

**EFFECTS OF REWARDS MANAGEMENT ON EMPLOYEE PRODUCTIVITY  
:CASE STUDY KAKIRA SUGAR LIMITED KAKIRA JINJA**

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

I WANYAMA GERALD declare to the best of my knowledge that this study is my original work and has never been presented to any academic institution for the purpose of any academic award

A handwritten signature in blue ink, appearing to read 'WANYAMA GERALD', written in a stylized, cursive script.

**SIGNATURE**

**DATE : 18/09/2024**

## APPROVAL

This is to certify that this study was conducted by WANYAMA GERALD under my supervision.

**Supervisor : Mrs. Namayanja Enid**



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**Date : 18/09/2024**

## **DEDICATION**

This dissertation is dedicated to my beloved parents who were always by my side to see that I move on with my education despite the pitfalls on the academical journey. Special thanks go to my course mates at Uganda Christian University, Mukono whom we team worked hence coming this far and finally but not least my Supervisor who kept guiding me all the way. My prayer is that may the almighty GOD bestow overflowing blessings on you all.

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I do also extend my sincere thankfulness to my supervisor, Mrs. Namayanja Enid for the guidance, encouragement and intellectual support that has enabled me to finish my research. I also appreciate my parents who were by my side when I was doing the study not forgetting Mr. Mukisa Simon Peter the course coordinator who was so resourceful since I picked insights from the research methodology.

I also thank the company of Kakira Sugar Limited where I was given opportunity to collect the primary data I believe they will remain the best producer of sugar in Uganda

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## **ABSTRACT**

The study established the relationship between rewards management and employee productivity at KSL. The objectives were; to establish the effects of financial benefits on employee productivity, to determine the role of intrinsic rewards on productivity and to determine how management support influences employee productivity in Kakira Sugar Limited. the study adopted a research design where quantitative method was used to enable in data collection. The study findings indicated that there is a strong statistically significant relationship between rewards management and employee productivity. In the study it was concluded that rewards do play a greater role in productivity since most respondents gave insights that rewards contributed a lot on their productivity in KSL.

The study does recommend that the company of KSL should continuously use the rewards management system if in case it wants to either improve or maintain the productivity since employees become motivated once rendered with the rewards whether financial or non-financial but it is very good once it is combined that is to say total rewards.

## ACRONYMS

ILO- International Labor Organization

HRM- Human Resource Management

SPSS- statistical package for social science

KSL- Kakira Sugar Limited

HRD- Human Resource Department

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

The study was carried to ascertain the effect of Rewards management on employee productivity at Kakira Sugar limited. Basing on research, Employee productivity is tremendously affected by the reward management system since the rewards play a fundamental role in the wellbeing of the employees therefore when it is wanting, it means employees will be demoralized and this affects the employee productivity in the company.

This chapter consists of Background of the study, Statement of the problem, study objectives, research questions, Scope of the study, Significance, Justification of the study and the conceptual framework.

#### **1.1 Background of the study**

Employee productivity can be defined as an assessment of the efficiency and effectiveness of an employee basing on the output exhibited.

Employee productivity according Coker (2011) refers to the level of employees' performance in relation to attendance, work quality, the capacity of performance, this implies that for employee productivity to be deemed as effective the set targets should be attained for example in quality and set standards of the company.

Employee productivity to be very good, organizations are meant to not only use the traditional rewards such as salary increment, bonuses, and other monetary benefits since they are on longer enough to keep employees motivated and remain focused on maintaining or increasing in the employee productivity therefore other strategies can be also employed (Obiaga and Itakpe 2021).

Africa's progress in achieving productivity which was considered as economic transformation was checked in that there was a comparison of the Continent's progress with eight early transformers in Asia, Chile, Indonesia, Malaysia, Singapore, South Korea then Thailand and Vietnam measured in the first edition of the African Transformation Report in 2014. These countries were chosen because they provided valuable lessons for the transformation for the African economies which is connected to the employee productivity since all efforts come in existence because of employee productivity

Currently in East African region, amongst the countries of East Africa; Kenya has boosted its firm productivity and this shows that it is doing well in employee productivity as compared to others like Uganda and Tanzania, it should be noted that there employee productivity in Uganda is low but gradually improving among the different Companies and Organizations, it is said that the low employee productivity is attributable to relatively high levels of informality among a number of firms in that employers disregard labor market regulations hence putting workers in a vulnerable state and this tremendously affects the productivity at the workplace because of work not being done very well hence affecting Uganda generally (source; ILO) and KILM (2013)

The productivity in the Company KSL was some time back in news and social media for the issue of delivering low weight bags of Sugar, this happened recent in a Super market found in Soroti on June 13/2024 where 50-Kg bags weighed less than 50kgs in that it was around 47 Kilograms but the Company came out and clarified the issue saying that these bags were tampered with by some individuals so it was not the issue caused by the KSL (source; Daily Monitor) there is still sugar cane poaching so the company receives few sugar cane which is a bit affecting the productivity in the company so those other farmers should be given incentives whenever they bring their sugar as to keep improved employee productivity

Employee productivity is very crucial for any company's success because it directly impacts the bottom line since it leads to efficiency. Highly productive employees can

complete tasks more efficiently which can lead to reduction in costs and increase in revenue according to Cho and Erdem (2006)

Employee productivity measures an employee's output in relation to the amount of time and resources they invest in their work in that it indicates the efficient and effectiveness of an employee in while accomplishing their tasks and contributing to the company's goals.

### **1.2 Statement of the problem**

Nowadays at Kakira Sugar Limited, the employee productivity is steadily improving and this has made their operations to move on smoothly due to the revenue attained according to Madhvani Group Magazine Volume 27 No1 / April 2019, the study yet to occur will help in identifying some areas that are part of benefits or incentives that need to be improved in the company so as to achieve the set targets of KSL as expected since the Company wants to continue maintaining its position as the number one producer of sugar in Uganda.

KSL has at least improved on the employee productivity though there is a loophole of zoning policy that is considered to be hurting due to the delay in implementation, the issue is being handled in that the government is setting a sugar-regulations due to the bill that was made according to Daily monitor January 02,2021.

However, what is not known about the problem is that KSL aims at producing Quality sugar and the consequences associated with the zoning policy. In order to solve the problem brought about due to delayed zoning policy implementation, the farmers should be given additional benefits like health care and even education for their children so as to see that they remain committed to selling their sugar cane only to KSL no matter the time the cane takes to mature.

### **1.3 Purpose of the study**

The purpose of the study was that the researcher wanted to establish the Effects of Reward Management on Employee Productivity in Kakira Sugar limited.

#### **1.4.0 General objectives**

The main objective of the study was to establish the influence of Rewards management on employee productivity in Kakira Sugar Limited.

#### **1.4.1 Specific objectives of the study**

1. To establish the effects of financial benefits on employee productivity in Kakira Sugar Limited.
2. To determine the role of intrinsic rewards on productivity in Kakira Sugar Limited
3. To determine how management support influences employee productivity Kakira Sugar Limited.

#### **1.5 Research questions.**

1. What impact do financial benefits have on employee productivity in Kakira Sugar Limited?
2. How can intrinsic rewards affect employee productivity in Kakira Sugar Limited?
3. Which effects come into existence because of management support in Kakira Sugar Limited?

#### **1.6.0 Scope of the study**

##### **1.6.1 Geographical scope**

This study was conducted in Kakira Sugar Limited located in Jinja district eastern Uganda just along the Iganga-Tororo highway. The researcher was interested in the case study because the company has a large organizational setting in that it has a number of factories or places where manufacturing is done of different goods with Sugar being the main commodity produced and other goods for example Gin, rum and vodka which are spirits and already on market therefore it has a number of activities performed hence having a large population which will enable the researcher to obtain data which is hoped to be useful in the study.

KSL has two estates one in Jinja and the other in Kayunga therefore it gets its own sugar cane planted and also gets sugarcane from the out growers through just making purchases from them.

### **1.6.2 Conceptual scope**

The study concentrated on examining the effects of Rewards management on employee productivity in Kakira Sugar Limited. Financial benefits, intrinsic rewards and management support will be the independent variables while employee productivity measure will be based on products produced, number of hours worked, and meeting required targets are the dependent variables. This study will consider employees of Kakira Sugar Limited (KSL) as the unit of analysis.

### **1.6.3 Time scope**

This study took a period of six months therefore this time frame was long enough to allow the researcher to carry on the study successfully in that was in position to conceptualize, do collection of data, analyzing it and making a report that was eventually be submitted.

### **1.7.0 Significance of the study**

1. The study findings were of great importance in that enabled Kakira Sugar Limited to maintain employee productivity by ensuring that incentives are prioritized since it maximizes profits due to quality of goods so the HR department decided to use it in Kakira Sugar Limited.
2. Different Organizations and policy makers; the information attained from the study was used by Ministry of Gender, Labor and Social development in the policy making.
3. Fellow Scholars; the findings were of importance to scholars who wished to carry out the same study especially those from the field of Human Resource Management.

