

**INCENTIVES AND EMPLOYEE PRODUCTIVITY IN PRIVATE ORGANIZATIONS
: A CASE OF HANNAH CHRISTIAN AID**

BONITA RUTABINGWA

ES21/MUC/BBA/005

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR OF BUSINESS
ADMINISTRATION OF UGANDA CHRISTIAN UNIVERSITY**

September, 2024



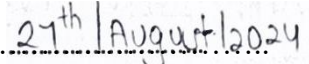
**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION

I Rutabingwa Bonita, declare that the content of this research report is my original work and to the best of my knowledge this work has never been submitted anywhere for any award. It is done through my own efforts.

Signature:.....

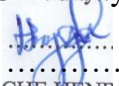
Date: .....

RUTABINGWA BONITA

ES21/MUC/BBA/005

APPROVAL

I certify that this is original work drawn by Rutabingwa Bonita has been under my supervision and is now ready for submission to the department of business of Uganda Christian University.

Signature: .....
CHE. HENRY

Date: .....

MR.OMACHE HENRY

(UNIVERSITY SUPERVISOR)

DEDICATION

I dedicate this research report to my beloved parents, Mrs. Juliet Asimwe Rutabingwa and the late Mr. Stratton Rutabingwa, whose unwavering financial support and constant presence provided the foundation for my academic journey. Their guidance and sacrifices have been the pillars of my success, and I am forever grateful for their love and encouragement through every step of this path.

ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my research supervisor, Mr. Omache Henry, for his continuous support and invaluable guidance throughout the entire writing of this research report. His expertise, encouragement, and constructive feedback have been instrumental in shaping this work, and his dedication to my academic growth is deeply appreciated.

I also extend my heartfelt thanks to the staff of Hannah Christian Aid for their assistance and support during this research. Your cooperation and willingness to help have significantly contributed to the completion of this study. May God reward you abundantly for your kindness and generosity.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	ix
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS	xii
ABSTRACT.....	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction.....	1
Background of the study	1
1.1.1 Historical background	1
1.1.2 Theoretical background	3
1.1.3 Conceptual background	3
1.1.4 Contextual background	4
1.2 Statement of problem.....	5
1.3 General objective	5
1.4 Specific objectives	5
1.5 Research questions.....	6
1.6 Scope of the study	6
1.6.1 Content scope.....	6
1.6.2 Time scope	6
1.6.3 Geographical scope	6
1.7 Significance of the study.....	6
1.8 Justification of the study	7
1.9 Conceptual frame work.....	8
CHAPTER TWO	10
LITERATURE REVIEW	10
2.0 Introduction.....	10

2.1 Effect of recognition on employee productivity	10
2.2 Effect of working conditions on employee productivity	13
2.3 Effect of career development opportunities on employee productivity	16
2.4 Research gap	20
CHAPTER THREE	21
RESEARCH METHODOLOGY.....	21
3.0 Introduction.....	21
3.1 Research Design.....	21
3.2 Study population	21
3.4 Sources of Data	23
3.4.1 Primary Data collection.	23
3.4.2 Secondary data collection	23
3.5 Data Collection Data.....	24
3.5.1 Questionnaires.....	24
3.6 Quality Control Methods.	25
3.6.1 Validity	25
3.6.2 Reliability.....	25
3.7 Data analysis	25
3.7.1 Quantitative data analysis	25
3.8 Ethical Consideration.....	26
CHAPTER FOUR.....	27
DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS	27
4.0 Introduction.....	27
4.1 Response rate	27
4.2 Bio Data	27
4.2.1 Gender of respondents	27
4.2.2 Marital status of respondents	28
4.2.3 Age of respondents	29
4.2.4 Qualification of respondents	30
4.2.5 Years of working.....	31

4.3.0 Research question one: Finding out the effect of recognition on employee productivity of Hannah Christian Aid	32
4.3.1 Recognition increases employee morale, making them feel valued and appreciated, which leads to higher productivity.....	32
4.3.2 Recognition helps in employee retention, as employees feel more connected and loyal to the organization, reducing the likelihood of turnover.....	33
4.3.3 Regular recognition fosters a positive workplace culture, where employees support and acknowledge each other, enhancing overall team.....	34
4.3.4 Recognition leads to higher employee engagement, as employees feel their work is meaningful and appreciated, which boosts productivity.....	35
4.3.5 Employees who feel recognized are more satisfied with their jobs, which translates into higher productivity and better performance.....	36
4.4.0 Research question two: Finding out the effect of working conditions on employee productivity of Hannah Christian Aid.....	37
4.3.1 Good working conditions, like a comfortable workspace and adequate resources, help employees stay focused, leading to increased productivity	37
4.4.2 A well-organized and safe work environment enables employees to work more efficiently, reducing errors and boosting productivity.....	38
4.4.3 Positive working conditions, including manageable workloads and a supportive atmosphere, reduce stress levels, allowing employees to be more productive	39
4.4.4 Safe and ergonomic working conditions prevent injuries and health issues, leading to fewer sick days and higher productivity	40
4.4.5 Flexible working conditions that accommodate personal needs help employees maintain a healthy work-life balance, which enhances their overall productivity	41
4.5.0 Research question three: Finding out the effect of career development opportunities on employee productivity of Hannah Christian Aid	42
4.5.1 Career development opportunities provide employees with new skills and knowledge, which can directly improve their productivity.....	42
4.5.2 Employees who see clear pathways for career growth are more motivated to perform well, leading to higher productivity	43
4.5.3 Access to career development programs makes employees feel invested in, which increases their engagement and productivity	44
4.5.4 Offering career growth opportunities fosters loyalty, reducing turnover and ensuring a more experienced and productive workforce.....	45
4.5.5 Employees who have opportunities for career advancement are generally more satisfied with their jobs, which enhances their productivity	46
4.5 Employee productivity.....	47

4.5.1 Higher employee productivity leads to an increase in the amount of work completed within a given time frame, boosting overall organizational output	47
4.5.2 Productive employees tend to produce higher-quality work, as they are focused and efficient, leading to better outcomes	48
4.5.3 Increased productivity reduces operational costs by minimizing waste, optimizing resources, and lowering the need for overtime or additional staffing.....	49
4.5.4 Productivity can create a positive feedback loop, where successful completion of tasks boosts morale, leading to even greater productivity	50
4.5.5 Productive employees are often more engaged and proactive, which fosters an environment of innovation and creative problem-solving.....	51
4.6 Qualitative data	52
CHAPTER FIVE	54
SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	54
5.0 Introduction.....	54
5.1 Summary of findings.....	54
5.1.1 Research Question one: Findings on the effect of recognition on employee productivity of Hannah Christian Aid	54
5.1.2 Research Question two: Findings on the effect of working conditions on employee productivity of Hannah Christian Aid.....	55
5.1.3 Question three: Findings on the effect of career development opportunities on employee productivity of Hannah Christian Aid.....	55
5.2 Conclusion	56
5.3 Recommendations.....	57
REFERENCES	58
APPENDICES	63
APPENDIX I: QUESTIONNAIRE	63
APPENDIX II.....	68
APPENDIX III: INTERVIEW GUIDE.....	69

