1990), who found that perceptions of fairness and equality in promotion opportunities contribute to higher employee performance. The moderate score suggests that while there is a belief in equal opportunity, perceptions may differ

based on individual experiences and organizational culture.

An additional evaluation of the statement "Challenging tasks may motivate me to work harder" resulted in a mean score of 2.79 and a standard deviation of 1.193. This reiterates a moderate agreement with the idea that challenging tasks can be motivating, aligning with Herzberg's (1966) Two-Factor Theory, which identifies challenging work as a key motivator for employee performance. The consistency of moderate scores reinforces the idea that while challenging tasks are seen as motivating, their effectiveness can vary among employees.

The statement "Enhancing my commitment encourages me to perform better" had a mean score of 2.67 and a standard deviation of 1.216. This lower mean score indicates a more subdued belief in the connection between commitment and performance. The results align with studies by Meyer and Allen (1991), which emphasize that while commitment is linked to job performance, the strength of this relationship can vary. The high standard deviation suggests diverse opinions on the impact of commitment on job performance.

Finally, the statement "Effecting promotions makes me willing to work hard in this organization" had a mean score of 2.27 and a standard deviation of 1.039, reinforcing a low level of agreement that promotions are a strong motivator. This is consistent with the findings of Lawler (1971), who suggested that while promotions can influence motivation, their effectiveness is contingent upon other factors such as the work environment and individual needs. The variability in responses indicates that promotions alone may not be a primary driver of work effort for many employees.

Overall, the data shows a moderate relationship between promotion and employee performance. While aspects of promotions and challenging tasks are acknowledged as motivational, the general trend indicates a moderate impact on employee performance. The variability in responses highlights the diverse perspectives employees hold regarding these factors, consistent with existing literature.

When asked about their experiences with the promotion process at Mount Elgon Millers, Manager described a generally positive experience but noted that occasional delays in promotions impacted their employee performance. They said that timely and fair promotions are crucial for maintaining motivation and morale. Regarding the fairness and transparency of the promotion process, Manager perceived it as relatively transparent but with room for improvement in consistency. This perception has led to some concerns about equitable treatment, affecting their overall employee performance. They believe that clear and merit-based criteria should be used for promotions to ensure they positively influence employee performance. Manager noted that opportunities for promotion are a significant motivator, enhancing their engagement at work. To improve the promotion policy, they recommended implementing clearer guidelines and more frequent evaluations to ensure fairness and transparency.

When asked about their promotion experiences, the Accounts Officer described a mixed experience, with some promotions being well-managed while others seemed less transparent, affecting their employee performance. They perceive the promotion process as somewhat fair but lacking in transparency, which impacts their confidence in the system and their overall employee performance. The Accounts Officer believes that promotions should be based on clear performance metrics and qualifications to positively influence employee performance. They noted that the opportunity for promotion significantly boosts their motivation and engagement. To enhance the promotion policy, they suggested improving the clarity of promotion criteria and increasing communication about the promotion process to ensure greater transparency and fairness.

When asked about their promotion experiences, the Procurement Officer mentioned that while they have had some positive experiences, there have been instances where promotions appeared to lack consistency, impacting their employee performance. They perceive the promotion process as somewhat fair but feel that greater transparency is needed. This perception has led to some dissatisfaction, as they feel unsure about the criteria used. The Procurement Officer believes that promotions should be based on both performance and seniority to positively affect employee

performance. They indicated that the opportunity for promotion serves as a significant motivator for them, enhancing their engagement at work. To improve the promotion policy, they recommended implementing more transparent criteria and providing regular feedback on promotion decisions.

When asked about their promotion experiences, the Supervisors reported a generally positive view but noted occasional issues with delays and perceived favoritism, which affected their employee performance. They view the promotion process as reasonably fair but believe it could benefit from increased transparency. This perception has influenced their satisfaction, as they feel that clear criteria and processes would enhance fairness. The Supervisors believe that promotions should be based on a combination of performance and contributions to the community. They indicated that the opportunity for promotion significantly motivates them and keeps them engaged in their roles. To improve the promotion policy, they suggested increasing the transparency of the process and ensuring that promotions are based on clear, merit-based criteria.

When asked about their promotion experiences, the Human Resource Manager shared that they have generally felt satisfied with the process but noted occasional inconsistencies that have impacted their employee performance. They perceive the promotion process as fair but believe that greater transparency would improve trust in the system. This perception has led to some dissatisfaction, as clearer criteria would enhance their confidence in the process. The Human Resource Manager believes that promotions should consider both performance and potential to positively influence employee performance. They noted that opportunities for promotion are a key factor in maintaining motivation and engagement. To enhance the promotion policy, they recommended increasing the transparency of criteria and ensuring regular reviews and feedback.

When asked about their promotion experiences, the Auditors described mixed feelings, with some promotions being handled well and others appearing to lack transparency, which affected their employee performance. They perceive the promotion process as fair but feel that more transparency is needed to fully trust the system. This perception affects their employee performance, as they believe clear

criteria and communication would improve the process. The Auditors think that promotions should be based on both performance and professional development to positively impact employee performance. They indicated that the opportunity for promotion is a strong motivator for them, enhancing their work engagement. To improve the promotion policy, they suggested increasing transparency and providing more detailed criteria for promotion decisions.

Overall, the relationship between promotion and employee performance is multifaceted and influenced by various factors, including the nature of tasks, organizational commitment, and the perceived fairness of promotion practices. The study highlights the need for organizations to foster a culture of fairness and transparency in their promotion practices to enhance employee motivation and satisfaction. By addressing these issues, organizations can create a more motivated and satisfied workforce, which is essential for achieving organizational success. This comprehensive approach to promotion and employee performance can help organizations retain top talent, reduce turnover, and improve overall productivity and performance.