### **1.8 Justification of the study**

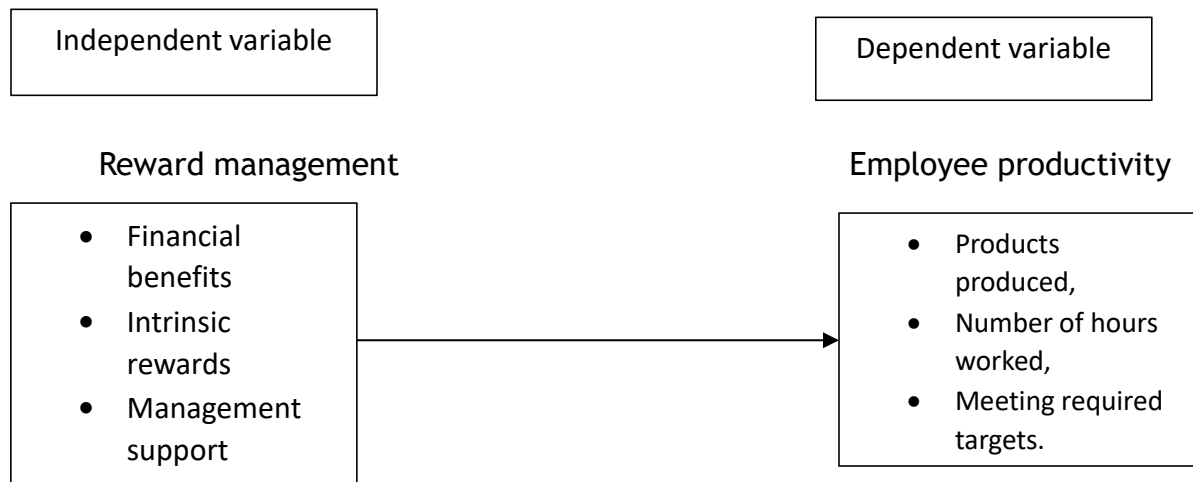
The study was undertaken to bridge a gap in getting knowledge how Rewards Management affects employee productivity at KSL, the company greatly values employee productivity so they give incentives so as to provide a feeling of employees being valued, ensuring that there is loyalty and boosting on productivity so as to

attain the set objectives of the company in order to meet set goals because of improvement on productivity (Bergman and Scarpello, 2001) Currently there is debate about the importance of benefits or incentives in an Organization's productivity since some people claim that Rewards nowadays have lost value because some employees who have received rewards still perform just like those who haven't been rewarded so this signifies that perhaps rewards may not be so crucial as a strategy to improve employee productivity.

Employee productivity at KSL has altered currently there's improvement than in the previous years where it was depicted in continuous deficiency in the output of goods and services rated at 50% (Performance Management Report, 2017)

Therefore, due to the above problems, the study was worth to be conducted to establish effects of Reward management on the Employee productivity in Kakira Sugar Limited.

### 1.9 Conceptual framework



Adopted from Sophy Alexander & Steema Tomy (2020), Muhammad Rudi et.al (2022) and Bonner and Sprinkle.

This conceptual framework shows a relationship between Employee productivity and Rewards Management, it shows that employee productivity depends on reward management just as indicated in the diagram, employee productivity was

conceptualized to depend on rewards management, Reward management was conceptualized along dimensions of financial benefits, Intrinsic rewards and Management support influence on employee productivity which was conceptualized along the dimensions of the products produced, number of hours worked and meeting the required targets which are the measures of the dependent variable, for one to know if productivity is very good, it is evidenced basing on the quality of products produced ,the time used in production that is to say using time in a way as expected due to no delays and it's measured basing on number of hours used, and then also meeting the required targets however sometimes it is not the case. The study at Kakira Sugar Limited aimed at getting the relationship between Employee productivity and Reward management.

The conceptual frame work illustrates the factors of Reward management and their impacts on Employee productivity as explained below;

Financial benefits like pay, bonuses, transportation facility make the employees get motivated hence improving productivity due to quality products being produced by the company

Intrinsic rewards like career growth through training, autonomy make the employees get motivated hence having morale and great zeal of doing their work leading to reduced number of hours worked in the company

Management support; they equip knowledge and skills to support employees hence this caring attitude about the employee wellbeing which improves productivity due to meeting required targets of the Organization

In conclusion, productivity to be improved, the reward management should be adjusted like adding a few incentives since it makes employees motivated leading to quality products being produced and meeting the required targets of the Organization, all these lead to improved Employee productivity and it is what was being employed in KSL.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter gives us highlights on what other scholars have researched and written about the effects of reward management on employee productivity and it is in accordance with the set objectives of the study in KSL. Here the researcher highlighted on the theory of Maslow's hierarchy of needs theory, it leads to motivation of employees leading to improved employee productivity and the empirical findings attained from the study were also elaborated.

#### **2.1.0 Key concepts**

##### **2.1.1 Employee productivity**

In the current situation there is a competitive and dynamic business environment so for an Organization to have a competitive advantage is meant to greatly improve on employee productivity in that goods of quality and standard are manufactured in the right time and quantity as required by the particular Organization.

Employee productivity measures an employee's output in relation to the amount of time and resources they invest in their work in that it indicates the efficient and effectiveness of an employee in while accomplishing their tasks and contributing to the company's goals when the workers are given expected rewards they gain morale of doing well their work which improves on employee productivity basing on the kind of products produced and even meeting set targets according to Spector 1997).

Employee productivity is very crucial for any company's success because it directly impacts the bottom line. Highly productive employees can complete tasks more efficiently which can lead to reduction in costs and increase in revenue

Products produced; according to Philip Kotler “a product is anything tangible that can be offered in the market for attention, acquisition use or consumption that might satisfy a need or want”. the kind of products produced are essential in employee productivity that is to say if in case products produced are of poor quality then the productivity is deemed as lacking and it mostly occurs as a result of failure to give the necessary incentives to the employees for example career development which makes employees gain more skills hence manufacturing quality products leading to employee productivity (Kennedy 2009). Number of hours worked; the number of hours worked by an employee should be greatly considered since they impact employee productivity either positively or negatively. Honesty in leadership can make employees productive for example if in case they are assigned to do a certain task in given and then they do as required, there should be no extra time given since this deems the management as unfair therefore once time factor is considered employees become more productive Wei et al (2020) Meeting required targets; When the expectations of the employees for example being given the benefits and having liberty to communicate freely, they tend to work hard towards attaining the set targets due to motivation (Al-Omari & Okasheh, 2017)

Ultimately prioritizing and increasing employee productivity is a strategic investment to achieve long term performance goals of a company but it comes due to a cost that is to say the employing of rewards both monetary and non-monetary rewards since they work hand in hand that is to say for employees to be satisfied both financial and non-financial should be given to employees to be motivated adequately leading to meeting of the required targets. Strategies like rotation in jobs increase one’s knowledge and skills leading to improved employee productivity due to meeting required targets (Delpasand, Begdely & shahabi 2010)

### **2.1.2 Reward management**

Reward Management mainly aims to ensure that employees’ value and their impact on achieving company’s goals are acknowledged and rewarded fairly and equitably as expected so employees are a valuable resource (Singh 2019), it is crucial because

well-designed reward systems can motivate employees hence enhancing job satisfaction and improve attracting and retention rates of Talents so this helps to improve employee productivity.

According to Armstrong and Murlis, “reward management is the process of formulating and implementing of strategies and policies that aim to reward people fairly, equitably and constantly in accordance with their value to the Organization”.

Reward management plays a great role in motivating the employees and this makes them to be so productive due to the morale they get as a result of attaining benefits so it is vital for the management to give incentives to them Kawara, (2021)

Reward management consists of analyzing and controlling employee’s remuneration, Reward management basically refers to process of giving incentives to employees for their performance, so Rewards management is a crucial component of human resource management that focuses on design implementation and management of reward systems within an Organization. Since it is a system, it entails strategies and the practices of compensating employees in that they are given salaries, benefits, the bonuses and the non-financial rewards like recognition and promotion.

Rewards can basically be called employee benefits, a recent study carried out by the Society of Human Resource Management found out 90% of the survey respondents said that healthcare is an extremely or very important employee benefit and eighty three percent say that work and leave time are extremely important (SHRM 2024) therefore the management are meant to consider the health of their workers in case they want them to remain productive.

Organizations ought to have a reward management system, this is done to see to it that the employees feel satisfied and valued due to the work they do therefore it is considered with giving out positive results in a workplace hence seen as very important function in Organizations. The main goal or target is to keep attracting, retaining and motivating employees to work hard so as to achieve organizational objectives and goals effectively.

Employee benefits have been regarded mainly as a retention tool and therefore a moral obligation for employers to provide because employees remain committed to an Organization which values them hence leading to good employee productivity in the company due to meeting the required targets of the company according to Brundson (2012)

Financial benefits are essential in the reward management, financial benefits refer to the monetary gains obtained by an employee for a particular task, decision or situation undergone.

They include pay, bonuses, time-off benefits and transportation facility. Employee productivity can never be improved when the financial benefits are looked down.

Financial benefits are greatly depended on by the Management to see that employees are motivated since most needs are attained due to money being utilized basing on the Maslow's hierarchy of needs to fulfill psychological needs like food (Wallace & Zeffane 2011)

Financial benefits were considered as the best motivators that lead to employee productivity according to Arnolds & Venter (2007)

It should be noted that financial benefit is a major means for creating motivation because they need money to satisfy their needs of life (Zaraket & Saber, 2017) Financial benefits have a great impact towards employee productivity in summary well designed financial benefits can boost employee productivity due to the motivation they get.