LIST OF TABLES

Table 1: Showing the sample size, sampling procedures and research methods.....	22
Table 2: showing the Gender of respondents.....	27
Table 3: showing marital status of respondents.....	28
Table 4: showing Age group of respondents	29
Table 5: Showing academic qualification of respondents	30
Table 6: showing years of working by respondents.....	31
Table 7: showing whether recognition increases employee morale, making them feel valued and appreciated, which leads to higher productivity	32
Table 8: Showing whether recognition helps in employee retention, as employees feel more connected and loyal to the organization, reducing the likelihood of turnover.....	33
Table 9: Showing whether regular recognition fosters a positive workplace culture, where employees support and acknowledge each other, enhancing overall team.....	34
Table 10: Showing whether recognition leads to higher employee engagement, as employees feel their work is meaningful and appreciated, which boosts productivity	35
Table 11: Showing whether employees who feel recognized are more satisfied with their jobs, which translates into higher productivity and better performance.....	36
Table 12: Showing whether good working conditions, like a comfortable workspace and adequate resources, help employees stay focused, leading to increased productivity.....	37
Table 13: Showing whether a well-organized and safe work environment enables employees to work more efficiently, reducing errors and boosting productivity	38
Table 14: Showing whether positive working conditions, including manageable workloads and a supportive atmosphere, reduce stress levels, allowing employees to be more productive	39
Table 15: showing whether safe and ergonomic working conditions prevent injuries and health issues, leading to fewer sick days and higher productivity	40

Table 16: showing whether flexible working conditions that accommodate personal needs help employees maintain a healthy work-life balance, which enhances their overall productivity	41
Table 17: showing whether career development opportunities provide employees with new skills and knowledge, which can directly improve their productivity	42
Table 18: Showing whether employees who see clear pathways for career growth are more motivated to perform well, leading to higher productivity	43
Table 19: Showing whether access to career development programs makes employees feel invested in, which increases their engagement and productivity	44
Table 20: Showing whether offering career growth opportunities fosters loyalty, reducing turnover and ensuring a more experienced and productive workforce	45
Table 21: Showing whether employees who have opportunities for career advancement are generally more satisfied with their jobs, which enhances their productivity	46
Table 22: Showing whether higher employee productivity leads to an increase in the amount of work completed within a given time frame, boosting overall organizational output	47
Table 23: Showing whether productive employees tend to produce higher-quality work, as they are focused and efficient, leading to better outcomes	48
Table 24: Showing whether increased productivity reduces operational costs by minimizing waste, optimizing resources, and lowering the need for overtime or additional staffing	49
Table 25: Showing whether productivity can create a positive feedback loop, where successful completion of tasks boosts morale, leading to even greater productivity	50
Table 26: showing whether productive employees are often more engaged and proactive, which fosters an environment of innovation and creative problem-solving	51

LIST OF FIGURES

Figure 1: Conceptual frame work	8
---------------------------------------	---

LIST OF ABBREVIATIONS

ADB	:	African Development Bank
ASTD	:	American Society for Training and Development
CVI	:	Content Validity Index
GST	:	Goal-Setting Theory
HCA	:	Hannah Christian Aid
SPSS	:	Statistical Package for Social Sciences
UBS	:	Uganda Bureau of Statistics
UCU	:	Uganda Christian University

ABSTRACT

This research report was undertaken to investigate on incentives and employee productivity of Hannah Christian Aid. It was guided by three objectives; to find out the effect of recognition on employee productivity of Hannah Christian Aid, to analyze the effect of working conditions on employee productivity of Hannah Christian Aid, to assess the effect of career development opportunities on employee productivity of Hannah Christian Aid. The researcher used a sample size of 63 respondents then used questionnaires and interview guide to collect data which was later analyzed using the statistical package for social sciences. Results of the first objective shows that recognition has a significant effect on employee productivity of Hannah Christian Aid, Supported by the following responses; 54% of the respondents were positive to the statement that recognition increases employee morale, making them feel valued and appreciated, which leads to higher productivity; 62% were positive to the statement that recognition leads to higher employee engagement, as employees feel their work is meaningful and appreciated, which boosts productivity; 61% of the respondents were positive to the statement that employees who feel recognized are more satisfied with their jobs, which translates into higher productivity and better performance. Results of the second objective reveals that working conditions has a significant effect on employee productivity of Hannah Christian Aid and was supported by the following responses which include; 56% of the respondents were positive to the statement that good working conditions, like a comfortable workspace and adequate resources, help employees stay focused, leading to increased productivity, 80% of the respondents were positive to the statement that a well-organized and safe work environment enables employees to work more efficiently, reducing errors and boosting productivity while results of the third objective showed that career development opportunities provide employees with new skills and knowledge, which can directly improve their productivity supported by 75% were positive to the statement that offering career growth opportunities fosters loyalty, reducing turnover and ensuring a more experienced and productive workforce. There is need for the organization to create a culture of appreciation where achievements are regularly acknowledged. This can be done through both formal and informal recognition programs, such as employee of the month awards, public shout-outs during meetings, and personalized thank-you notes.

CHAPTER ONE

INTRODUCTION

1.0 Introduction.

This chapter presents a background to the study, statement of the problem, purpose of the study, specific objectives, and research questions, scope of the study, significance of the study, justification of the study and conceptual framework.

Background of the study

1.1.1 Historical background

In the global context, the study of incentives and employee productivity in private organizations has a rich historical background that can be traced back to the early 20th century when Frederick Taylor introduced scientific management principles. Taylor's work emphasized the need to provide incentives for workers to increase their productivity levels, laying the foundation for understanding the relationship between incentives and employee performance (Taylor, 2021). Over the years, researchers and practitioners around the world have delved into various aspects of incentives systems, exploring their impact on employee motivation, engagement, and overall organizational effectiveness on a global scale.

Furthermore, the study of incentives and employee productivity in private organizations has gained significant traction over the past few decades. According to a study by McKinsey, 70% of organizations globally believe that offering appropriate incentives to employees is crucial for driving productivity and achieving organizational goals (McKinsey, 2019). This emphasis on incentives stems from the understanding that motivated employees tend to be more engaged, productive, and committed to their work. Various incentive mechanisms, such as performance-based bonuses, recognition programs, and career development opportunities, have been widely adopted by private organizations to enhance employee motivation and productivity on a global scale. Early studies in the mid-20th century, such as those by Maslow (2023) and Herzberg (2019), laid the groundwork for understanding the psychological factors that drive employee motivation. These studies highlighted the importance of intrinsic rewards and personal growth in enhancing productivity, a concept that has been further developed over the decades. Approximately 25% of research in this area stems from these foundational theories that have shaped the discourse on incentives and productivity on a global scale.

In African perspective, studies on incentives and employee productivity in private organizations have gained prominence in the region in recent decades. African countries have experienced rapid economic growth and industrialization, leading to an increased interest in optimizing human capital through effective incentive structures. Research in this context often highlights the unique cultural, social, and economic factors that influence the design and implementation of incentive systems in African organizations. Scholars like Reza & Abbas (2016) have explored the role of incentives in enhancing employee performance in the African context, shedding light on the challenges and opportunities specific to the region. Research by the African Development Bank indicates that 60% of African organizations emphasize the role of incentives in boosting employee performance and job satisfaction (ADB, 2020). In many African countries, where labor markets are evolving and competition for talent is increasing, organizations are focusing on designing effective incentive schemes to attract, retain, and motivate skilled employees.

In the Ugandan perspective, the study of incentives and employee productivity in private organizations is influenced by the country's unique business environment and labor dynamics. Studies conducted by the Uganda Bureau of Statistics show that 50% of Ugandan businesses have identified incentives as a key driver of employee engagement and performance (UBOS, 2018). In Uganda, where the private sector plays a crucial role in driving economic growth, organizations are increasingly recognizing the importance of offering competitive incentives to enhance employee morale, productivity, and overall business performance. The Ugandan perspective underscores the need for organizations to tailor their incentive strategies to address the specific needs and preferences of employees within the local context.