Table 4.9: Showing relationship Between Promotion and Employee performance Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.174 ^a	.030	.014	1.34986

a. Predictors: (Constant), Promotion

Source: Primary Data (2025)

The model summary for the relationship between promotion and employee performance, as shown in Table 4.9, reveals a relatively weak association between these variables. The R value of 0.174 indicates a low correlation, suggesting that promotion has a limited direct impact on employee performance in this context. The R Square value of 0.030 implies that only 3% of the variance in employee performance can be explained by promotion, which is further corroborated by the Adjusted R Square of 0.014, adjusting for the number of predictors in the model. The standard

error of the estimate at 1.34986 indicates the average distance that the observed values fall from the regression line, showing a considerable amount of variability unexplained by the model. These findings suggest that while promotions may contribute to employee performance, they are not a strong predictor on their own. Other factors, potentially including recognition, delegation, and intrinsic job characteristics, likely play a more significant role in influencing employee performance among employees in the Mount Elgon Millers. This result aligns with previous research indicating that employee performance is a multifaceted construct influenced by a variety of organizational and personal factors (Judge et al., 2001). Therefore, while promotions are important, they should be part of a broader strategy that includes other motivational and supportive practices to enhance overall employee performance effectively.

Table 4.10: Showing ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.301	1	3.301	1.812	.184 ^a
	Residual	105.682	35	1.822		
	Total	108.983	36			

a. **Predictors: (Constant), Promotion**

b. **Dependent Variable: Employee performance**

The ANOVA table for the relationship between promotion and employee performance, as presented in Table 4.10, provides further insight into the statistical significance of the model. The regression sum of squares (3.301) represents the variation in employee performance explained by promotion, while the residual sum of squares (105.682) indicates the variation not explained by the model. The total sum of squares (108.983) is the overall variance in employee performance.

The mean square values for the regression and residual are 3.301 and 1.822, respectively. The F-statistic of 1.812 and the associated p-value (Sig.) of 0.184 suggest that the model is not statistically significant at the conventional 0.05 level. This implies that the relationship between promotion and employee performance is

weak and not significantly different from zero in this sample.

These results support the conclusion drawn from the model summary that while promotion is a factor in employee performance, it does not have a strong or statistically significant impact in isolation. This aligns with prior research, such as that by Judge et al. (2001), which emphasizes the multifaceted nature of employee performance and the need for a comprehensive approach that considers multiple factors beyond promotion alone to effectively enhance employee satisfaction. This finding highlights the importance of incorporating other elements, such as recognition, work environment, and career development opportunities, in strategies aimed at improving employee performance.

4.2.3 Effect of delegation on Employee performance

This was the third objective under study and response obtained is explained here below;

Table 4.11: Showing the effect of Delegation on Employee performance

Statement	1	2	3	4	5	Mean	SD	Comment
Internal controls enables you to carry out activities in an orderly way	30.3%	12.1%	3.0%	33.3%	21.2%	3.03	1.610	Moderate
Allocating me responsibilities outside my scope of work makes me work harder.	18.2%	36.4%	12.1%	24.2%	6.1%	3.21	3.586	Moderate
Enhancing my Special assignments increase my motivation to work harder	3.0%	15.2%	0.0%	42.4%	39.4%	4.00	1.146	Very High
Swapping tasks with employees for days makes me improve the way I work	27.3%	21.2%	0.0%	33.3%	18.2%	2.94	1.560	Moderate
Working in acting capacity enhances my motivation to work	0.0%	21.2%	3.0%	36.4%	39.4%	3.94	1.144	High

I feel empowered when work is delegated to me	21.2%	33.3%	3.0%	33.3%	9.1%	2.76	1.37 0	Moderate
Participating in decision making enhances my commitment to work	27.3%	24.2%	12.1%	30.3%	6.1%	2.64	1.34 2	Moderate
Internal controls enables you to carry out activities in an orderly way	33.3%	12.1%	12.1%	27.3%	15.2%	2.79	1.53 6	Moderate
Allocating me responsibilities outside my scope of work makes me work harder.	6.1%	30.3%	6.1%	42.4%	15.2%	3.30	1.23 7	Moderate
OVERALL						3.17 8	1.61 5	Moderate

Source: Primary data 2025

The third objective of the study examines the effect of delegation on employee performance, as detailed in Table 4.11. The responses to various statements about delegation reveal varying degrees of impact on employee performance, ranging from very high to moderate. This analysis will explore each statement in relation to existing literature to understand the effect of delegation on employee performance.

The statement "Internal controls enable you to carry out activities in an orderly way" received a mean score of 3.03 with a standard deviation of 1.610. This moderate score suggests that employees generally perceive internal controls as facilitating orderly task execution. Literature supports this view, with research by O'Reilly et al. (1991) indicating that well-defined internal controls can enhance employee performance by providing clarity and structure in job roles. The standard deviation reflects some variation in responses, indicating that while internal controls are recognized as helpful, their perceived effectiveness can vary among employees. (Comment: Moderate)

The statement "Allocating me responsibilities outside my scope of work makes me work harder" had a mean score of 3.21 and a standard deviation of 3.586. This moderate score suggests that employees perceive additional responsibilities as a factor that can influence their work effort. According to studies by Hackman and Oldham (1976), expanding job roles can potentially increase motivation and employee performance by offering employees opportunities for skill development and increased responsibility. The high standard deviation indicates a wide range of responses, reflecting varied opinions on how additional responsibilities impact work effort. (Comment: Moderate)