Further still amongst the measures of Rewards Management, there are intrinsic rewards. Intrinsic rewards are the internal factors that motivate employees to have the zeal of completing specific tasks, Armstrong (2011) maintains that non-financial rewards arise from work itself and work place like sense of competence

Intrinsic rewards for example autonomy, career growth and development make employees motivated and this drives them to improving on employee productivity due

to the zeal they have in producing products of quality, working in the expected time frame and meeting the required targets due to support from the management in that employees are intrinsically handled well Spector (1997).

Employee productivity can be greatly impacted positively when intrinsic rewards are used well since they do motivate employees for a long time like autonomy that is to say freedom of handling work as they want like opportunity rendered to employees to develop skills and abilities, career growth and these rewards motivate employees for a long time (Armstrong, 2013).

When there is career development, autonomy including empowering of employees it makes them be satisfied hence leading to commitment which eventually leads to good products being produced and meeting required targets which makes improvement in employee productivity Randolph (1995)

Management support is a good aspect of reward management, it is important for the management to give support to the employees since it gives them morale leading to produced products being of quality and even meeting the required targets. The management can render support to employees through training these makes them produce good products, working in hours adhered to and also meeting required targets due to the skills and knowledge attained (David, 2006)

Management support in form of empowering employees can lead to motivation and this makes them become more productive basing on the kind of products produced (Randolph, 1995)

The management should be honest whenever dealing with employees and also guide them where necessary this makes them more productive at the work place since they start adopting to new ideas and style of doing tasks Wei et al (2020)

When employees get support from the management for example learning new ideas, this enables them improve on employee productivity due to utilizing of new ideas and skills attained once trained (Hartenian, 2003)

### **2.2.0 Theoretical review**

There's a number of theories in existence that can illustrate how the Reward Management system can influence employee productivity according to different researchers therefore giving reasons why employees do perform differently in a workplace in products produced, number of hours used while working and meeting the required targets;

According to Jon-Chao Hong (1995) a company's benefits plan directly has an impact on employee attitudes and behavior so this implies that for the Organization to have do the very best in order to out compete others through ensuring that employees are motivated and this is mainly done through the incentives or benefits like paid leaves recognition, monetary bonuses, among others.

#### **2.2.1 Maslow's Theory of Needs**

The basis of this theory is the belief that content of motivation consists of needs and for the needs to be met benefits or incentives are meant to be provided that is to say both monetary and non-monetary rewards, I could say extrinsic and intrinsic rewards hence having influence on employee productivity in that if the employees are not motivated by the rewards system they can end up being less productive but when they feel satisfied they end up producing greatly as expected.

Further still on his studies, Maslow (1943) said that people work to survive and live through financial benefits to have job security which leads to a sense of achievement and to feel important in the society, then also to have a sense of identity like mostly having job satisfaction. It should be noted that in most cases all employees that have job satisfaction are high performers in their respective workplaces hence improved employee productivity.

Basing on research findings amongst the various authors employee motivation was conducted by Maslow (1954). Maslow's theory of hierarchy of needs acted as a basis of the foundation for other theories that came afterwards in history Armstrong (2013).

People basically perform basing on the motivation they have, in theory the major idea was that there are, some basic level of needs of humanity that must be met before an individual develops a tremendous desire or getting motivated for higher level needs. Therefore, in the research context an employee who was motivated would work hard leading to improved productivity

Maslow's theory of needs was important for the research since it provided the knowledge of an individual's needs at different levels implying that meeting the basic needs of a person doesn't guarantee motivation but instead motivation occurs when a person wants to make an improvement in productivity of their work, therefore in the organizations the management should greatly aim at high level needs to motivate employees for constant and improved like having career development, bonuses and recognition since it made employees have a sense of belongingness which eventually led to employee productivity

The financial benefits were vital since they enabled in meeting the Physiological needs which were essential for survival for example food, water, sleep, shelter, health, rest with other needs inclusive which did improve employee productivity.

The management support enabled in attaining Safety and security needs, these were associated with protection from physical and psychological dangers and it motivated them in that there was Love and belongingness therefore the need for social interaction, support, interaction and communication leads to improved employee productivity

Amongst the measures of employee productivity which was Meeting set targets, it made employees be determined while doing their work due to Esteem that exists through the mutual understanding between the management and workers so the self-

esteem, then esteem from others, self-achievement, adequacy, respect, recognition and sense of belonging led to improved employee productivity

When products produced are of the quality expected by the Company it makes workers to continue doing their work with zeal therefore Self-actualization like achieving an individual's potential, implementation of individual ideas and empowerment among others lead to good employee productivity

In conclusion, if an Organization wants their employees to be motivated, should always ensure that all rewards are given that is to say both the extrinsic and intrinsic incentives so as to make employees satisfied and this leads to employee productivity, according to the theory people's needs keep emerging and the ones that are low are fulfilled and they are only satisfied through the value given to the employees so the managers should always ensure that the reward system is handled well in order to satisfy all these so as to keep or increase employee productivity.

### **2.3.0 Empirical literature**

#### **2.3.1 Empirical literature between Rewards management and Employee productivity**

The rewards management greatly impacts employee productivity in that once it is employed well in a company the workers are tremendously motivated hence leading to improved employee productivity

Rewards management has an influence on employee productivity in that once employees are given incentives they become very committed to doing their work therefore, highly motivated employees serve as the competitive advantage for any company because their productivity leads a company towards accomplishment of its goals due to meeting the required targets and even better products produced which improves employee productivity (Khan et al., 2019). According to Tabiu and Nura (2019) Employee rewards played an important role because they made a permanent impression on the workers especially the intrinsic rewards and this made them to work very hard hence improved on employee productivity. The reward management

also increased the employees perceived value by the company and were impressed hence improved the quality of products they produced in the company.

Rewards management influences employee productivity in that employees gain motivation hence doing work with zeal since they put more effort and work better when they are conscious that their wellbeing like psychological and physical being is seriously considered by the management of the company they are working for, especially in training and personal development programs implemented and practiced in the company (Eze & Obiwulu, 2021).

Reward management basically deals with processes, policies and strategies needed to make sure that the effort of individual employees in a firm is noticed and paid for, both financially and non-financially (Armstrong & Taylor, 2014).

According to another researcher, Reward Management mainly aims to ensure that employees' value and their impact on achieving company's goals are acknowledged and rewarded fairly and equitably as expected so employees are a valuable resource (Singh 2019), it is crucial because well-designed reward systems can motivate employees hence enhancing job satisfaction and improve attracting and retention rates of Talents so this helps to improve employee productivity.

According to Armstrong and Murlis, "reward management is the process of formulating and implementing of strategies and policies that aim to reward people fairly, equitably and constantly in accordance with their value to the Organization". When the management do make a good rewards management system, employees tend to become content and this makes them do their best at the work due to the motivation they do get hence improving employee productivity

Reward management played a great role in motivating the employees and this made them to be so productive due to the morale they got as a result of attaining benefits so it was vital for the management to give incentives to them Kawara, (2021)

### **2.3.2 Financial benefits and employee productivity**

Financial benefits are extremely vital if in case employees are to be productive and consist of pay, bonuses, transportation facility and paid leaves.

Financial benefits can be defined as earnings and pay including basic salary or overtime payments and other commissions (Nick, 2011)

Employee productivity can never be improved when the financial benefits are looked down since natural factors like shelter, food and clothing are attained due to usage of money therefore there was a relationship between financial benefits and employee productivity Eleaser (1993)

Financial benefits are greatly depended on by the Management to see that employees are motivated since most needs are attained due to money being utilized basing on the Maslow's hierarchy of needs to fulfill psychological need like food (Wallace & Zeffane 2011)

Financial benefits were considered as the best motivators that lead to employee productivity according to Arnolds & Venter (2007). It should be noted that financial benefit was a major means for creating motivation because they needed money to satisfy their needs of life (Zaraket & Saber, 2017) Financial benefits have a great impact towards employee productivity therefore once employees are given monetary incentives their productivity tends to improve and in summary, a well-designed financial benefit can boost employee productivity due to the motivation they get at the workplace.

### **2.3.3 Intrinsic rewards and Employee productivity**

Intrinsic rewards are so crucial in reward management and they refer to the benefits that comes from inside an individual due to the work or their productivity at the workplace and it comes as the result of the work that they do for example autonomy, career growth and development these make the employees to be motivated and this makes them to work with zeal hence leading to improved employee productivity.

According to (Deci, 1971) a task is intrinsically motivating if it provides its own inherent reward due to being interesting therefore once employees are given encouragement by the management they mostly do better work leading to improved employee productivity.

Since Intrinsic rewards are the internal benefits that employees achieve from completing their tasks or project work successfully in that they be with a feeling of satisfaction due to accomplishing their assigned activities, they are psychological & based on the efforts and abilities of a person (source; CIPD) the general wellbeing of employees should be considered if in case the employee productivity is to remain good.

According to the study there was a relationship between intrinsic rewards and employee productivity because of the higher levels of creativity, productivity and satisfaction led to quality products produced, meeting required targets and expected number of hours being used to work, Intrinsic rewards were extremely good if Incase the company wanted to maintain or improve on employee productivity since they are long term like career development and growth are considered more effective than the tangible rewards (Kohn,1993)

One of the reasons why intrinsic rewards like intrinsic recognition may be more effective than extrinsic recognition is because employees' desirable character and accumulation of company specific knowledge which are key drivers of individual performance are achieved in a long run and this is according to a study of Deci, Koestner, and Ryan (2001)

The intrinsic rewards motivated employees for a long time since they were internal for example autonomy that is to say freedom of doing tasks the way they wish to, due to no constant monitoring, opportunity to use and develop skills and abilities, interesting work and opportunities for advancement or career growth and these rewards motivated employees for a long time this improved on employee productivity in a company (Armstrong, 2013).