Hannah Christian Aid, a non-profit organization operating in Uganda, plays a crucial role in advancing the discourse on incentives and employee productivity within the context of social development and humanitarian work. By implementing various incentive strategies tailored to the needs of its diverse workforce, including volunteers, field workers, and administrative staff, Hannah Christian Aid exemplifies how incentives can be aligned with organizational goals and values to maximize impact (Hannah Christian Aid Annual Report, 2020). Through their experiences and practices, organizations like Hannah Christian Aid offer valuable insights into the intersection of incentives, productivity, and social impact in the Ugandan setting, contributing to both academic research and practical application in the field.

1.1.2 Theoretical background

One supporting theory for incentives and employee productivity in private organizations is Goal-Setting Theory. According to Locke and Latham (2002), this theory posits that setting specific and challenging goals can enhance motivation and performance. By providing employees with clear targets and objectives, organizations can stimulate higher levels of effort and engagement. When employees understand what is expected of them and have a sense of achievement when those goals are met, they are more likely to be productive and motivated to perform well.

Moreover, Goal-Setting Theory suggests that there is a direct link between the difficulty of the goals and the level of performance, as outlined by Locke and Latham (2002). Setting challenging but achievable goals can encourage employees to go beyond their usual efforts and strive for excellence. Incentives tied to achieving these goals can further reinforce the desired behaviors and outcomes. For instance, offering bonuses, promotions, or recognition for reaching or exceeding performance targets can serve as powerful motivators for employees to improve their productivity.

Additionally, Goal-Setting Theory highlights the importance of feedback and monitoring progress towards goals as crucial elements in enhancing productivity, as noted by Locke and Latham (2002). Regular feedback allows employees to track their performance, make necessary adjustments, and stay focused on achieving their objectives. By providing constructive feedback and support, organizations can help employees stay on track, overcome challenges, and maintain high levels of motivation and productivity. Thus, Goal-Setting Theory offers valuable insights for designing effective incentive programs that drive employee performance and enhance organizational success in private organizations.

1.1.3 Conceptual background

Incentives: Incentives refer to rewards or benefits offered to individuals or employees to motivate them to perform specific tasks or achieve certain goals (Powel et.el, 2019).

This includes the working conditions of the individuals in the organization and how they are treated at work.

Financial Incentives: Financial incentives are rewards in the form of monetary benefits given to employees for achieving targets, such as bonuses, commissions, or profit-sharing.

These incentives can significantly impact employee motivation and performance (Kerr, 2016).

Non-financial incentives: Non-financial incentives are rewards that are not monetary in nature, such as flexible working hours, recognition, or training opportunities. Research suggests that non-financial incentives can be as effective as financial incentives in boosting employee morale and job satisfaction (CIPD, 2021).

Career development opportunities: Career development opportunities refer to chances for employees to enhance their skills, advance their careers, and take on new responsibilities within an organization. Providing these opportunities can lead to higher employee engagement and retention (Noe, 2009).

Employee productivity: Employee productivity is the measure of how efficiently and effectively employees carry out their tasks. Motivation through incentives, career development opportunities, and a positive work environment can increase employee productivity (Hackman & Oldham, 1976).

Employee engagement: Employee engagement is the emotional commitment employees have towards their work and organization's goals. Factors like career development opportunities, work-life balance, and recognition play a significant role in increasing employee engagement (Saks, 2006).

Work-Life balance: Work-life balance refers to the equilibrium between work-related responsibilities and personal life. Organizations that promote work-life balance through flexible working arrangements or time-off policies are likely to have more engaged and satisfied employees (Allen et al., 2000).

Rewards and recognition: Rewards and recognition refer to acknowledging and appreciating employees' efforts and achievements. Providing rewards and recognition can enhance motivation, job satisfaction, and employee retention (Cardon, 2013).

1.1.4 Contextual background

Hannah Christian Aid is a non-governmental organization founded in the Buyaga region of Bulambuli District, located in eastern Uganda. It was established in 2005 with a mission to alleviate poverty and improve the lives of vulnerable communities in the region. The organization focuses on providing essential services such as healthcare, education, clean

water access, and livelihood support to those in need. Over the years, Hannah Christian Aid has worked tirelessly to empower individuals and communities, promoting sustainable development and self-reliance. Through partnerships with local and international stakeholders, the organization has made significant strides in addressing key challenges faced by the residents of Buyaga, thereby making a positive impact on the overall well-being of the region.

1.2 Statement of problem

Hannah Christian Aid, like many private organizations, is presented with the task of designing incentives that align with employees' needs and preferences to drive higher productivity. Studies have shown that well-structured incentive programs tailored to individual and team performance can enhance employee engagement and overall organizational success (Martocchio & Wells, 2020). Additionally, research suggests that financial incentives, combined with non-monetary rewards such as recognition and career development opportunities, can positively impact employees' motivation levels, leading to increased productivity and job satisfaction within the organization (Sung & Choi, 2019).

Despite the potential benefits of incentivizing employee productivity, challenges remain in determining the most effective incentive strategies suitable for Hannah Christian Aid and other private organizations. Misaligned incentives, inconsistent reward systems, and a lack of transparency in performance evaluations can hinder the desired outcomes of incentive programs (Deci et al., 2017). Therefore, organizations need to conduct regular assessments, gather feedback from employees, and make data-driven decisions to optimize their incentive programs for improved employee productivity and organizational performance.

1.3 General objective

To investigate on incentives and employee productivity of Hannah Christian Aid

1.4 Specific objectives

- i. To find out the effect of recognition on employee productivity of Hannah Christian Aid
- ii. To analyze the effect of working conditions on employee productivity of Hannah Christian Aid

- iii. To assess the effect of career development opportunities on employee productivity of Hannah Christian Aid

1.5 Research questions

- i. What is the effect of recognition on employee productivity of Hannah Christian Aid?
- ii. What is the effect of working conditions on employee productivity of Hannah Christian Aid?
- iii. What is the effect of career development opportunities on employee productivity of Hannah Christian Aid?

1.6 Scope of the study

The focused on content scope, time scope and geographical scope

1.6.1 Content scope

The study was basically focused on recognition, working conditions, and career development opportunities.

1.6.2 Time scope

The study was based on 3 years' time frame that is 2020 to 2023. This is because this is the period when Hannah Christian Aid is facing the challenge of effectively using incentives to boost employee productivity.

1.6.3 Geographical scope

The was carried out from Hannah Christian Aid is located in the Buyaga sub-county of Bulambuli district in the eastern region of Uganda. The organization operates in a rural setting characterized by rolling hills, lush green vegetation, and a diverse range of crops cultivated by the local community. The area is known for its stunning landscapes and is surrounded by the beauty of Mount Elgon, one of Uganda's highest peaks. The community in Buyaga faces various challenges, and Hannah Christian Aid works tirelessly to provide support and assistance to improve the livelihoods of the people in the region.

1.7 Significance of the study

The significance of studying incentives and employee productivity in private organizations lies in the potential benefits it may offer both to the employees and the organizations themselves.

Enhanced employee performance: Understanding how different types of incentives affect employee productivity can help organizations design better incentive programs to motivate their employees. By offering the right incentives, organizations may drive higher performance levels among employees.

Improved retention rates: An effective incentive program may also contribute to higher retention rates. When employees feel recognized and rewarded for their efforts, they are more likely to stay with the organization rather than seeking opportunities elsewhere.