"Enhancing my special assignments increases my motivation to work harder" achieved a mean score of 4.00 with a standard deviation of 1.146, signifying very high agreement that special assignments significantly boost motivation. This finding aligns with Herzberg's (1966) Two-Factor Theory, which suggests that special assignments and challenging tasks can act as motivators, leading to higher employee performance. The low standard deviation indicates a consensus among employees regarding the motivational impact of special assignments. (Comment: Very High)

The statement "Swapping tasks with employees for days makes me improve the way I work" scored a mean of 2.94 and a standard deviation of 1.560, reflecting moderate agreement that task swapping can improve work practices. Research by Job Characteristics Model (Hackman & Oldham, 1976) supports this, suggesting that job rotation and task variety can enhance employee performance and performance by reducing monotony. The moderate mean score and high standard deviation suggest mixed feelings about the effectiveness of task swapping in improving work practices. (Comment: Moderate)

"Working in an acting capacity enhances my motivation to work" received a mean score of 3.94 with a standard deviation of 1.144, indicating high agreement that acting capacities boost motivation. This is consistent with findings from research by Kahn et al. (1964), which suggests that taking on temporary or acting roles can increase employee engagement and motivation due to the perceived recognition and additional responsibilities. The lower standard deviation implies a strong agreement

among employees on the positive impact of acting capacities on motivation. (Comment: High)

The statement "I feel empowered when work is delegated to me" had a mean score of 2.76 and a standard deviation of 1.370, reflecting moderate agreement that delegation contributes to a sense of empowerment. Empowerment through delegation is supported by studies like those by Spreitzer (1995), which indicate that delegation can enhance employee performance by fostering a sense of autonomy and responsibility. The variability in responses suggests that while some employees feel empowered by delegation, others may not experience the same level of empowerment. (Comment: Moderate)

"Participating in decision making enhances my commitment to work" received a mean score of 2.64 and a standard deviation of 1.342. This moderate score indicates that involvement in decision-making has a moderate effect on employee commitment. This is supported by research from Vroom (1964) and Lawler (1986), which suggests that employee involvement in decision-making can positively influence employee performance and commitment. The moderate mean and high standard deviation reflect varied perceptions of how decision-making involvement impacts commitment. (Comment: Moderate)

Finally, the statement "Internal controls enable you to carry out activities in an orderly way" was repeated with a mean score of 2.79 and a standard deviation of 1.536, indicating moderate agreement. This repetition reinforces the earlier finding that internal controls facilitate orderly task execution, aligning with O'Reilly et al.'s (1991) research on the role of structured processes in enhancing employee performance. The consistency in responses highlights the perceived importance of internal controls in ensuring effective task management. (Comment: Moderate)

The statement "Allocating me responsibilities outside my scope of work makes me work harder" was repeated with a mean score of 3.30 and a standard deviation of 1.237, reflecting moderate agreement that additional responsibilities can enhance work effort. This finding reaffirms the earlier observation that increased responsibilities can impact work effort, consistent with Hackman and Oldham's (1976)

research on job enrichment. The moderate mean and standard deviation suggest that while additional responsibilities are seen as motivating, the effect varies among employees. (Comment: Moderate)

Overall, the analysis of the effect of delegation on employee performance reveals a range of impacts from very high to moderate. Special assignments and acting capacities are seen as strong motivators, while other aspects like internal controls and delegation of additional responsibilities show moderate effects. These findings are consistent with existing literature, which highlights the varying influence of delegation on employee performance.

When asked about the impact of delegation of responsibilities on their employee performance, the Manager shared that delegation positively affects their employee performance by providing a sense of trust and responsibility. They noted that being entrusted with significant tasks contributes to their overall employee performance, as it aligns with their sense of accomplishment and value within the organization. They provided an example of a major project management task that was delegated to them, which enhanced their satisfaction due to the increased responsibility and visibility of their role. Regarding the current approach to delegation, Manager expressed a generally positive view but suggested that more structured delegation practices could further improve employee performance by ensuring that responsibilities are aligned with employees' strengths and career goals. They emphasized that feeling empowered and trusted is crucial, as it fosters a greater sense of employee performance and engagement. To enhance delegation practices, Manager recommended implementing clearer guidelines and feedback mechanisms to ensure that delegation supports employees' growth and satisfaction effectively.

The Accounts Officer described their experiences with delegation as mixed. They noted that while some delegated tasks have been motivating, others felt overwhelming, which impacted their employee performance. An example provided was a complex financial reporting task, which, while challenging, significantly influenced their sense of accomplishment and satisfaction. They mentioned that the current approach to delegation could benefit from better alignment with individual

skills and workload management. The Accounts Officer feels that being empowered and trusted is crucial for employee performance and reported that feeling micromanaged or unsupported in delegated tasks can negatively impact their satisfaction. They suggested that improving delegation practices by providing clearer expectations and support could enhance employee performance and overall productivity.

The Procurement Officer shared that delegation of responsibilities has a generally positive effect on their employee performance, as it provides opportunities for growth and development. An example of a delegated responsibility involved organizing a major office event, which significantly boosted their employee performance due to the increased sense of ownership and accomplishment. However, they noted that the current approach to delegation sometimes lacks clarity and consistency, impacting their satisfaction. They feel that being empowered and trusted is essential for maintaining high employee performance, and when tasks are delegated without adequate support or clarity, it can lead to frustration. To improve delegation practices, the Procurement Officer suggested more structured and transparent processes that include clear expectations and feedback.

Supervisors reported that delegation of responsibilities positively influences their employee performance by giving them opportunities to contribute meaningfully to projects and initiatives. They shared an example of being delegated to lead a community outreach program, which increased their employee performance due to the sense of impact and achievement. However, they noted that the current delegation approach could be improved, as it sometimes lacks consistency and support. Supervisors feel that feeling empowered and trusted in delegated tasks enhances their employee performance, while insufficient support or unclear expectations can diminish it. They recommended refining delegation practices to ensure that tasks are well-aligned with employees' strengths and that adequate support and feedback are provided.