The study, conducted by the researchers, explained that when an employee is satisfied with monetary rewards, he or she started searching for something different because monetary incentives couldn't satisfy all the needs and therefore this implied that they can't motivate in the same way like the non-monetary incentives and this can be clearly explained in the Maslow's Theory of Hierarchy of Needs One of the earliest works which explain employee motivation as conducted by Maslow (1954) therefore the management should greatly consider intrinsic rewards since they greatly impact on employee productivity due to the motivation the workers get from the rewards like career development.

The intrinsic rewards were associated with higher levels of creativity, productivity and satisfaction leading to quality products produced, expected number of hours being used in that production was done in the right time as expected by the company so the Intrinsic rewards were extremely good if In case the company wanted to maintain or improve on employee productivity since they are long term for example career development and growth but the tangible rewards are not effective in most cases after some time(Kohn,1993)

For an Organization to have a great improvement in employee productivity, they should see to it that all rewards are being given out that is to say both the monetary and non-monetary, the study done by various researchers emphasizes that intrinsic and extrinsic rewards should coexist in a reward system so as to make employees satisfied at the work place because when it is done in the right way they can adequately meet motivation needs of employees and ultimately lead to employee engagement, total commitment, and job satisfaction of employees at the work place hence having improved employee productivity in the Organization motivation and long-term fulfilment (Malual Ayak 2011).

#### **2.3.4 Management support and employee productivity**

Basing on the study there was a relationship between management support and employee productivity in that employees worked hard when the management rendered them assistance for example through encouraging them and even giving

them feed back in time this made their work interesting and pleasant leading to good employee productivity (Deci, 1971).

When management gave support to the employees, they got morale leading to produced products being of quality and even meeting the required targets.

Management support in form of empowering employees can lead to motivation and this makes the employees become more productive while doing their tasks in the company (Randolph, 1995)

The management should be honest whenever dealing with employees and also guide them where necessary this makes them more productive at the work place since they start adopting to new ideas and style of doing tasks Wei et al (2020) When employees get support from the management for example learning new ideas, this enables them improve on employee productivity due to utilizing of new ideas (Hartenian, 2003)

The management support was vital for employee productivity to be good and this was through the managers encouraging them to work together and even training employees hence led to products produced being of good quality and also meeting the required targets in a company according to Manzoor et al (2011)

### **2.3.5 Products produced and Employee productivity**

A product was defined by Philip Kotler as anything tangible that can be offered to a market for attention, acquisition or consumption that might satisfy a need or want of an individual for example a sugar.

The relationship between the products produced and the employee productivity that is to say when employees work when not motivated makes the products produced to be of poor quality hence productivity is affected negatively, products produced can be good due to career development which makes employees gain more skills and this boosts on their confidence and decision making hence manufacturing quality products leading to employee productivity (Kennedy 2009).

In employee productivity, the kind of products produced greatly matters and for employees to be productive, they should be motivated through incentives, training and also encouragement this makes produce good products due to doing work with a lot of zeal and skill Devaro et al (2017)

Products produced do have influence on employee productivity in that in case they are of a poor standard they directly impact the productivity negatively and if in case they are good then it is considered to be okay so the management to maintain employee productivity ought to ensure that employees are motivated especially through employing intrinsic rewards since they last for a very long time once an employee is rewarded for example training and career growth since they improve on abilities leading to better products produced and even meeting required targets of the company (Ryan and Deci, 2020)

### **2.3.6 Number of hours worked and Employee productivity**

There is a relationship between the number of hours worked by an employee and the employee productivity for example when employees are given enough time at work to operate normally they mostly produce good products unlike when rushed so time factor should be considered since it has impact on employee productivity either positively or negatively therefore they can be trained to work as expected in the set time which eventually leads to employee productivity (Musgrove, Ellinger, & Ellinger, 2014).

Number of hours worked should be considered for example when an employee is worked for many hours they end up losing focus due to low concentration and this can make them be poor at production since they are not psychologically okay therefore in order to make employees remain productive that is to say if in case they given tasks and then they do as required, there should be no extra time given since this deems the management can affect employee productivity negatively implying hours worked should be is prioritized so that workers remain productive which results to improved employee productivity Wei et al (2020)

Further still if in case number of hours worked are very many it can impact employee productivity negatively once the employees are not given time to break or stay away from work since they are affected psychologically due to too much workload hence poor productivity once not considered by the management basing on Meyer and Allen (1991)

### **2.3.7 Meeting required targets and Employee productivity**

There was a relationship between meeting required targets and employee productivity in that employees worked very hard towards the required target and this made them render good output which eventually led to improved employee productivity and it comes to pass a result of the employees being given the benefits and having autonomy they tend to work hard towards attaining the set targets due to motivation leading to employee productivity (Al-Omari & Okasheh, 2017)

When the management works hand in hand with the employees, they become so engaged hence work towards achieving the required targets and this leads to improved employee productivity due to the support they attain because of being empowered by the managers Manzoor et al (2011)

Meeting the required targets had an influence on employee productivity in that when the workers worked harder towards attaining the required targets the productivity in most cases was good and this was as a result of being encouraged and motivated the employees in attaining the company goals since they had a sense of belongingness due to autonomy and remain committed to their work which led to improved employee productivity in the company according to Meyer and Allen (1991)

In summary, the reviewed literature on Rewards Management that is to say financial benefits and intrinsic rewards had a role in impacting employee productivity due to the motivation it gave to employees since they gained the zeal of doing their tasks well leading to good employee productivity in the company. For the case of dependent variable (employee productivity) portrays that there are gaps which compel further studies to be called for, for example in employee productivity, there

are cases where employers seem only bothered about the outputs leaving out the measures of intrinsic rewards since they mostly believe that it is all about monetary incentives that improve productivity basing on literature from other scholars. There are also relationships between measures of rewards management and employee productivity for example when the employees are not given incentives for example the financial benefits and intrinsic rewards, the employee productivity can become lacking in that products produced are of poor quality which affects the employee productivity negatively

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter gives insights on comprehension of research methodology employed in the study. The rationale of this chapter was to make readers or other researchers understand how findings were obtained and also helped in data analysis. This chapter consists of the research design, population of the study, sample size, sampling techniques, data collection methods, research procedures, data procedures, data analysis and the presentation including limitations, delimitations and ethical considerations of the study of the study

#### **3.1. Research design and approach**

A quantitative approach of research was used and then a descriptive survey method was used to examine the effect of rewards management on employee productivity in Kakira Sugar Limited. The quantitative approach was used to acquire numerical information on samples for statistical analysis so as to make appropriate conclusions and the design was chosen because it gave room for collection and analysis of structured data got from a large sample size which enabled in acquiring the results projected of a larger study area or larger population of study and the qualitative approach was employed to some extent in the study.

#### **3.2.0 Study population**

The study population comprised of the employees from different departments of Kakira Sugar Limited who were 80 members of staff working in Kakira Sugar Limited.

The study specifically focused on 80 members of staff consisting of categories like 4 directors, 8 administrators, 14 heads of departments, 6 medical workers, 40 Operation laborers and 8 support staff. These employees were chosen because of an expectation that they had the necessary information which was deemed reliable for the effectiveness of the study.

### 3.2.1 Sample size

Basing on information from Sekaran, (2003) a sample size was the actual number of subjects chosen as a sample to aid in projection of the population.

According to research, the best research results came from a research study that placed the target population at its core and employed the best sampling technique to select the most appropriate representation (Ketchen & Bergh, 2014).

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

Therefore, the sample size was;

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

$$n = \frac{80}{1 + 80(0.05)^2}$$

$$n = \frac{80}{1.2}$$

$$n = 68$$

**Table 1: Showing population study and sample size**

Staff members	Population	Sample size	Sampling technique
Directors	4	3	purposive sampling
Administrators	8	7	purposive sampling
Heads of department	14	12	purposive sampling
Medical workers	6	5	Radom sampling

Operation laborers	40	34	Random sampling
Support staff	8	7	Random sampling
<b>TOTAL</b>	<b>80</b>	<b>68</b>	

The above table illustrated the population size and sample size of different staff members and the sample size was 68 respondents attained from a total population of 80 employees from different staff units using a purposive and random sampling methods.

### 3.2.2 Sampling techniques and selection

For the research to move on very smoothly without anything like biasness, the researcher used the lottery technique for doing the random sampling method through selecting respondents who worked in different staff units, after this the researcher got time when to do the distribution of the survey questionnaires in accordance with the sample size.

The study which was carried out consisted of purposive and random sampling methods. The researcher grouped the population into strata of directors, administrators, heads of department, medical workers, casual laborers and support staff basing on their levels, this kind of approach was chosen because it was considered to be more effective in ensuring that all staff members are represented in the sample population, the researcher used the random sampling method and this particular one involved randomly selecting participants from the overall population since it did not consist of any biasness because every individual had an equal opportunity of being selected or chosen.

By using the methods of purposive and random sampling methods, the researcher was able to obtain a representative sample of the overall population, while also ensuring adequate representation of the different staff members who were in the company. This was particularly important because the researcher gathered data from different workers who are part of the company of Kakira Sugar Limited.