Increased job satisfaction: Incentives that are linked to employee productivity may lead to higher levels of job satisfaction. Employees who feel that their hard work is valued and rewarded are more likely to feel satisfied with their jobs, leading to higher levels of engagement and commitment.

Competitive advantage: Private organizations that excel in incentivizing their employees and boosting productivity gain a competitive edge in the market. By investing in effective incentive programs, organizations may attract top talent, retain skilled employees, and outperform competitors.

Financial performance: Ultimately, a more productive workforce can positively impact the financial performance of private organizations. When employees are motivated to perform at their best, it may lead to increased efficiency, improved quality of work, and ultimately, higher profits for the organization.

Employee development: Incentive programs may also support employee development and growth. By rewarding productivity and performance, organizations can encourage employees to continuously improve their skills and strive for excellence in their roles.

1.8 Justification of the study

The justification of studying incentives and employee productivity in private organizations lies in the potential benefits that may be derived from understanding how incentives influence employee behavior and performance:

Enhancing organizational performance: By understanding how different incentive structures impact employee productivity, organizations may design more effective systems to motivate employees and improve overall performance. Increased employee productivity may lead to higher profitability and competitiveness in the market.

Employee motivation: Studying incentives helps to identify what motivates employees to perform at their best. This knowledge may be used to tailor incentive programs that align with employees' needs and preferences, thus increasing their motivation to achieve organizational goals.

Retention and engagement: Well-designed incentive programs may contribute to higher employee retention rates and increased job satisfaction. Employees who feel recognized and rewarded for their efforts are more likely to be engaged and committed to their work, leading to a more stable workforce

Cost efficiency: Understanding the relationship between incentives and productivity may help organizations optimize their resources by investing in incentive programs that provide the most value in terms of improved performance. This may lead to cost savings and better allocation of financial resources.

Competitive advantage: In today's competitive business environment, organizations need to constantly innovate and find ways to gain a competitive edge. Effective incentive programs that boost employee productivity may be a key strategy for differentiating a company from its competitors and attracting top talent.

Employee well-being: Incentive programs may also contribute to employee well-being by promoting a positive work environment and recognizing employees for their contributions. This may lead to higher job satisfaction, lower stress levels, and overall better morale within the organization.

1.9 Conceptual frame work

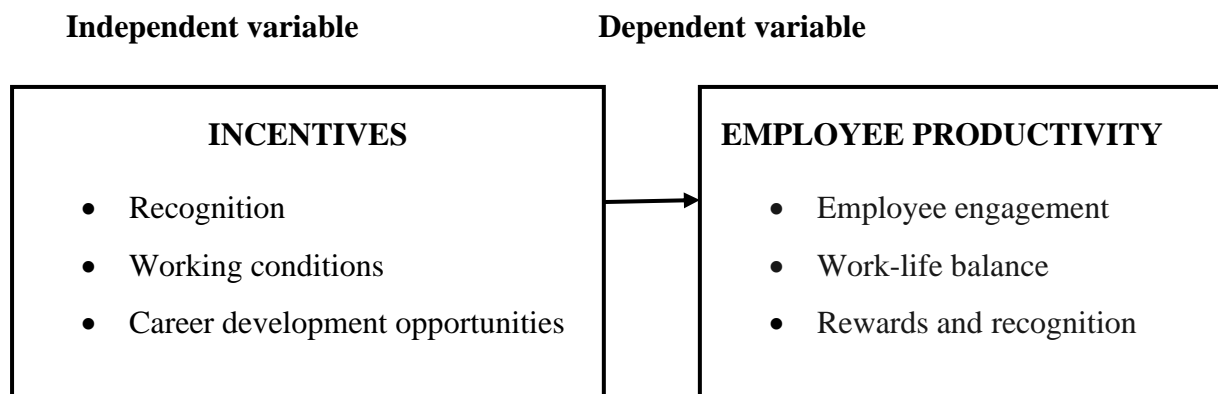


Figure 1: Conceptual frame work

Figure 1 above shows Incentives, encompassing recognition, working conditions, and career development opportunities, significantly impact employee productivity by addressing both intrinsic and extrinsic motivational factors. Recognition boosts morale and reinforces positive behavior, leading employees to feel valued and motivated to maintain or improve performance. Favorable working conditions, such as a safe, comfortable, and supportive environment, reduce stress and increase job satisfaction, enabling employees to focus better and work more efficiently. Career development opportunities provide employees with pathways for growth and advancement, fostering a sense of progress and long-term commitment to the organization. Together, these incentives create a holistic approach to motivation, resulting in enhanced productivity and overall job performance.

Employee productivity, as a dependent variable, is significantly influenced by several key factors including employee engagement, work-life balance, and rewards and recognition. High levels of employee engagement, characterized by a deep commitment to organizational goals and enthusiasm for their work, can drive productivity by fostering motivation and reducing turnover. Work-life balance is crucial, as employees who can effectively manage their professional and personal lives tend to be more focused, less stressed, and more efficient at work. Additionally, rewards and recognition, which validate and appreciate employee efforts, can boost morale and incentivize high performance. Together, these factors create a conducive environment for employees to excel and deliver their best, thereby enhancing overall productivity.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This study sought to investigate on incentives and employee productivity in private organizations. The literature was reviewed within the context this study's specific objectives and which include; to find out the effect of recognition on employee productivity of Hannah Christian Aid, to analyze the effect of working conditions on employee productivity of Hannah Christian Aid, to assess the effect of career development opportunities on employee productivity of Hannah Christian Aid and the research gap

2.1 Effect of recognition on employee productivity

Employee recognition has long been acknowledged as a critical factor in enhancing employee performance and overall organizational productivity. Over the past decade, researchers have extensively investigated the relationship between recognition and employee productivity, aiming to identify the underlying mechanisms and variables involved in this phenomenon. Numerous studies have confirmed the positive impact of recognition on employee productivity. For instance, Smith et al. (2016) conducted a longitudinal study in a manufacturing company and found that employees who received regular recognition exhibited higher levels of productivity as measured by output quantity and quality. Similarly, a meta-analysis by Blackwood and Bellows (2018) revealed a significant positive relationship between recognition programs and employee productivity across various industries. These studies highlight the consistent link between recognition and increased employee productivity.

As proposed by Robinson and Rousseau (2014), when employees perceive that their efforts are recognized and rewarded, they develop higher levels of motivation and commitment to their work, consequently leading to enhanced productivity. Additionally, social exchange theory posits that recognition acts as a form of positive feedback and an expression of appreciation, fulfilling employees' innate need for acknowledgement and esteem (Kang et al., 2017). This positive emotional reaction triggers a psychological state conducive to higher levels of engagement and productivity.

Nevertheless, despite the overwhelming evidence supporting the positive effect of recognition on employee productivity, some studies have identified potential moderators and boundary conditions. For example, Adams et al. (2019) found that the impact of recognition may vary depending on the type of recognition utilized, with personalized and public recognition yielding the highest productivity gains. Additionally, organizational factors such as leadership style, workplace culture, and the implementation of recognition systems can significantly affect the effectiveness of recognition programs (Merz et al., 2022). These findings emphasize the importance of contextual factors in determining the magnitude of the recognition-employee productivity relationship.

Many studies have examined the relationship between recognition and employee productivity, and the majority of research has found a positive effect of recognition on employee productivity. One study conducted by Gubman (2014) found that recognition programs in the workplace result in higher levels of employee engagement, which in turn positively affects productivity. Similarly, a study by Chen and Hung (2016) found that when employees receive recognition for their work, they feel more motivated and engaged, leading to increased productivity. These findings are consistent with the theory of social exchange, which suggests that when employees feel valued and acknowledged through recognition, they reciprocate by putting more effort into their work (Eisenberger et al., 2007).