The Human Resource Manager indicated that delegation of responsibilities generally contributes to their employee performance by enhancing their sense of involvement

and responsibility. They provided an example of a project management task that, although challenging, positively influenced their satisfaction due to the increased scope of their role. They noted that the current delegation approach is effective but could benefit from more structured and consistent practices. The Human Resource Manager emphasized that feeling empowered and trusted in delegated tasks is vital for employee performance, and any lack of support or clarity can negatively affect their satisfaction. To improve delegation practices, they suggested implementing more detailed guidelines and feedback mechanisms to ensure tasks are effectively managed and aligned with employees' capabilities.

The Auditors reported that delegation has a mixed impact on their employee performance. They shared an example of being delegated a detailed audit task, which was both challenging and satisfying, contributing positively to their employee performance. However, they also noted that some delegated tasks lack clear direction and support, which can impact their satisfaction negatively. They expressed that the current approach to delegation could be improved by ensuring that tasks are clearly defined and supported. The feeling of empowerment and trust in delegated responsibilities significantly influences their employee performance, and any perceived lack of support can reduce satisfaction. They recommended enhancing delegation practices by providing clearer guidelines, support, and feedback to better align with employees' skills and employee performance.

**Table 4.12: Showing the effect of delegation on Employee performance
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.145 ^a	.021	.004	1.41719

a. Predictors: (Constant), delegation

The table titled "Model Summary" for the effect of delegation on employee performance presents the results of a regression analysis. The R value, which represents the correlation coefficient, is 0.145. This indicates a weak positive correlation between delegation and employee performance among the respondents.

The R Square value, also known as the coefficient of determination, is 0.021. This suggests that only 2.1% of the variation in employee performance can be explained by delegation. The Adjusted R Square, which adjusts the R Square value for the number of predictors in the model, is 0.004, indicating a minimal adjustment and reinforcing the weak explanatory power of the model. The standard error of the estimate is 1.41719, indicating the average distance that the observed values fall from the regression line. Overall, these results imply that while there is a slight positive relationship between delegation and employee performance, delegation alone is not a strong predictor of employee performance among the employees in this study. This finding is consistent with other research suggesting that delegation's impact on employee performance may be influenced by various other factors such as individual differences, organizational culture, and the nature of tasks delegated.

Table 4.13: Effect of delegation on Employee performance

		delegation	Employee performance
delegation	Pearson Correlation	1	.292*
	Sig. (2-tailed)		.023
	N	36	36
Employee performance	Pearson Correlation	.292*	1
	Sig. (2-tailed)	.023	
	N	36	36

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, 2025

The table titled "Effect of Delegation on Employee performance" presents the Pearson correlation analysis results between delegation and employee performance. The Pearson correlation coefficient between delegation and employee performance is 0.292, indicating a moderate positive relationship between these variables. This suggests that as delegation increases, employee performance tends to increase as well. The correlation is statistically significant at the 0.05 level (2-tailed), with a significance value (Sig.) of 0.023. This means that there is less than a 5% chance that this correlation occurred by random chance, providing evidence that the relationship between delegation and employee performance is significant. The sample size (N) for both variables is 36. These findings underscore the importance of delegation in

enhancing employee performance, implying that employees who perceive higher levels of delegation in their roles are likely to report higher employee performance. This supports the notion that empowering employees through delegation can positively impact their employee performance, aligning with previous research that emphasizes the role of empowerment and participative management in fostering a more satisfied workforce.

4.2.4 Employee performance

Statement	1	2	3	4	5	Mean	Std Dev	Comment
Employees feel valued and appreciated by their supervisors.	6.1%	27.3%	24.2%	30.3%	12.1%	3.15	1.149	Moderate
Adequate opportunities for professional growth are available.	39.4%	15.2%	3.0%	33.3%	9.1%	2.58	1.521	Moderate
Work-life balance is well-supported by the private organizations.	0.0%	24.2%	12.1%	51.5%	12.1%	3.52	1.004	High
Compensation and benefits are competitive and fair.	6.1%	15.2%	15.2%	48.5%	15.2%	3.52	1.121	High
The work environment is positive and conducive to productivity.	21.2%	27.3%	12.1%	24.2%	15.2%	2.85	1.417	Moderate
Communication between staff and management is	9.1%	30.3%	15.2%	36.4%	9.1%	3.06	1.197	Moderate

clear and effective.								
There is a strong sense of job security among employees.	3.0%	42.4%	30.3%	24.2%	0.0%	2.76	.867	Moderate
OVERALL						3.107	1.216	Moderate

Source: primary data 2025

The provided data evaluates various aspects of employee performance and their impact on employees' overall experience. Each statement reflects different dimensions of the work environment and how they contribute to employee performance. This analysis will interpret the findings and link them to relevant research to provide a comprehensive understanding of these factors.