### **3.3.0 Data types and sources**

#### **3.3.1 Primary data**

The data was collected from primary sources for example obtained from respondents through questionnaires. Just as said initially, the researcher obtained data from primary sources because it was first hand so it was reliable since it had facts and collected from respondents by the use of the questionnaires since it was not complex everyone easily handled it with a lot of ease.

#### **3.3.2 Secondary data**

Secondary data refers to that which is already in existence and can be important in this particular study yet to be carried out. It was attained from the reports of the Company (KSL) Kakira Sugar Limited, policy documents, journals and manuals including what had been published by the government entity.

#### **3.3.3 Data collection methods**

According to Sekaran (2013) data collection referred to a means of collecting information from the selected units of a study. In the study both primary and secondary data was collected.

The researcher employed the use of a questionnaire while doing the data collection in order to minimize the weakness of one to enhance reliable findings from the study.

#### **3.3.4 Questionnaire survey methods**

In the study, the researcher adopted the use of both closed and open-ended questionnaires. Questionnaires were particularly a suitable tool for gaining data but could also be used for qualitative data (Williman, 2011). It should be noted that Questionnaires as a data collection method are quite popular, particularly in case of big inquiries (Kothari & Garg 2014). The survey questionnaire was used to collect primary data using the drop and pick to ensure high response rate from the participants due to having ample time in answering. The questionnaire was ideal for the study since it ensured that the data gathered was standardized such that each

participant in each work place under study got the questions and in a similar format. Questionnaires were also essential in the study since they enabled collection of original data within a short time and at a lower cost compared to other data collection instruments (Ogutu, 2012). According to Kothari and Garg (2014) questionnaires gave answers in detail from complex scenarios and also was associated with less cost, easily made and administration.

Further still the questionnaire method was used by the researcher to collect information from different respondents through a means of a structured set of questions given to them and then answered, the questionnaire was chosen because it was appropriate in collecting data required to answer the questions and achieve the research objectives. According to Mugenda and Mugenda (1999) questionnaires also offered greater anonymity which enabled the respondents to answer sensitive questions without fear since respondent's names were not required in the study that was done.

### **3.3.5 Questionnaire tool**

Questionnaire refers to the instrument for collecting primary data (Cohen, 2013).

The researcher used a questionnaire as one of the methods of collecting data.in the study that was carried out, both structured and closed-ended questions were used and this was so because questionnaires ensured that participants provide relevant information which is reliable since they could be handled by anyone. The researcher was assured of getting the best since the method was reliable and also ensured efficient data collection because it reduced errors and also limited bias from the researcher due to the fact that respondents had an opportunity to express themselves freely without any interruption

### **3.4.0 Data quality control**

According to Kothari (2009), reliability and validity were two fundamental concepts in research that ensured that quality and accuracy of research findings were attained. To have the data quality and control of errors or mistakes, the researcher made sure that

only acceptable levels of validity and reliability are done through clear comprehension of the concepts.

### 3.4.1 Reliability

The word reliability refers to the consistency and stability of research instruments and methods.

Just as pointed out by Saunders et al. (2009), it was vital to test on whether the instrument produces steady results at various conditions and at different timings, for example, with various respondents when obtaining data from them.

Therefore, it is how consistently a method or measurement produces the same results when applied repeatedly under similar conditions. This ensured that the data collected was accurate and reliable so as to see that the study was successfully done.

The data obtained during the study was entered accurately in the computer to ensure that it remains reliable

The questionnaires were used in an organized approach to ensure that the results are consistent and reliable over time by the researcher from the study.

The data was entered accurately and consistently using a means of standardized formats and codes to minimize errors

In the study different reliability items of the instrument were tested by means of Cronbach's alpha which was the most common way of testing internal consistency of items using SPSS package so items are compared in scale to all others known as coefficient alpha. The reliability was further established through Cronbach alpha coefficient which was calculated for each variable and their corresponding Cronbach alpha values as reported below;

**Table 2: Reliability testing table**

<b>Variables</b>	<b>Cronbach alpha values</b>
<b>Reward management system</b>	<b>0.80</b>

Employee productivity	0.75
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Through the report of the Cronbach alpha values, the reliability of the measures was demonstrated and ensured that the results attained were consistent and reliable, implying issues with the instruments were discovered and necessary adjustments done to see that reliability remained good.

### **3.4.2 Validity**

Validity refers to the ability of the research instrument to collect justifiable and truthful data during the period of study, therefore validity is the degree to which research instruments and methods measure what they are supposed to measure as expected Kothari, (2009).

To ensure that everything is okay, instruments used in the study were mainly adopted from the previous scholarly works that enabled to carry out a pre-test and also incorporated the supervisor's comments. the survey questionnaires were simple to understand and so concise which ensured that the participants accurately respond to the questions that they were given by the researcher.

### **3.5.0 Data analysis**

#### **3.5.1 Quantitative data analysis**

It is the data analysis method used to reduce the gathered data to the computer able form of information and enable the researcher enter the data base, the data was sorted coded and fed into the system to generate various results. The quantitative data was collected majorly from closed ended kind of questions. In order to see that the study goes on very smoothly, the researcher ensured that data was coded and categorized into reliable data. According to Sekaran (2003), the data from the study collected using questionnaires was entered into the computer and analyzed.

### **3.5.2 Qualitative data analysis**

The qualitative data was collected using the semi structured interviews with key informants since they had detailed knowledge pertaining certain aspects in the study so this enables the researcher to gain valuable insights and access to relevant information during qualitative research

Qualitative data was used to gain insights about people's feelings and thoughts, which provided the basis for a future stand-alone qualitative study and could also help researchers to map out survey instruments for use in a quantitative data

For the case of qualitative data, the information got from the insights of the interviews data will be summarized into developed themes and sub themes and connected to the three objectives of this study, the comparison made by the researcher during interpretation of research findings of the relationship between the rewards management and employee productivity will help in getting relevant information in the study. Then for the case of quantitative data approach, descriptive statistics will be employed after making the data summary so as to identify any trends between employees and findings will be tabulated and presented in form of figures.

### **3.6.0 Regression model and measurement of variables**

Basing on the study of Kothari, (2009), regression refers to the determination of a statistical relationship between two or more variables. In context of the study, the research only focused on two variables, the independent variable which was Rewards Management and the dependent variable which was Employee productivity as shown below;

#### **3.6.1 Regression Model**

The study aimed to assess the effects of Rewards Management on Employee productivity in Kakira Sugar Limited. The regression model used in the study was as follows

$$Y_i = \beta_0 + \beta_1 X_i + \varepsilon$$

Where;

$Y_i$  is Employee Productivity  $\beta_0$  is the constant

$\beta_1$  is the regression coefficient representing the change in employee productivity for one-unit change in rewards management

$X_1$  = Rewards management

$\varepsilon$  is the error of term

### 3.7.0 Measurement of Variables

The variables in the research which was carried out was measured using a Likert scale and this was used to measure data for the following below basing on the responses from the interviewees. The five points likert scale was used because it was more common or well known to a number of people so it aided in assessing the respondents' feelings or attitude towards what they had been interviewed, the two variables were measured using the Likert scale range just as shown in the table below;

Scale	Respondent's opinion
1	Strongly disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly agree

Illustration of the five points of the Likert scale

The Likert scale measured the responses to the statements just as shown in the table above and so the information attained was a reliable one due to a well-designed Likert scales which was symmetrical with equal number of responses both positive and negative.

### **3.7.1 Rewards management system**

Rewards management system was measured using the Likert scale where responses to the statements from respondents were analyzed that were attained in the field, Data on rewards management was collected through the aid of a survey questionnaire which was administered to staff members the employees in Kakira Sugar Limited. The questionnaire which the researcher used was a survey questionnaire and included questions that examined the Rewards management system like benefits that the employees get from the company of KSL like financial benefits and intrinsic rewards and these consist of compensation, recognition, career development and others.

### **3.7.2 Employee productivity**

The employee productivity was measured using a questionnaire and a Likert scale employee productivity which encompasses quality of products produced, number of hours worked and meeting the set targets validated through factor analysis.

The data on employee productivity was collected through a survey questionnaire which was administered to the employees in the Kakira Sugar Limited. The survey included questions that evaluated the caliber of employee productivity in terms of products produced, number of hours worked and meeting (Spector, 1997)

### **3.8 Ethical consideration**

The study was conducted in accordance with research ethical principles that are meant to be followed since they are so vital and this comprised of confidentiality and genuineness and this made respondents to freely give their feedback, they were informed that there was no recording which was being done and this helped to maintain confidentiality and also all data collected during the study was stored and saved safely, and this ensured that there was confidentiality assurance.

This was particularly vital in a company setting where employees seemed hesitant to share their personal experiences and opinions and further informed consent was obtained from all participants before data collection commenced and they were given information about the research and its benefits.

## CHAPTER FOUR

### 4.0 Introduction

Chapter four presents the data presentation, analysis, and discussion of findings collected for this particular research study on the effects of Rewards Management on employee productivity in Kakira Sugar Limited (KSL). This research employed a quantitative approach in that the researcher utilized a descriptive survey method to gather structured data from a sample of 68 employees from various departments in KSL. This particular design was selected to enable the collection and doing analysis of data from a large sample and also allowed attaining of the projectable results of the study from KSL. In the study the data was collected through the survey questionnaires consisting both closed ended and open-ended questions and did the analysis using statistical software.