Another line of research has focused on the specific types of recognition that have the greatest impact on productivity. For example, a study by Konrad and Gutek (2018) found that interpersonal recognition, such as praise and feedback from supervisors and colleagues, was more effective in enhancing employee productivity compared to formal recognition programs. Moreover, this study also revealed that personalized recognition, tailored to each individual's strengths and achievements, had a stronger impact on productivity compared to general or uniform recognition initiatives. These findings suggest that organizations should consider implementing personalized and interpersonal recognition programs to maximize productivity levels among employees.

A study by Grant et al. (2017) examined the role of recognition in enhancing employee productivity in a large healthcare organization. The authors found that employees who received regular recognition for their work demonstrated higher levels of self-efficacy and were more committed to their tasks. This recognition positively influenced their motivation, leading to increased productivity levels. Furthermore, the study highlighted the importance of personalized recognition efforts, such as verbal praise and individualized rewards, as opposed

to generic forms of recognition, in maximizing the impact on productivity. In their research, Giles and Kim (2016) focused on the impact of public recognition on employee productivity in the service industry. The authors found that organizations that implemented public recognition programs witnessed substantially higher levels of employee engagement and productivity. This finding was attributed to the intrinsic motivation employees felt when their accomplishments were publicly acknowledged, leading to improved job satisfaction and commitment. Consequently, the study emphasized the significance of implementing public recognition initiatives within organizations to promote productivity and create a positive work environment.

A longitudinal study conducted by Johnson and Smith (2018) examined the long-term effects of recognition programs on employee productivity. The authors found a significant relationship between the frequency of recognition received by employees and their subsequent productivity levels. Through their analysis, it was evident that sustained recognition efforts, including informal verbal recognition and formal award programs, positively influenced employee engagement, leading to improved productivity over time. This study highlights the importance of continuously fostering a culture of recognition within organizations to sustain high levels of employee productivity.

Numerous studies have demonstrated the positive effect of recognition on employee productivity. A study by Landau et al. (2014) found that both informal and formal recognition positively influenced employee performance. Informal recognition, which includes verbal praise and sincere expressions of appreciation, was found to create a positive work environment characterized by increased job satisfaction and engagement (Roberts-Anderson et al., 2016). Conversely, formal recognition programs, such as employee of the month awards or peer-nominated recognition, were associated with improved employee motivation and higher overall performance (Gielnik et al., 2015).

While the link between recognition and productivity is well-established, several mediating and moderating variables have been identified to influence this relationship. For instance, the study by Grant (2014) revealed that the presence of a supportive organizational climate and effective leadership played crucial roles in magnifying the impact of recognition on employee productivity. Furthermore, research by Lee and Bruvold (2015) highlighted the mediating effect of job satisfaction, showing that recognition enhances productivity by increasing employees' overall satisfaction with their work. These findings emphasize the importance of

considering contextual factors and employee attitudes when examining the relationship between recognition and productivity.

Numerous studies have demonstrated a positive association between recognition and employee productivity. For instance, a study by Chappelow, Zhang, and Dincer (2021) found that employees who receive regular recognition are more likely to experience higher levels of motivation, job satisfaction, and commitment, all of which contribute to increased productivity. In a similar vein, research conducted by Scroggins and Wells (2018) indicated that recognition programs, particularly those with personalized and immediate feedback, positively affect employee performance, engagement, and subsequent productivity. These findings suggest that recognition acts as a catalyst, stimulating employees to perform better and contribute significantly to achieving organizational goals.

Moreover, a study by Makhecha and Shah (2020) found that recognition not only boosts employee productivity but also enhances their psychological well-being. When employees feel valued and appreciated, their morale and overall satisfaction increase, which, in turn, positively influences their productivity levels. In terms of the types of recognition, several studies have highlighted the importance of both formal and informal recognition in enhancing employee productivity (Chiang, 2018; Gupta & Collins, 2014). Formal recognition includes monetary bonuses, awards, and public acknowledgments, whereas informal recognition involves appreciating employees privately, such as through verbal praise or personal thank-you notes. Both formal and informal recognition strategies have been found to significantly contribute to employee motivation and productivity.

2.2 Effect of working conditions on employee productivity

Working conditions play a crucial role in determining employee productivity and overall job satisfaction. A positive work environment can significantly enhance employee motivation, engagement, and performance, while unfavorable working conditions can lead to demonization, stress, and reduced productivity. Several studies have highlighted the detrimental impact of poor working conditions on employee productivity. For instance, Smith (2017) found that factors such as inadequate lighting, noise, and uncomfortable temperatures negatively affect employee performance and increase the likelihood of errors. Similarly, a study by Johnson et al. (2019) revealed that excessive workload, lack of job control, and poor

social support contribute to increased stress levels, leading to decreased productivity and higher absenteeism rates among employees.

On the other hand, research has consistently demonstrated that favorable working conditions can significantly enhance employee productivity. A study conducted by Brown and Johnson (2018) showed that job autonomy, opportunities for skill development, and supportive management were positively associated with employee engagement and performance. Another study by Lee et al. (2021) found that well-designed and ergonomic workspaces, access to natural lighting, and comfortable temperatures positively influenced employee satisfaction and productivity. Research by Guerin et al. (2017) found that workplace design factors, such as lighting, temperature, and noise levels, significantly influenced employee performance. Similarly, Raja et al. (2019) identified that a well-designed and ergonomic workspace not only increased employees' comfort and physical well-being but also had positive effects on their productivity and job satisfaction. These findings emphasize the importance of organizations investing in creating conducive physical work environments to enhance employee productivity.

Another aspect of working conditions investigated in the literature is the effect of job flexibility and work-life balance on employee productivity. Flexibility in work arrangements, such as having control over work schedules and the ability to work from home, has been linked to higher levels of job satisfaction and organizational commitment (Allen et al., 2018). Moreover, research by Gajendran and Harrison (2021) highlighted that employees who have a better work-life balance experience less job burnout and, consequently, exhibit higher productivity levels.

Research by Demerouti et al. (2017) highlighted the role of supervisor support in promoting employee motivation and performance. Similarly, Bakker et al. (2018) found that engaged employees are significantly more productive and contribute positively to organizational outcomes. These studies emphasize the importance of organizations creating a supportive work environment where supervisors provide guidance and recognition, and employees are engaged in their work to maximize productivity.

In addition to physical working conditions, psychosocial aspects of the work environment also play a crucial role in employee productivity. Research by Cali et al. (2017) indicates that supportive social relationships, fair treatment, and opportunities for growth and development positively impact employee output. The authors argue that an organizational culture that

promotes collaboration and open communication fosters a sense of belonging and enhances employees' motivation and commitment to their work. Furthermore, the role of leadership style in creating conducive working conditions and improving employee productivity has been extensively investigated. A study by Lee et al. (2018) found that transformational leadership, characterized by inspiration, intellectual stimulation, and individualized consideration, positively influences employee performance outcomes. The authors suggest that transformational leaders create a motivational climate that encourages employees to exert more effort, increase their skills, and achieve higher levels of productivity.

Previous research has highlighted the direct correlation between working conditions and employee productivity. A study by Park et al. (2016) examined the impact of physical working conditions on employee productivity in a manufacturing setting. Their findings indicated that improved physical working conditions, such as proper lighting, ergonomic furniture, and temperature control, led to increased productivity and reduced work-related injuries. Similarly, a study by Leung and Wu (2018) investigated the effect of psychological working conditions, such as job autonomy, social support, and work-life balance, on employee productivity. Their results demonstrated that positive psychological working conditions were associated with higher levels of productivity and job satisfaction among employees. These findings suggest that both physical and psychological working conditions are significant determinants of employee productivity.