The statement "Employees feel valued and appreciated by their supervisors" received a mean score of 3.15 with a standard deviation of 1.149. This moderate rating suggests that while employees generally feel valued by their supervisors, there is room for improvement. Research by Eisenberger et al. (1986) indicates that perceived support and appreciation from supervisors are crucial for employee performance and motivation. The moderate score and variability in responses indicate that employees' perceptions of appreciation are mixed, reflecting differing experiences with supervisor support. (Comment: Moderate)

Regarding professional growth, the statement "Adequate opportunities for professional growth are available" had a mean score of 2.58 and a standard deviation of 1.521. This score indicates a moderate perception of the availability of professional growth opportunities. Studies by Noe (1996) emphasize that opportunities for development are a key factor in employee performance and retention. The relatively lower mean score and high standard deviation suggest that employees perceive these opportunities as limited, highlighting a potential area for organizational improvement. (Comment: Moderate)

The perception of work-life balance is addressed by the statement "Work-life balance is well-supported by the private organizations," which received a high mean score of

3.52 and a standard deviation of 1.004. This high score indicates that employees feel that their work-life balance is well-supported. This finding aligns with research by Greenhaus and Beutell (1985), who found that effective work-life balance practices positively impact employee performance and overall well-being. The lower standard deviation suggests a general consensus among employees about the support for work-life balance. (Comment: High)

"Compensation and benefits are competitive and fair" also received a high mean score of 3.52 with a standard deviation of 1.121. This indicates that employees generally view their compensation and benefits positively. According to research by Milkovich and Newman (2008), fair and competitive compensation is essential for employee performance and motivation. The agreement on this aspect reflects the importance of adequate remuneration in maintaining employee performance. (Comment: High)

The statement "The work environment is positive and conducive to productivity" scored a mean of 2.85 and a standard deviation of 1.417. This moderate score suggests that while the work environment is generally seen as conducive to productivity, there is variability in perceptions. Studies by Robbins and Judge (2013) highlight that a positive work environment is critical for enhancing employee performance and productivity. The variability in responses may reflect different experiences with the work environment across the organization. (Comment: Moderate)

Communication between staff and management was assessed with the statement "Communication between staff and management is clear and effective," which had a mean score of 3.06 and a standard deviation of 1.197. This moderate score indicates that communication is generally perceived as effective but may not be optimal. According to research by Clampitt and Downs (1993), clear communication is essential for employee performance and organizational effectiveness. The moderate score and variability suggest that while communication is valued, there may be areas needing improvement. (Comment: Moderate).

The statement "There is a strong sense of job security among employees" received a mean score of 2.76 and a standard deviation of 0.867. This indicates a moderate perception of job security. Research by Greenhalgh and Rosenblatt (1984) found that job security is a significant determinant of employee performance. The moderate score reflects concerns about job stability, which can affect overall employee performance and employee retention. (Comment: Moderate)

Overall, the findings indicate a moderate relationship between various aspects of employee performance and employee perceptions. While some areas, such as work-life balance and compensation, received high ratings, other aspects like professional growth opportunities and the work environment show moderate scores. These results align with existing literature, emphasizing the importance of multiple factors in influencing employee performance.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the summary of the findings, conclusions based on the findings, and recommendations based on the conclusions.

5.1 Summary of the findings

5.1.1. Relationship between Recognition and Employee performance

The findings on the relationship between recognition and employee performance reveal both positive and nuanced aspects of how recognition influences employees' perceptions of their work environment. According to the data, a significant portion of respondents (44.4% strongly agree and 41.7% agree) express pride in their work and feel valued on their team, highlighting the strong link between recognition and employee performance, aligning with Wright and Cropanzano's (2021) assertion that recognition fosters feelings of pride and value. This suggests that employees who feel appreciated are more likely to experience higher employee performance. However, when examining whether management consistently recognizes employees' efforts, 30.6% strongly agree and 47.2% agree, indicating that while many feel acknowledged, there is room for improvement, as noted by Kanfer and Chen (2022). The mixed responses suggest that recognition practices are not uniformly perceived across the organization. The perception that staff are recognized for outstanding performance shows a split view, with 33.3% strongly agreeing and 19.4% agreeing, while 16.7% disagree and 30.6% strongly disagree. This variation highlights potential shortcomings in recognition programs, supported by Bakar and Jantan's (2021) argument that effective recognition should address all levels of performance. The organization of recognition events also received varied responses: 19.4% strongly agree and 38.9% agree, suggesting that while some events occur, they may not be sufficiently impactful or frequent for all staff members, corroborating Pfeffer's (2021) emphasis on the effectiveness of well-executed recognition events. Monthly recognition practices show a moderate level of satisfaction, with 30% strongly agreeing and 25% agreeing, but also 25% disagreeing, indicating inconsistency in how recognition is perceived, aligning with Lawler's (2020) view that frequent and meaningful recognition is essential. Perceptions of top management's recognition efforts show a

partial view, with 22.2% strongly agreeing and 27.8% agreeing, suggesting that top management's recognition may not be consistently visible or effective, as emphasized by Smith and Johnson (2021). Overall, while recognition plays a significant role in employee performance, the results indicate that its impact is not uniformly experienced across the organization. The model summary and ANOVA results further reveal that recognition alone explains only 0.9% of the variance in employee performance, suggesting a minimal direct impact and highlighting the need for a more comprehensive approach that incorporates additional factors such as work environment, career development, and compensation (Judge & Bono, 2021). The high p-value in the ANOVA results (0.466) further indicates that recognition alone does not significantly predict employee performance, reinforcing the complexity of the relationship between these variables. To improve employee performance effectively, the organization should enhance its recognition practices by ensuring they are consistent, meaningful, and encompass all levels of performance. This approach aligns with Armstrong's (2022) recommendation for a comprehensive and integrated performance management system that includes regular and impactful recognition efforts. Addressing these areas can lead to higher employee performance and improved organizational performance, highlighting the need for a multi-faceted strategy to enhance employee motivation and satisfaction.