### 4.1 Response rate

The study carried out by the researcher had a population of 80 employees at KSL, then a survey instrument was also administered to a sample of 68 employees which represented 78.4% of the total population. It should be noted that the proposed sample provided a reasonable foundation for analyzing the study.

### 4.2 Findings on demographic characteristics of respondents

This particular section presents demographic characteristics of respondents that include gender, age, level of education, marital status and the period of doing work in the company. The researcher got information from KSL.

Table 4.2 .1 Shows the gender of the respondents

Gender	Frequency	Percentage
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Male	42	62%
Female	26	38%
Total	68	100%

**Source; Field data (2024)**

In the study demographic analysis gave a revelation that there is domination of males 62% of the respondents and females making up 38%. This gave an indication that males among the participants were the majority. Both the males and females had different perceptions about the rewards management system employed in KSL.

Basing on the information attained from the company, the demographic characteristics of the respondents provided knowledge and clear understanding about the effects of rewards management on employee productivity, basing on what was obtained companies should at least be considerate to see that both the gender is evenly distributed in the various positions especially the administrative ones.

**Table 4.2.2 Displays the age of the respondents**

Age	Frequency	Percentage
18-30	30	44%
31-40	20	29%
41-50	12	18%
51-60	6	9%
Total	68	100%

**Source: field data (2024)**

According to the information obtained from the study findings, age distribution of the respondents revealed that there is a range of different age groups within KSL.

Basing on information in the table the largest proportion of respondents was 44% within the age bracket of 18-30, this indicated that this particular age group constituted of young workforce. The next age group was 31-40 which comprised 29% of the respondents. Then the following one was of 41-50 age bracket which comprised of 18% of the respondents that represented proportion of mid-career employees then

finally the senior citizens that is to say employees of 51-60 who likely had experience in working at KSL and were 9%

The above age distribution gives a picture that employees were given the work or positions which they can well handle for example the more experienced and senior staff are good at handling the most top positions better than those inexperienced, then most of the respondents were of the age group of 18-30 age bracket who are considered to be energetic in doing the manual work especially in operating machines and cutting cane in KSL so this means that if they are employed then good productivity is expected especially in manual work so long as they are given rewards.

Basing on the demographic characteristics, it was a bit challenging for the researcher to interpret the findings on the effects of rewards management on employee productivity, because naturally people have different needs and expectation according to their age groups.

The age dynamics within the company could have played a great influence on employee perspectives and outcomes which made it vital to consider them in the analysis.

**Table 4.2.3 Shows the Marital status of the respondents**

<b>Marital status</b>	<b>Frequency</b>	<b>Percentage</b>
Single	38	56%
Married	30	44%
Total	68	100%

**Source; Field data (2024)**

The analysis of the above demographic characteristics gave a revelation that does intrigue insights into the marital status of the respondents. Basing on the findings majority of the respondents were single and this gave a picture that most employees in the company were most focused on the work first since they could perhaps have considered marriage to be something which one should be well prepared before getting the spouse since it has other responsibilities therefore were just growing in

their professions or careers implying had time of being innovative and this gave a picture that employee productivity would be maintained or become better which leads to improved employee productivity at KSL.

When the researcher did contrast the information, 44% of the respondents were married. This portrayed that they had made life commitments implying they had a caring and sense of purpose mindset in that they could manage to balance work well and family responsibilities which also portrayed that employee productivity would be maintained or become improved leads to improvement in production leading to meeting the required goals in KSL.

**Table 4.2.4 illustrates the level of education of the respondents working in the company**

Education level	Frequency	Percentage
Certificate	28	41%
Diploma	18	26%
Bachelor’s degree	14	21%
Master’s degree	8	12%
Total	68	100%

**Source: Field data (2024)**

According to the study findings, the educational background of the respondents revealed a diversified range of academic qualifications in Kakira Sugar Limited so this means that all people are considered no matter the education level since they are all employed in the areas where they can manage well.

It should be noted that the respondents who were the minority (12%) held a master’s degree, hence indicating that this level of education is the least attained among employees. Then the majority comprised of certificate holders 41%, this was followed by diploma holders consisting of 26% of the respondents, then those of Bachelor’s degree were 21%.

**Table 4.2.5 Shows the duration of worked by respondents in the organization**

Duration	Frequency	Percentage
0-5	36	53%
6-10	22	32%
11-15	8	12%
16 and beyond	2	3%
Total	68	100%

**Source: Field data (2024)**

This study revealed that most respondents (53%) had spent between 0-5 years in the company, it had the majority number of people that is to say 36 respondents falling within the range, further still there was, 32% of respondents had been in the company for 6-10 years, while 12% had been there for 11-15 years. According to the findings, only 3% of respondents had spent 16 years or more in Kakira Sugar Limited. These findings gave a picture that most employees were not working for a very long period in the company. In most cases when a company has few workers with experience the employee productivity is a bit slowed down since newer employees come in mostly with different needs and expectations than those who are used to the rewards management system employed.

**Table 4.3.6 The effects of rewards management on employee productivity in KSL**

	Statement	SA	A	N	D	SD	St De
1	The reward management practices in the company have a positive influence on employee skill development and	35.4%	36.60 %	12.90 %	2.90 %	0.8%	0.84 %

	ultimately lead to employee productivity						
2	The reward management has a positive influence on employee motivation and ultimately makes them improve employee productivity.	34.98 %	41.2%	11.50 %	3.85	5.94%	0.94 %
3	I have a sense of belongingness in the company due to the rewards I get from the company and this has improved on my productivity at the workplace	32.86 % 40.08 %	35.9%	9.6%	5.98	6.92%	0.78 %
4	There are training opportunities that have been set by the company so skills attained are used leading to good productivity	37.00 %	30.04 %	18.90	50%	3.88%	1.02 %
5	The reward management system in the company has a positive influence on employee productivity	33.10 %	37.80 %	16.60 %	20%	10.20 %	0.96 %

**Source; field data (2024)**

The findings from the study portrayed that there is a positive impact on employee productivity because employees feel valued and invested in when they get rewards. By recognizing the significance of rewards management, KSL can proceed with the rewards management system that is used since the employees are likely to continue succeeding at the place of work.

The findings gave a feedback that intrinsic rewards should be always prioritized since it makes employee remain committed to doing their work due to skills and career advancement attained in Kakira Sugar Limited (KSL).

Basing on the information got from the field, majority of the respondents which was studied 75% either strongly agreed (35.04%) or agreed (36.60%) with the statement and this demonstrated a positive perception of rewards management that led career development.

It should be noted that only a small percentage of respondents expressed dissenting views, with 12.90% disagreeing and 2.90% strongly disagreeing. A moderate percentage (11.50%) were not certain, therefore this indicated some ambiguity to some extent. The findings majorly shown gave a picture that the management were so resourceful in that were supporting people and it made employees feel that management cared about their growth and well-being in the company.

The rewards management system makes the employees motivated and this makes them to be so productive hence leading to good products produced in time and meeting the required targets of the company which eventually led to stabilized employee productivity in KSL.

**Table 4.4.7 The effect of financial benefits on employee productivity at KSL**

The study concentrated on financial benefits on employee productivity at KSL and findings from the study are shown in the table below;

Statement	SA	A	N	D	SD	St De
The wage and salary reward make an increase in an overall productivity by making employees to be committed to doing their work	40.2%	3.91%	12.70%	6.22%	7.98%	0.96%
The wage and salary reward make promotes willingness of an employee being creative in a workplace which leads to improved employee productivity.	32.6%	33.6%	9.87%	6.83%	5.88%	0.90%
the financial benefit given to me by the Company is so effective in that I feel valued hence being so productive	31.00%	32.7%	12.89%	6.375	11.50%	0.86%

**Source field: data (2024)**

A great number of respondents (75%) either strongly agreed (40.2%) or agreed (3.91%) with the statement and this also demonstrated a positive perception of rewards management since financial benefit was just its measure which makes employees motivated.

The study's results highlighted the importance rewards management practices in promoting a positive and health workplace due t the morale which the employees got after being rendered the benefits.

It should again be noted that the findings indicated a strong consensus among respondents that when the management are cooperative and easily accessed by the employees it makes them have a feeling of being considered as vital in the company especially once engaged.

The study's results gave more light about the importance of management team being around and engaging employees since it promoted effective cooperation and interaction including employee well-being at the company and this thus boosted on productivity since employees also exercised autonomy though not to a greater extent

Further still according to study findings, there was a positive perception among respondents regarding financial benefits since most seemed to be okay with the system in KSL some respondents (32%) either strongly agreed (3.91%) or agreed (35%) with the statement, demonstrating a strong consensus on the financial benefits given to them.

However, a notable percentage (12.89%) were not certain or unsure and this actually gave a picture that there was some ambiguity or variability in the way people are given financial benefits and it should also be known that people will never be content with the monetary incentives, but this does not mean that the companies should now just do as the wish but they should always remain considerate when giving bonuses to workers since it directly impacts employee productivity in that once not done well it can lead to negative results.