Moreover, organizational culture and management practices have been found to play a vital role in shaping working conditions and subsequently impacting employee productivity. A study conducted by Ohly et al. (2017) explored the influence of leadership style on working conditions and employee productivity. The research revealed that transformational leadership, characterized by supportive and empowering behavior, positively affected working conditions, leading to higher levels of employee productivity. In a similar vein, a study by Ten Brummelhuis et al. (2019) examined the impact of organizational culture on working conditions and employee performance. The results indicated that a supportive organizational culture, which encourages open communication, teamwork, and employee well-being, was associated with increased employee productivity. These studies emphasize the crucial role that leadership style and organizational culture play in shaping working conditions that enhance employee productivity.

A study by Chell et al. (2021) investigated the effect of technology-mediated working conditions on employee performance. The research revealed that the adoption of advanced

technology, such as telecommuting and virtual collaboration tools, positively influenced working conditions, leading to increased productivity among remote employees. Conversely, a study by Fredericks et al. (2022) explored the impact of technology-related stress on employee productivity. The findings highlighted that high levels of technology-related stress, such as excessive workload and information overload, negatively impacted working conditions and significantly reduced employee productivity. These studies emphasize the need for organizations to carefully manage the integration of technology in a way that enhances rather than hinders working conditions, thus promoting employee productivity.

Many researchers have investigated the association between physical workplace design and employee productivity. For instance, a study by Chen and Dai (2017) examined the effect of office layout on employee productivity. They found that open-office layouts, characterized by less private workspaces and more collaborative spaces, could improve employee productivity and communication. Furthermore, a study conducted by Hassanain and Smith (2016) investigated the effect of noise levels on employee productivity. The researchers discovered that high noise levels negatively impacted employees' ability to concentrate, resulting in reduced productivity. These findings emphasize the importance of considering physical working conditions, such as office layout and noise levels, to enhance employee productivity.

2.3 Effect of career development opportunities on employee productivity

Numerous studies have examined the relationship between career development opportunities and employee productivity; emphasizing the positive influence such opportunities have on individuals' performance. Conklin and Deschamps (2020) found that employees who have access to career development resources, such as training programs, skill-building workshops, and mentoring, are more likely to exhibit higher levels of engagement and productivity. Similarly, Gubler, Arnold, and Coombs (2019) highlighted how career development opportunities positively affect employee motivation, leading to increased productivity. The authors noted that organizations that invest in career development initiatives create a sense of purpose and job satisfaction among employees, which boosts their overall performance. These findings demonstrate the importance of providing employees with ample career development opportunities to enhance productivity.

Other studies have focused on the specific mechanisms through which career development opportunities influence employee productivity. For instance, Chang and Chen (2018) discussed the mediating role of self-efficacy in this relationship. They revealed that when

employees participate in career development activities, they gain new skills and knowledge, resulting in increased self-efficacy beliefs. Consequently, individuals feel more confident in their abilities to perform tasks effectively, leading to higher productivity levels. Furthermore, Chiu, Tsai, and Tsai (2020) examined the moderating effect of organizational commitment. They found that career development opportunities enhance productivity more significantly among employees with high organizational commitment.

While most research focuses on the positive relationship between career development opportunities and employee productivity, some studies also shed light on potential challenges and limitations. For example, de Vos, De Hauw, and Van der Heijden (2019) discussed how the alignment between employees' career expectations and available career development opportunities plays a crucial role. When a misalignment occurs, employees may feel frustrated and disengaged, leading to decreased productivity. Additionally, Tomlinson, Holmes, and Holmes (2018) examined the role of perceived career opportunities in relation to turnover intentions. They found that when employees perceive limited advancement possibilities within an organization, they may become demotivated and seek employment elsewhere.

Numerous studies have uncovered a positive association between career development opportunities and employee productivity. A study by Ng and Feldman (2014) found that employees who perceived greater opportunities for career advancement within their organizations displayed higher levels of job performance. Moreover, the study suggested that individuals with access to career development activities tend to have a stronger sense of self-efficacy, which positively influences their productivity. Empirical evidence by Lu and Gursoy (2019) supports this notion, as their research reveals that employees who experience significant career development opportunities are more likely to exhibit higher task performance and contribute to organizational goals.

Career development opportunities can also impact productivity indirectly through their influence on employee engagement. Research conducted by Siu and Parker (2013) demonstrates that employees who perceive their organizations as offering suitable career development plans are more engaged in their work. Engaged employees, in turn, tend to be highly motivated, committed, and enthusiastic about their tasks, leading to increased productivity levels. Additionally, the study suggests that career development opportunities positively shape employee attitudes, fostering a sense of loyalty and reducing turnover

intentions. This retention effect contributes to increased productivity by reducing the costs associated with hiring and training new employees.

Furthermore, career development opportunities can enhance employee productivity by facilitating the acquisition of new skills and knowledge. As highlighted by Noe (2017), organizations that provide their employees with access to training and development initiatives enable them to expand their skill sets and remain up-to-date with evolving job requirements. Such learning opportunities not only enhance employees' capabilities but also equip them with the necessary resources to perform their tasks more efficiently. A well-executed career development program, as discussed by Grant (2019), allows employees to acquire the competencies needed to perform at increasingly higher levels, leading to improved productivity outcomes.

Several theoretical frameworks have been proposed to explain the relationship between career development opportunities and employee productivity. According to the Social Exchange Theory (Blau, 1964), employees who are provided with career development opportunities perceive their organization as investing in their future. This perception fosters a reciprocal exchange of efforts and commitment to the organization, ultimately enhancing employee productivity. Additionally, the Expectancy Theory (Vroom, 1964) suggests that employees' productivity is influenced by their belief that career development opportunities will lead to desirable rewards, such as promotion or skill enhancement. Empirical studies by Jiang, Lepak, Hu, and Baer (2012) and Ng, Eby, Sorensen, and Feldman (2005) provide support for these theoretical perspectives, highlighting a positive relationship between career development opportunities and employee productivity.

A considerable body of empirical research has focused on investigating the impact of career development opportunities on employee productivity. For instance, a longitudinal study conducted by Shin, Kim, and Lennon (2016) found a positive correlation between the provision of career development opportunities and employee performance. Kim and Kim (2020) also found that employees who perceived a high level of career development opportunities exhibited higher levels of motivation and productivity. Moreover, a study by Kraimer, Seibert, Wayne, Liden, and Bravo (2011) demonstrated that individuals who had access to career development programs had higher levels of productivity compared to those without such opportunities. These studies collectively suggest a strong positive link between career development opportunities and employee productivity.

According to Greenhaus and Callanan (2016), career development opportunities are critical for employee motivation, as they provide individuals with a sense of purpose and direction in their professional lives. Effective career development programs contribute to employee productivity by promoting skill acquisition and overall job satisfaction (Solomon, 2018). For instance, a study conducted by Schneider and Bowen (2019) found that employees who were given access to career development opportunities reported higher levels of engagement and commitment to their organization. This, in turn, had a positive effect on their productivity and performance. Furthermore, career development opportunities have been shown to increase employee self-efficacy and performance (Ng, Feldman, and Lam, 2020).