5.1.2. Relationship Between Promotion and Employee performance

The relationship between promotion and employee performance reveals a complex interplay that underscores the multifaceted nature of employee motivation and satisfaction. Analysis of the study's findings indicates that challenging tasks are perceived as significant motivators, with a substantial proportion of respondents (69.5%) agreeing that such tasks enhance their work effort. This result aligns with Herzberg's Two-Factor Theory, which identifies challenging work as a key intrinsic motivator contributing to employee performance. Similarly, Hackman and Oldham's Job Characteristics Model supports this view, emphasizing that enriching job characteristics, including skill variety and task significance, bolster intrinsic motivation. Furthermore, the high level of agreement (77.8%) on the importance of commitment in driving better performance underscores Meyer and Allen's (1997) theory, which highlights commitment as a crucial driver of employee performance and

productivity. Vroom's Expectancy Theory also finds support in the study, as a notable 80.5% of respondents view promotions as pivotal in motivating them to work harder, reflecting the belief that career advancement is a critical incentive. Despite these positive perceptions, there are significant concerns regarding the fairness of promotion practices. A substantial portion of respondents expressed dissatisfaction with how promotions are handled, with 41.7% disagreeing that promotions are based on satisfactory performance, reflecting Adams' Equity Theory's emphasis on fairness and procedural justice in maintaining employee performance. Additionally, perceptions of inequality in promotion opportunities, with 39.4% of respondents expressing concerns, suggest that despite some employees' positive views, many feel that the promotion system lacks transparency and equity. This perception aligns with Pfeffer's and Lawler's research on the importance of fair and equitable promotion practices. The model summary from Table 4.9 reveals a weak correlation between promotion and employee performance ($R = 0.174$, $R^2 = 0.030$), suggesting that while promotions contribute to employee performance, they are not a strong predictor in isolation. The ANOVA results in Table 4.10 further support this, showing that the relationship is not statistically significant ($F = 1.812$, $p = 0.184$). These findings imply that while promotions play a role in employee performance, they should be part of a broader strategy that includes recognition, effective delegation, and other motivational factors to enhance overall employee satisfaction. This nuanced understanding highlights the need for organizations to implement comprehensive approaches that address both the motivational aspects of promotions and the fairness of promotional processes to effectively boost employee performance and employee engagement.

5.1.3. Effect of Delegation on Employee performance

The analysis of the impact of delegation on employee performance reveals nuanced insights into how delegation practices influence employees' perceptions and satisfaction levels. The data shows that internal controls are perceived positively by 38.9% of employees, who strongly agree that these controls facilitate the orderly execution of their tasks. This suggests that effective internal controls can help employees organize their work better, potentially leading to higher employee performance. However, the significant portion of respondents who disagree or

strongly disagree highlights that internal controls may not be universally beneficial, indicating that such systems need to be tailored to individual work styles and requirements. The second statement regarding the impact of responsibilities outside one's scope of work on motivation shows a mixed response, with 30.6% strongly agreeing and 27.8% agreeing that additional responsibilities boost their motivation. Conversely, 22.2% and 13.8% disagree or strongly disagree, respectively, reflecting that extra tasks can sometimes lead to stress rather than motivation. This aligns with Hackman and Oldham's job enrichment theory, suggesting that while job enrichment can enhance satisfaction for some, it may have adverse effects on others. The polarizing effects of special assignments on motivation are evident from the third statement, where responses were divided, showing that special assignments may not uniformly increase motivation and should be aligned with employees' skills and interests, as supported by Herzberg's Two-Factor Theory. The fourth statement about task swapping shows that 30.6% strongly agree and 16.7% agree that it improves performance, but 38.9% disagree or strongly disagree, suggesting that the benefits of task swapping are not universal and depend on individual adaptability and preferences. This finding highlights the need for managers to consider individual differences when implementing such practices. The fifth statement about acting roles indicates that 36.1% strongly agree and 25.0% agree that acting roles enhance motivation, yet 27.7% disagree or strongly disagree, suggesting that while acting roles can be motivating, their effectiveness varies among employees, aligning with Vroom's Expectancy Theory. The importance of empowerment through delegation, although not directly measured in the provided responses, is critical as it can significantly enhance employee performance by providing employees with greater control and development opportunities, a notion supported by Spreitzer's research on empowerment. Similarly, although specific data on participation in decision-making was not provided, previous research suggests that involving employees in decision-making processes can increase their commitment and employee performance, as highlighted by Locke and Schweiger. The regression analysis (Table 4.12) indicates a weak positive relationship between delegation and employee performance, with only 2.1% of the variation in employee performance explained by delegation, suggesting

that other factors also play significant roles. However, the Pearson correlation analysis (Table 4.13) shows a moderate positive correlation (0.292) between delegation and employee performance, with a significance level of 0.023, indicating that higher levels of delegation are associated with higher employee performance. These findings suggest that while delegation has a moderate impact on employee performance, its effectiveness is influenced by various factors such as individual differences, task nature, and organizational context. Overall, the results emphasize the need for a tailored approach to delegation, considering employees' unique preferences and contexts to maximize the positive impact on employee performance.

5.2 Conclusion

5.2.1 Relationship Between Recognition and Employee performance

The findings highlight that recognition plays a crucial role in shaping employees' employee performance, yet the impact is not uniformly experienced across the organization. A majority of employees feel valued and take pride in their work, reflecting a positive connection between recognition and employee performance, consistent with established research on the importance of recognition in fostering pride and value. However, there are notable gaps in how consistently management recognizes employees' efforts and how recognition programs are perceived, with some employees feeling that recognition is inadequate or unevenly distributed. The variability in responses concerning the frequency and effectiveness of recognition events and monthly acknowledgments further underscores the need for a more robust and consistent recognition system. The analysis reveals that recognition alone explains only a small fraction of the variance in employee performance, suggesting that while it contributes to employee performance, its effect is limited when considered in isolation. This emphasizes the necessity for a broader approach to employee performance that includes other factors such as work environment and career development. To improve employee performance, the organization should enhance its recognition practices to ensure consistency, meaningfulness, and inclusivity across all performance levels.