### 4.3 The effects of intrinsic rewards on employee productivity in KSL

The study was carried on to establish the effects of intrinsic rewards on employee productivity at KSL

Table 4.8 shows the perceptions people have about intrinsic rewards given to them so as to improve employee productivity in KSL

Statement	SA	A	N	SD	St De
When my success at the workplace is acknowledged through intrinsic rewards I become motivated and do work more productively	40.52%	30.7%	11.6%	8.6%	0.94%
The company provides feedback in time and we are normally engaged this normally improves on our efforts during production	48.30%	29.02%	10%	4.2%	0.83%
My productivity when doing tasks is influenced once I am cared for and I have a sense of belongingness to the company which makes me more productive	39.20%	32.0%	12%	7.5%	0.94%
Employees are committed to meeting required targets in our department especially when the management gives them support	46.0%	31.6%	11.00%	4.0%	0.90%

Source; field data (2024)

The study's findings indicated a positive perception among respondents that their management do motivate them intrinsically and this kind of caring attitude about the employees made them to be motivated for long due to skills attained of which it made them motivated for long

A significant majority of respondents who participated in the study (75%) either strongly agreed (40.52%) or agreed (30.7%) with the statement and this demonstrated a strong consensus of rewards management on employee productivity for example when the employees are groomed in career hence growing makes them to be

committed to the workplace hence doing good kind of work. standard deviation of 0.94 further reinforced this positive trend.

However, a notable percentage (11.6%) were unsure which implied that the Rewards especially intrinsic should be a bit elevated so that the productivity remains good since it is the best way of rewarding employees for example was still a bit wanting despite the improvement

Further still 8.6% of respondents disagreed or strongly disagreed, suggesting room for improvement. Overall, the findings suggested that intrinsic rewards are so essential if a company wants to improve on employee productivity therefore should be considerate in the way employees' personal challenges are tackled and then also adding value to them through career advancement since it is also important to the company because the new skills are utilized fostering a work place which is conducive for employees and management due to mutual understanding, and when there is demonstrating care for employees' well-being both psychologically and physically it makes them to remain productive hence being of great advantage to the company due to assurance of good employee productivity due to the morale of employees in doing work.

#### 4.4 Understanding employee productivity as the dependent variable of reward management system

The study was conducted to get a comprehensive understanding of rewards management in terms of financial benefits, intrinsic rewards and management support and the finding of the research are presented in the table below just as shown.

**Table 4.9**

Statement	SA	A	N	D	SD	St De
When I am contented with the rewards my productivity greatly improves at the workplace	40.60%	24.90%	4.0%	5.02%	6.55%	0.92%
Rewards make me have a						

perception of value because I am motivated and this makes me more productive	46.70%	38.00%	6.7%	7.0%	7.6%	0.88%
The more the management supports us, the more likely I become committed hence good production	41.0%	36.00%	5.0%	5.0%7.	5.0%	0.94%
How effective has the reward management system put in place in your organization	46.0%	32.7%	13.4%	5.01%	5.0%	0.91%
Basing on your stay in this company does productivity go high as the rewards are increased	43.04%	30.0%	12.4%	5.02%	5.0%	0.90%

**Source: field data (2024)**

The study's findings emphasized that the management do their level best to see that the productivity is good significant majority of respondents (76%) and the percentage (40.60%) or agreed (24.90%) that the rewards management demonstrated a strong consensus on employee growth or career development, then the standard deviation of 0.92% which further reinforced the positive trend exhibited. It should be noted that only a minute or meagre percentage of respondents expressed dissenting views, with 5% disagreeing and 7.6% strongly disagreeing. A moderate percentage (12.7%) were not certain hence giving an indication of some ambiguity in the people.

Above all pertaining the study, findings suggested that when rewards are employed well, the productivity is greatly improved since most respondents gave a feedback that when they are content with the rewards, they tend to be so productive therefore this gives an image that rewards do play good role in boosting productivity due to the motivation they do gain after being given incentives.

The study findings indicated that the HR department has played a role to see that their employees have a good well-being.

A significant majority of respondents (75%) either strongly agreed (40.60%) or agreed (30%) that their managers did provide guidelines by setting up a realistic targets or goals for the employees by also encouraging team work of people working in a department, not only amongst themselves but even those of the other departments through demonstrating a strong consensus on management support in that the managers are entitled to see that the employees do the right things through guiding them on what is expected and this motivates them leading to good productivity.

It is notably right that only a small percentage of respondents expressed dissenting views, with 76% disagreeing and 5.0% strongly disagreeing. then some respondents who were a moderate percentage (11%) were not certain therefore giving an indication that there was some ambiguity.

From the study, the findings suggested that when the management also get involved in having some time together with the employees can lead to the targets the company being so achievable in that the goals are seriously worked towards due to the mutual relationship because of employees feeling valued by the managers when the opinions they give are adhered to hence a sense of commitment leading to improved employee productivity.

In KSL the HR department is effectively promoting a good rewards management since it wants its productivity to remain good and basing on the global standards so employees are trained where necessary and also encouraged to have team work so as to foster a good productivity, there is was a significant majority of respondents (75%) either strongly agreed (42%) or agreed (35%) that their rewards management provides morale of doing work demonstrating a strong consensus on management support for career development and employee development . in the study the standard deviation of 0.96 which further reinforces the positive trend as exhibited.

Further still according to the findings, only a small percentage of respondents expressed the dissenting views, with 5.02% disagreeing and 6.55% strongly disagreeing. A moderate percentage (15%) were unsure, indicating some ambiguity. The study's findings indicated that the management in KSL are effectively promoting a good

workplace due to the revision of the HR policies made so that employees remain updated so as to avoid making errors

## **CHAPTER FIVE**

### **5.0 Introduction**

This chapter presents the conclusion and recommendations of the study findings, the limitations of the study and further suggested research areas which can be studied

The conclusion relates directly to the research objectives and questions.

#### **5.1. Summary of the findings**

The study sought to establish the effects of reward management on employee productivity in Kakira Sugar Limited

The findings showed that rewards management greatly affected employee productivity at KSL recommendations were derived from the discussion of the study findings and conclusion.

The chapter also presents suggested studies that could be carried out in future to extend knowledge in this particular area.

In the study, employees were more satisfied with their work so long as the management continually gave them the incentives according to the study of Dewhurst, Guthridge and Mohr, (2009) the rewards tremendously improved employee productivity Kim et al, 2020 It should be noted that support was very vital since it enabled them to be productive due to the commitment they got because of career development hence leading to good employee productivity at Kakira Sugar Limited. To

produce good products, the management should ensure that employees are given support for example guidance where necessary and even encouragement including giving them feedback in time since it enables them to make adjustment where necessary.

The findings attained from the study were backed up the existing literature that highlights the importance of rewards management in enhancing the workers' well-being and motivation in the company.

Management supportive will help in ensuring that employees remain productive due to engagement and a sense of belongingness which increases their retention in the company.

Due to the information attained, the findings were of importance in human resource policies and practices at Kakira Sugar Limited,

#### **5.1.1 The necessity of rewards management at KSL.**

Financial benefits on products produced, it was discovered that employees who had been given their rewards with extra bonuses were so productive than those who had not yet received and this had an impact on employee productivity at KSL, the researcher based on the rating of 4 on a 5-point scale, which reflected the positivity. It should be noted that employees who had received a good package of financial rewards were tremendously motivated and this was so significant since it impacted employee productivity positively.

The financial rewards are greatly liked by everyone no matter the marital status, gender and education level since they are used to attain other needs of life so once they are attained the employee is motivated and does very well their work due to zeal they get and morale and this leads to employee productivity.

Basing on the recommendations constructed from the information feedback of respondent, it identified areas that were to be improved by the Managers in updating

human resource policies of KSL so as to see that it maintains its position as the leading sugar producer in Uganda.

It should be put in consideration that by addressing these issues, KSL can make a steady and called for improvement in employee motivation due to the rewards management employed.

When an employee is given intrinsic rewards, due to a good designed rewards management system, they be with the perception of value hence leading to achievements due to the morale in producing good products which improves productivity.

The company of KSL has ensured that the welfare is well handled in that employees in KSL are given lunch and also transportation especially when going to do work, this has greatly Improved on their incentives given which motivates the employees to remain hard working at the workplace.

There are some packages in place that the management supports the employees especially those who work in time so they gain some handouts in form of tokens therefore hours worked by employees are considered for example there are shifts that enables the company operations to run throughout day and night therefore people are not exhausted hence productivity remains good.

When the different workers are handled well in terms of rewards management it makes them to be innovative leading to production of good products due to the utilization of technical knowledge attained through the career development therefore leading to efficiency which eventually makes employee productivity good (Liu et al., 2020).

To see that the required targets of the company are attained, KSL has brought in and exercised employee meeting programs and provided staff with greater autonomy to take ownership of their work due to the encouragement they get from the different heads of departments. It should be noted that these programs lead to better outcomes in terms of employee engagement, satisfaction and also aim to address any

concerns that arise from the employee provision survey of benefits or rewards since all employees are entitled to incentives.

### **5.1.2. The influence of rewards management on employee productivity in KSL**

The findings revealed that rewards management significantly affected employee production:

This is because staff members who continuous support from their management had greater levels of motivation due to the morale they got to do their work with zeal.

It should be also noted that good reward provision highly promoted or led to employees' well-being no matter the age or academic qualification and this was due to the increased products produced, especially when working under greater monitoring and high pressure since the management was now after produce attained.