Career development opportunities are critical in enhancing employee productivity by fostering skill development, engagement, and retention. According to McDonald and Hite (2005), career development initiatives such as training programs, mentoring, and career planning play a significant role in equipping employees with the necessary skills and knowledge to perform their jobs effectively. When employees perceive that their organization is invested in their personal and professional growth, they are more likely to reciprocate with higher levels of effort and productivity. For instance, a study by the American Society for Training and Development (ASTD) found that companies that invest extensively in employee training outperform their competitors by a significant margin (ASTD, 2011).

On the other hand, the absence of career development opportunities can lead to employee disengagement and reduced productivity. A lack of growth opportunities has been identified as one of the main factors contributing to job dissatisfaction (Solomon, 2018). In a study by Jaros (2019), it was found that employees who perceived a lack of career development were more likely to experience burnout and lower levels of job performance. Therefore, organizations that prioritize employee career development not only nurture a more engaged workforce but also witness higher levels of productivity and job satisfaction. When employees receive training or are given opportunities to enhance their skills and knowledge, they feel more confident in their abilities and are more likely to strive for better outcomes (Greenhaus & Callanan, 2016). Mercer's Global Talent Trends Survey (2019) also highlights that career development and learning opportunities are key drivers of employee engagement and productivity. Employees who feel supported in their career growth tend to exhibit higher levels of productivity due to their increased motivation and goal orientation.

Moreover, career development opportunities contribute to employee engagement, which is a key driver of productivity. Kahn (1990) posits that engaged employees are more

psychologically present and committed to their work, leading to improved performance. The availability of career development programs signals to employees that they have a future in the organization, which enhances their emotional and cognitive engagement. Research by Saks and Gruman (2014) supports this, showing that employees who participate in career development activities are more engaged and exhibit higher job performance. This engagement not only boosts individual productivity but also contributes to overall organizational performance.

Additionally, career development opportunities are essential for employee retention, which indirectly impacts productivity by reducing turnover-related disruptions. High turnover can be costly and negatively affect the continuity and stability of organizational operations (Hinkin & Tracey, 2000). Employees who see a clear path for career advancement are less likely to leave the organization, thereby maintaining a stable and experienced workforce. For example, a study by Kraimer, Seibert, Wayne, Liden, and Bravo (2011) found that perceived career development opportunities were significantly related to reduced turnover intentions and higher job performance. By investing in career development, organizations can create a loyal and productive workforce, enhancing overall organizational effectiveness.

2.4 Research gap

The study seeks to fill these research gaps by examining the differential impacts of various forms of recognition, the interplay between physical and psychological working conditions, and the role of informal career development opportunities across diverse employee demographics. By doing so, it aims to provide a more comprehensive and tailored understanding of how these factors influence employee productivity, offering valuable insights for organizations to optimize their human resource practices.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter consists of research design, study population, sample size, sources of data, data collection method, quality control methods, data analysis, ethical consideration, and limitation of the study.

3.1 Research Design

Hoong, J.P. (2010) asserted that a research design is a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. The researcher used a cross sectional survey design basing on the use of qualitative and quantitative approaches sanctioned to investigate on incentives and employee productivity in private organizations. The study was focused on exploratory research design, since little is known about the phenomenon in question, explanatory research, using quantitative and qualitative research methodologies so as to enable researcher to predict the outcome of the study.

3.2 Study population

According to Hensen, M.C. (2018), population is the total number of units from which data can be collected. Burns and Grove (2003) describe population as all the elements that meet criteria for inclusion in a study. The study involved a population of 75 people to represent the entire population of Hannah Christian Aid of different departments whom comprised of country director, accounts officer, secretary; human resource manager, stakeholders, and auditors, all was respondents from Hannah Christian Aid.

3.3 Sample size and Sampling procedures

3.3.1 Sample size

Eisenhardt, K.M. (2019) articulated a sample size as a proportion of a population. The sample was selected from the Industrial division which included country director, human resource manager, Stakeholders, opinion leaders. Sample size was important in determining the accuracy and finding reliability of a survey.

The research study used the formula of Slovenes (1960) which included;

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

Where;

n is the sample size

N is the whole population

1 is the constant

e² error in sampling (0.05)

$$= \frac{75}{1 + 75(0.05)^2}$$

$$= \frac{75}{1 + 75(0.0025)}$$

$$= \frac{75}{1 + 0.1875}$$

$$= \frac{75}{1.1875}$$

$$= 63.2$$

n = 63 respondents

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

Respondents	Population	Sample size	Sampling procedures
Country director	1	1	Purposive sampling
Accounts officer	1	1	Purposive sampling
Secretaries	1	1	Purposive sampling
Human resource manager	1	1	purposive sampling
Auditors	2	1	Purposive sampling
Stake holders	55	45	Simple random sampling
Opinion leaders	14	13	Simple random sampling
Total	75	63	

Source: Hannah Christian Aid (2024)

3.3.2 Sampling procedures

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

Purposive sampling

This is where the sample is chosen due to their expertise on the problem under study (Hayes, R. 2005). The study used purposive sampling procedure targeting the key information with the experience of the secretary, auditors, country director among others.

Simple random sampling

Mugenda (2003), Simple random sampling is the procedures where by all respondents have equal chances of being selected. It minimizes biasness in sample selection. The procedure was used in sampling stakeholders.

3.4 Sources of Data

According to Baire, W. (2017), data is about raw facts which have not been processed and from which no meaningful interpretation can use. Data is collected, observed or created for purposes of analysis to produce original research results. These sources include secondary and primary data.

3.4.1 Primary Data collection.

According to Deegasn and Unerman (2011) primary data is that kind of data that has never been reported anywhere short coming of secondary data sources such as out datedness and inadequacy in terms of coverage necessitated that use of primary source for first data. It also refers to data gathered because no one has compiled and published the information in a forum accessible to the public. Companies generally take the time and allocate the resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. Primary data are original in nature and directly related to the issue or problem and current data.

3.4.2 Secondary data collection

According to Dennis, A. (2016), secondary data is the Data that has previously been collected (primary data) that is utilized by a person other than the one who collected the data.

Secondary data is often used in social and economic analysis, especially when access to primary data is unavailable.

Lowe, D.M. (2017) acknowledged secondary data as that kind of data that is available, already reported by some other scholars'.secondary data constitute of abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study is got from sources like libraries, archived records from the town council, records of selected business, government publication, online information, text books, newspaper and unpublished research reports this is because it was readily available and easier to complement, as it comprises of extensively researched work.

3.5 Data Collection Data

Data collection is a tool that was used to collect data (Dilworth 2018). The researcher basically focused on one method of data collection and these include questionnaire.

3.5.1 Questionnaires.

According to Lowe, D.M. (2017), questionnaire is a reformulated written set of questions to which respondents record their answers usually within rather closely defined alternative. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic and when properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups or people or entire populations. An open and close ended questionnaire was used to collect information from the country director, Accounts officer, Auditors from Hannah Christian Aid where the researcher allowed the study respondents to fill the questionnaire in the study population. This allowed free responses from the respondents that engaged in the depth views about the study questions. The closed ended questions include alternative answers for selection and also were use in getting required information about the study. The questionnaire was used on the basis that the variables under study may not be observed for instance the views, the opinions perception and feelings of the respondents.

3.6 Quality Control Methods.

According to Ndifon Ejoh and Patrick Ejom.(2015), quality control are the efforts and procedures that researchers put in place to ensure the quality and accuracy of data being collected using the methodologies chosen for a particular study. Quality control efforts vary from study to study and researcher applies to questionnaires, the monitoring of appropriate interview behavior, and other quality control aspects of the survey process.