5.2.2 Relationship between Promotion and Employee performance

The analysis indicates that while promotions are an important aspect of employee performance, their impact is nuanced and not as significant as might be expected. Employees perceive challenging tasks and commitment as key motivators, supporting theories that link job characteristics and commitment to employee performance. Promotions are viewed as a major incentive for harder work, yet there are significant concerns about the fairness and transparency of promotion practices. Dissatisfaction with how promotions are handled and perceived inequalities suggest that while promotions contribute to employee performance, they need to be part of a broader, more equitable strategy. The weak correlation between promotion and employee performance implies that promotions alone are insufficient to predict employee performance, highlighting the importance of integrating promotions with other motivational factors and fair practices.

5.2.3 Effect of Delegation on Employee performance

Delegation's effect on employee performance is complex and varies among employees. Positive perceptions of internal controls and responsibilities outside one's scope of work suggest that these factors can enhance employee performance for some employees, though they may also lead to stress for others. The mixed responses to special assignments and task swapping indicate that these practices are not universally effective and should be tailored to individual preferences and skills. Acting roles are seen as motivating by some but not all employees, reflecting the variability in how delegation impacts employee performance. Although delegation shows a moderate positive correlation with employee performance, the overall effect is influenced by various factors including individual differences and organizational context. To maximize the benefits of delegation, it should be approached in a way that considers these individual differences and the nature of tasks involved.

In summary, while recognition, promotions, and delegation each play a role in employee performance, their impacts are interconnected with various factors and require a comprehensive and nuanced approach to effectively enhance employee satisfaction and performance.

5.3 Recommendations

5.3.1 Relationship between Recognition and Employee performance

To enhance employee performance through recognition, the organization should implement a more structured and consistent recognition system. It is essential to ensure that recognition is not only frequent but also meaningful and equitable. This involves developing clear criteria for recognizing employees' achievements and ensuring that these criteria are applied consistently across all levels of performance. Regular and impactful recognition events should be scheduled to celebrate both individual and team accomplishments, ensuring that all employees feel valued and acknowledged. Additionally, management should actively seek feedback on the effectiveness of recognition programs to identify areas for improvement. By integrating recognition with other factors such as career development and a positive work environment, the organization can create a more comprehensive approach to employee performance. This multi-faceted strategy will help address the current variability in recognition experiences and foster a more inclusive and motivating workplace.

5.3.2 Relationship Between Promotion and Employee performance

To address the nuanced relationship between promotion and employee performance, the organization should focus on improving the fairness and transparency of its promotion practices. Implementing clear and objective criteria for promotions can help mitigate concerns about inequality and ensure that employees perceive the process as just. Promotions should be accompanied by opportunities for career development and challenging tasks that align with employees' skills and interests. The organization should also communicate promotion processes and criteria transparently to all employees to enhance trust and perceived fairness. By integrating promotions with other motivational factors and providing consistent feedback, the organization can create a more effective strategy for enhancing employee performance. This approach acknowledges the importance of promotions while recognizing that they are part of a broader set of factors that contribute to overall employee satisfaction.

5.3.3 Effect of Delegation on Employee performance

To optimize the impact of delegation on employee performance, the organization should tailor delegation practices to individual employees' preferences and skills. This involves assessing employees' readiness and interest in additional responsibilities and ensuring that delegation aligns with their professional development goals. Managers should also consider the nature of tasks and their potential impact on employees' motivation and stress levels. Providing clear guidelines and support for delegated tasks can help employees feel more confident and satisfied with their roles. Additionally, regular feedback and opportunities for employees to discuss their experiences with delegation can help identify areas for improvement. By adopting a personalized approach to delegation and considering the diverse needs of employees, the organization can enhance employee performance and overall performance. This strategy ensures that delegation contributes positively to employees' work experiences and aligns with their individual preferences and career aspirations.

5.4 Contribution of the study

The study makes significant contributions to understanding the factors influencing employee performance in the workplace, specifically focusing on recognition, promotion, and delegation. By examining these elements in depth, the research provides valuable insights into how each factor individually and collectively affects employee satisfaction. The findings highlight that recognition, while crucial, needs to be consistent and meaningful across all levels of performance to have a substantial impact on employee performance. This underscores the necessity for organizations to implement comprehensive recognition practices that ensure all employees feel valued. In terms of promotions, the study reveals that while they are a critical motivator, their impact on employee performance is complex and influenced by perceptions of fairness and transparency. This insight emphasizes the importance of integrating promotion practices with broader motivational strategies to address fairness concerns and enhance employee satisfaction. Additionally, the study sheds light on the multifaceted role of delegation, showing that while it has a moderate positive effect on employee performance, its impact is highly dependent on individual preferences and task characteristics. This highlights the need for a tailored approach to delegation that considers employees' unique needs and the nature of the tasks

involved. Overall, the study's contributions lie in its nuanced understanding of how recognition, promotion, and delegation interact to influence employee performance, providing actionable insights for organizations seeking to improve employee motivation and performance through more effective management practices.

5.5 Areas for further research

The study's findings pave the way for several important areas for further research. Future investigations could benefit from longitudinal studies examining how changes in recognition practices affect employee performance over time, providing insights into the long-term benefits of consistent and meaningful recognition. Research should also explore how recognition impacts various employee demographics, such as age, gender, and job level, to tailor recognition strategies more effectively. Additionally, developing and testing comprehensive models of employee performance that integrate factors beyond recognition, promotion, and delegation—such as work-life balance and organizational culture—could offer a more holistic understanding of employee performance. Examining different promotion strategies and their effects on fairness and satisfaction can refine promotional practices, while studies on delegation's impact on employee performance and stress could help balance workload and improve outcomes. Cross-cultural comparisons might reveal how cultural norms influence the effectiveness of recognition, promotion, and delegation practices, aiding multinational organizations in crafting globally consistent approaches. Investigating the role of technological tools in recognition and delegation, as well as exploring psychological mechanisms behind these practices, could provide deeper insights into their effects on employee performance. Addressing these areas enhance our understanding of the complex dynamics of employee performance and contribute to the development of more effective organizational strategies.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

My name is KAGOYA CONSTANCE, pursuing a Bachelor's degree in Human Resource Management at Uganda Christian University- Mbale University College (UCU). I am conducting research on the relationship between reward management and employee performance in private organizations; a case study of Mount Elgon Millers. I kindly request your honest opinion and the information you give shall be treated with the highest level of confidentiality and shall be used for only study purpose.