The findings did indicate that KSL should prioritize workers through management support by offering guidance and encouragement to workers to cooperate that is to say team work being done since it enables the slow or poor performing employees to improve due to confidence they get and this can be the provision of regular having talks and receiving feedback in time about their productivity and even management appreciation since it makes them motivated believing that the company values their output hence working harder

### **5.2.0 The productivity levels of employees at KSL.**

In this study, employees Kakira Sugar Limited expressed their contentment with the rewards management and basing on the findings most respondents gave a mean rating of 3.8 out of 5 and through their indication they were moderately satisfied with their jobs due to the motivation they get which increased on employee productivity. Basing on the study findings, results showed that workers who were pleased with work-life balance were not as those pleased with intrisinc rewards for example advancement opportunities through career development like further training or studies.

This study also portrayed that the workers expressed greater job contentment when they felt valued due to their efforts in the production especially when appreciated and acknowledged by the management.

According to the study findings, there was an indication that to enhance the job commitment of employees, KSL was meant to do more investment in increasing management support, autonomy and employee promotion. Therefore, through making these required adjustments it could then improve job commitment and engagement among employees in KSL which would then consequently improve output that is to products produced and retention of employees.

Basing on the research findings, it was recommended that determined measures were meant to be put in place or taken to in order to have improvement on employee motivation, which showed implications for the personnel policies KSL.

Above all, the research offered an enlightening information about the level of job commitment in KSL to the staff that is to say employees and gave guidance the building of interventions that would enrich both company efficiency and the well-being of the employees at the workplace due to the.

### **5.2.1 These are the strategies that have been implemented to improve employee productivity at KSL**

According to the findings, the measures used included regular monitoring and feedback sessions about the production in the company, reward schemes employed, and career development plans, autonomy and welfare programs.

The set strategies in KSL were supposed to solve those challenges that affect employee productivity survey results therefore this implied that there should be improvement in the rewards management since some respondents were not content with what the company was rendering to them, once a good rewards management system is fully used it will make the employee productivity in KSL to remain good due to the motivation the workers get since people perform harder basing on the value attached to their work.

The management rendering support also made employees be engaged at the workplace especially due to the interaction which made them be free while doing their work due to autonomy existing hence improved employee productivity.

### **5.3 The recommendations**

The recommendations below by the researcher were based on the findings from the study and the initially done discussion.

First and foremost, KSL should do this if it wants to improve employee productivity, it should first ensure that the small gap between the employees and the management is bridged and this is through management support for example guidance from the managers and necessary assistance including appreciation since this makes the employees feel valued because they are intrinsically motivated especially when there is autonomy at the workplace.

The study does suggest that the management should continuously inform employees about the importance of giving feedback, this will make employees know the significance associated with giving information required from them hence give it out without any hesitation which make the necessary changes to be made about the rewards management. Therefore, when a good reward system is employed, the employees feel valued because they perceive that their effort provided is being considered was they receive incentives from the company.

It is also good to jot down that when rewards management is considered basic in KSL, the employee productivity either is improved or just maintained the way it is currently since there is a difference between the initial production of the past years and the current situation.

The company administrators should see to it that an employee productivity survey is mandatory at least some interval once in a period which is not long so that they get knowledge about the rewards management at the company so that they can improve accordingly in order to see that employee productivity is good.

Further still KSL should add more on the effective rewards management in order to keep maintaining or have an improvement on employee productivity. There should also be monitoring and giving of feedback on regular basis pertaining the productivity and the work-life or wellbeing of the employees and this exists as a result of managers following strictly the set policies about rewards of the company.

Another say from the researcher is that a reward system should also comprise appreciation of outstanding employees with small extra tokens since this makes the moderate and less productive employees increase on their productivity leading to attaining the set goals of the company for example KSL wants to keep maintaining its position as the number one producer of quality sugar in Uganda.

The rewards management should be made a priority in enhancing motivation so as to lead to employee productivity therefore workers should be encouraged to be determined when doing their work in that they see the colleagues getting special bonuses this also compels them to be more productivity since they will be having a perception that excellence is awarded which enables the company to meet its goals due to using right procedures as expected which leads to meeting the required targets set by the company which eventually leads to good employee productivity.

It is also recommendable that a reward system is implemented to enable identification and appreciation of the achievements outstanding employees that is to say employees who are so productive and this makes them motivated hence maintaining the good standards set.

#### **5.4 Limitations of the study**

The researcher did an exploration on the effects of rewards management on employee productivity at Kakira Sugar Limited but was not allowed to get some key information pertaining the rewards management system employed in KSL so this made it a bit challenging to come up with a clear report.

The study findings revealed that Rewards management had a significant prediction on employee productivity but still basing on the records some employees still didn't

perform as expected implying that the rewards may not be a reason for assurance of employee productivity.

The study was mostly to get insights on how employee productivity is affected by rewards at KSL but only a little data was collected due to some restrictions from the management implying the information got was not evident enough to make clear conclusions about the rewards given in the company.

Due to a busy schedule most employees were up and down because of the ongoing operations in the factory so they didn't have ample time to fully comprehend what was in the questionnaire so this created a window for errors which impacted the study negatively.

Notably rewards management and feedback including appreciation do give value to employees hence improves the work-life balance and well-being of employees in the company which also makes them to be productive but some case it is hard to identify the reason why the productivity is not as expected despite availability of rewards.

### **5.5 Future researchers**

Should make it a point by addressing the limitations and also put focus on the demographic differences and some elements of employee productivity.

KSL can foster a positive work place and employee commitment including engagement when the limitations are checked on in other studies and it should be noted that monitoring and continued assessment ought to be done to see that employee productivity is improved

### **5.6 Further areas of the study**

The other scholars can as well look at the other factors that are so vital in improvement of employee productivity since in the study it was considered that rewards management play a key role in employee productivity improvement.

They can as well look at investigating the Moderating Role of Employee Demographics on the rewards management -employee productivity Relationship. Then another area

is the Relationship Between financial incentives and employee productivity and then also making a comprehensive study to know more ways how employee productivity can be both improved and also maintained.

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**APPENDIX**  
**QUESTIONNAIRE**

Dear respondent, I am WANYAMA GERALD a student at Uganda Christian University pursuing a Bachelor's Degree in Human Resource Management. I so glad that you have a positive response and thank you for accepting to participate in the study. I intend to conduct a research on **“THE EFFECTS OF REWARDS MANAGEMENT ON EMPLOYEE PRODUCTIVITY AT KAKIRA SUGAR LIMITED”**. The information you provide will be anonymous in that treated with confidentiality and will only be used for academic purposes. Getting involved in this study is voluntary and I will be grateful due to your cooperation thank you. You can go ahead by ticking the right option or fill the right answers in the spaces provided.

**SECTION A: DEMOGRAPHIC CHARACTERISTICS**

Please tick the option you consider most appropriate to you

**1. Kindly indicate your gender**

Male  Female

**2. Kindly indicate your age group**

18-30 years  31-40 years   
40-41 years  51-60 years

**3. kindly indicate your educational level**

Certificate  Diploma   
Bachelor's Degree  Master's degree

**4. Kindly indicate your marital status**

Single  Married

**5. For how long have you been working in this company**

0-5 years	<input type="text"/>	10-15	<input type="text"/>
6-10 years	<input type="text"/>	beyond 16	<input type="text"/>

**Please indicate your department**

.....

**Guide for completing the questionnaire**

Please answer the questions below by ticking and explain where it is necessary.

Using a scale of 1-5, with 5 being Strongly agree 4 being agree 3 being Neutral 2 being disagree and 1 Strongly disagree, please select one response for each statement

**SECTION B: The relationship between reward management and employee productivity**

Reward management basically refers to providing incentives to employees for the goals attained or reaching them therefore you are expected to give the extent to which you agree with the following statements.

ELEMENTS	5	4	3	2	1
The reward management practices in the company have a positive influence on employee skill development and ultimately lead to employee productivity					
The reward management has a positive influence on employee motivation and ultimately makes them improve employee productivity.					
I have a sense of belongingness in the company due to the rewards I get from the company and this has improved on my productivity at the workplace					
There are training opportunities that have been set by					

the company so skills attained are used leading to good productivity					
The reward management system in the company has a positive influence on employee productivity					

Please provide any additional comments on how rewards influence employee productivity

.....

**SECTION C: The effect of financial benefits on employee productivity**

Using a scale of 1-5, with 5 being Strongly agree 4 being agree 3 being Neutral 2 being disagree and 1 Strongly disagree, please select one response for each statement

ELEMENTS	5	4	3	2	1
The wage and salary reward make an increase in an overall productivity by making employees to be committed to doing their work					
The wage and salary reward make promotes willingness of an employee being creative in a workplace which leads to improved employee productivity.					
the financial benefit given to me by the Company is so effective in that I feel valued hence being so productive					

**SECTION D The effects of intrinsic rewards on employee productivity**

ELEMENTS	5	4	3	2	1
When my success at the workplace is acknowledged through intrinsic rewards I become motivated and do work more productively					
The company provides feedback in time and we are normally engaged this normally improves on our efforts during					

production					
My productivity when doing tasks is influenced once I am cared for and I have a sense of belongingness to the company which makes me more productive					
Employees are committed to meeting required targets in our department especially when the management gives them support					

**SECTION E: Understanding employee productivity as the dependent variable of reward management system**

ELEMENTS	5	4	3	2	1
When I am contented with the rewards my productivity greatly improves at the workplace					
Rewards make me have a perception of value because I am motivated and this makes me more productive					
The more the management supports us, the more likely I become committed hence good production					
How effective has the reward management system put in place in your organization					
Basing on your stay in this company does productivity go high as the rewards are increased					

*Thank you so much for your cooperation*