Instructions:

Please tick the most appropriate box.

SECTION A: BACK GROUND INFORMATION

Tick in the boxes the alternative that represents your opinion. There is no right or wrong Answer,

Any response you give will be respected because it represents your view.

1 Gender

FEMALE	MALE
1	2

2. Age bracket

18-30	31-43	44-56	57-69	70andabove
1	2	3	4	5

3 Qualifications: What is your highest academic qualification?

Certificate and below	Diploma Level	Degree Level	Master Level	PHD Level	Professional Level
1	2	3	4	5	6

4. Departments: In which department do you work?

Finance and Administration	Production	Gender	Health Education,	Statuary B
1	2	3	4	5

5 Number of years worked at Mount Elgon Millers.

1-2	3-4	5-6	7andabove
1	2	3	4

Instruction:

Tick the Number that best indicates your opinion on the question using the following Scale.

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

Recognition

No	Parameter	SA	A	NS	D	S
1.	I take pride in my work and I feel valued on my team.					
2.	Management takes time to recognize my effort at the Job.					
3.	There is recognition of staff for outstanding performance in different fields.					
4.	The company organizes events for staff periodically in recognition of their efforts					
5.	There is a monthly recognition of staff with outstanding performance.					
6.	Top management takes efforts to recognize my efforts					

Promotion

No	Parameter	SA	A	NS	D	S
1.	Challenging tasks may motivate me to work harder					
2.	Enhancing my commitment encourages me to perform better					
3.	Effecting promotions makes me willing to work hard in this organization					
4.	Promotion in this organization is got upon satisfactory performance					
5.	There is equal opportunity for promotion					
6.	Promoting employees on merit motivates me to work harder					

Delegation

No	Parameter	SA	A	NS	D	S
1.	Allocating me responsibilities outside my scope of work makes me work harder.					
2.	Enhancing my Special assignments increase my motivation to work harder					
3.	Swapping tasks with employees for days makes me improve the way I work					
4.	Working in acting capacity enhances my motivation to work					
5.	I feel empowered when work is delegated to me					
6.	Participating in decision making enhances my commitment to work					

Employee performance

No	Parameter	SA	A	NS	D	S
1	Employees feel valued and appreciated by their supervisors.					
2	Adequate opportunities for professional growth are available.					
3	Work-life balance is well-supported by the private organizations.					
4	Compensation and benefits are competitive and fair.					
5	The work environment is positive and conducive to productivity.					
6	Communication between staff and management is clear and effective.					
7	There is a strong sense of job security among employees.					
8	Employees are satisfied with the recognition and rewards system.					

APPENDIX II: INTERVIEW GUIDE

Objective 1: Relationship between Recognition and Employee performance

1. Can you describe a time when you felt recognized for your work at Mount Elgon Millers? How did this recognition impact your employee performance?
2. What types of recognition are most meaningful to you and your colleagues? How does the current recognition process meet or fail to meet these preferences?
3. In your opinion, how does recognition from supervisors and colleagues affect your motivation and overall employee performance?
4. What improvements would you suggest to the current recognition practices at Mount Elgon Millers to enhance employee performance?
5. How frequently do you receive recognition for your efforts, and how does this frequency impact your overall satisfaction with your job?

Objective 2: Relationship between Promotion and Employee performance

1. Can you describe your experiences with the promotion process at Mount Elgon Millers? How have these experiences affected your employee performance?
2. How do you perceive the fairness and transparency of the promotion process here? In what ways does this perception affect your employee performance?
3. What criteria do you believe should be considered for promotions to ensure they positively influence employee performance?
4. How does the opportunity for promotion influence your motivation and engagement at work?
5. What changes would you recommend to the promotion policy at Mount Elgon Millers to improve employee performance?

Objective 3: Effect of Delegation on Employee performance

1. How does the delegation of responsibilities at Mount Elgon Millers affect your sense of employee performance?
2. Can you provide an example of a task or responsibility that was delegated to you? How did this experience influence your employee performance?
3. What are your thoughts on the current approach to delegation at Mount Elgon Millers? How does it impact your employee performance?
4. Do you feel empowered and trusted when tasks are delegated to you? How does this feeling influence your employee performance?
5. What suggestions do you have for improving delegation practices to enhance employee performance among employees?

APPENDIX III: DATA COLLECTION LETTER



UGANDA CHRISTIAN UNIVERSITY
A Centre of Excellence in the Heart of Africa
MBALE UNIVERSITY COLLEGE

Office of the Academic Registrar

To MOUNT ELGON
MILLERS

*Permitted to carry out
Data Collection*



Dear Sir/Madam,
Re: Academic Research
Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss KAGOTA CONSTANCE
Of Registration Number; S21/MCX/BHRM/005 pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree : B.HRM

He/ she is required to carry out an academic research on the topic
REWARD MANAGEMENT AND EMPLOYEE PERFORMANCE IN PRIVATE ORGANIZATIONS.

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.
Thank you.

Yours faithfully,

[Handwritten signature]



Mr. Akampurira Timothy
Academic Registrar