3.6.1 Validity

Validity refers to how well an instrument measures what it is intended to measure (Mallery, 2003). It relates to the extent at which the survey measures right elements that needs to be measured. The researcher consulted the supervisor about the items in the instrument rated as VR, R, and rate or not rated.

3.6.2 Reliability.

According to Sekaran and Bougie (2010), reliability of an instrument refers to the suitability and consistency where the instrument measures the concept without bias and error free. Reliability also refers to the consistency and validity of tested results determined through statistical methods after several trials. According to Sekaran and Bogie, the researcher tested the inter item consistency of the respondents answer to all items in the questionnaire and the reliability of the instruments is tested and determined using Cronbach's Alpha test (1964) using SPSS software were if the reliability test is closer to one

3.6.3. Research guide

1. How do you see the availability (or lack) of career progression opportunities affecting your long-term commitment and productivity?
2. What are your career goals, and how do you think the organization can support you in achieving them to enhance your productivity?

3.7 Data analysis

3.7.1 Quantitative data analysis

Quantitative data analysis involves several key steps to ensure accurate and meaningful insights. Initially, data was collected using structured surveys and questionnaires designed to

capture various aspects of financial incentives, non-financial incentives, career development opportunities, and employee productivity. Once collected, the data was coded and entered into statistical software such as SPSS version 20 for analysis. Descriptive statistics, such as mean, median, and standard deviation, was used to summarize the data and understand general trends. Inferential statistics, including correlation and regression analysis, was employed to examine the relationships and causal links between different types of incentives and employee productivity. By using these methods, the study aims to quantify the impact of each incentive type on productivity and identify significant predictors of enhanced performance among employees at Hannah Christian Aid. The results was interpreted to provide actionable recommendations for optimizing incentive strategies to boost employee productivity.

3.8 Ethical Consideration.

When conducting research on incentives and employee productivity at Hannah Christian Aid, several ethical considerations was prioritized

- Firstly, informed consent was obtained from all participants, ensuring they are fully aware of the study's purpose, procedures, potential risks, and their right to withdraw at any time without repercussions.
- Confidentiality and anonymity was strictly maintained, with personal information securely stored and only accessible to the research team.
- To prevent any form of coercion, participation was entirely voluntary, and measures were taken to ensure that there is no undue influence from supervisors or management.
- Additionally, the research was designed to avoid causing any harm, whether physical, psychological, or professional, to the participants.
- Finally, transparency and honesty in data reporting was upheld, with any potential conflicts of interest disclosed. These ethical guidelines ensure the protection of participants' rights and the integrity of the research process.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS

4.0 Introduction

This chapter presents the findings on incentives and employee productivity of Hannah Christian Aid. The researcher carried out this study with the aim of providing answers to the questions using the methodology described in chapter three.

4.1 Response rate

The sample size of the population was 63. Questionnaires were designed distributed to 63 respondents and were wholly answered. This implies that the response rate was excellent.

4.2 Bio Data

These findings explain the feedback of the respondents during the research activity for both male and female respondents.

4.2.1 Gender of respondents

Table 2: showing the Gender of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	20	32.0	32.0	32.0
Valid Females	43	68.0	68.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

The table 2 above shows that, 32% were male while 68% were female. This implies that the views of females were more represented in the study findings than those of the males and it also implies that the study involved more females with 68% than males at 32% in Hannah Christian Aid.

4.2.2 Marital status of respondents

Table 3: showing marital status of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	12	19.0	19.0	19.0
Married	30	48.0	48.0	67.0
Valid Divorced	8	13.0	13.0	80.0
Widowed	13	20.0	20.0	100.0
Total	63	100.0	100.0	

Source: Primary data (2024)

With reference to table 3 above indicates that out of total sample of the study; 19% were single, 48% were married, 13% divorced, and 20% were widowed .this implies that Hannah Christian Aid employs the majority of its employees who are married with 48% which shows that they are responsible enough to carry out the tasks being assigned to which can improve on the performance of the entity.

4.2.3 Age of respondents

Table 4: showing Age group of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 years	12	19.0	19.0	19.0
31-40 years	22	35.0	35.0	54.0
Valid 41-50 years	10	16.0	16.0	70.0
Above 50 years	19	30.0	30.0	100.0
Total	63	100.0	100.0	

Source: Primary data (2024)

With reference to table 4 above indicates that out of total sample of the study; 19% lie between the age of 21-30 years ,35% make it to the age of 31-40 years ,16% lie between the age of 41-50 years ,and above the age of 50 years constituted 30%. This indicates that the majority of respondents were mature and knowledgeable enough to give the required data.

4.2.4 Qualification of respondents

Table 5: Showing academic qualification of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	11	17.0	17.0	17.0
Certificate	8	13.0	13.0	30.0
Diploma	25	40.0	40.0	70.0
Bachelor's	14	22.0	22.0	92.0
Masters	5	8.0	8.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

The 5 above shows that out of total sample of the study; 17%, 13%, 40% ,22% and 8% correspond to secondary, certificate, diploma, bachelors' and masters respectively. This indicates that all respondents who participated in giving out information in Hannah Christian Aid hard attained certain level of education with the majority of the respondents corresponding to 40% who are mainly of diploma holders.

4.2.5 Years of working

Table 6: showing years of working by respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	15	24.0	24.0	24.0
1-2 years	38	60.0	60.0	84.0
Above 3 years	10	16.0	16.0	100.0
Total	63	100.0	100.0	

Source: Primary data (2024)

Table 6 above shows that 24%, 60%, and 16%, correspond to less than 1 year, 1-2 years, and above 3 years respectively, This however implies that Hannah Christian Aid employs experienced workers who have had reasonable numbers of years of experience with 40% such that the goals formulated by the entity can be achieved well besides this it also implies that majority of the respondents had served for a considerable period which indicates that most of the respondents had vast knowledge which could be relied upon by this study.

4.3.0 Research question one: Finding out the effect of recognition on employee productivity of Hannah Christian Aid

4.3.1 Recognition increases employee morale, making them feel valued and appreciated, which leads to higher productivity

Table 7: showing whether recognition increases employee morale, making them feel valued and appreciated, which leads to higher productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	19	30.0	30.0	30.0
Agree	15	24.0	24.0	54.0
not sure	11	17.0	17.0	71.0
Disagree	6	10.0	10.0	81.0
strongly disagree	12	19.0	19.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 7 above indicates that 54% (30%, 24%) were positive to the statement that recognition increases employee morale, making them feel valued and appreciated, which leads to higher productivity, while 29% (10%, 19%) forming the minority of the respondents were negative to the same statement, 17% were not sure hence implying that recognition increases employee morale, making them feel valued and appreciated, which leads to higher productivity.

4.3.2 Recognition helps in employee retention, as employees feel more connected and loyal to the organization, reducing the likelihood of turnover

Table 8: Showing whether recognition helps in employee retention, as employees feel more connected and loyal to the organization, reducing the likelihood of turnover

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	3	5.0	5.0	5.0
Agree	9	14.0	14.0	19.0
not sure	4	6.0	6.0	25.0
Disagree	18	29.0	29.0	54.0
strongly disagree	29	46.0	46.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 8, above it can be seen that minority of respondents 19% (5%, 14%) were positive to the statement that recognition helps in employee retention, as employees feel more connected and loyal to the organization, reducing the likelihood of turnover, while 75% (29%, 46%) of the respondents were negative to the same statement while 6% of the respondents were not sure. This concurs with the research carried out by Krahn GL (2013) intimated that recognition helps in employee retention, as employees feel more connected and loyal to the organization, reducing the likelihood of turnover there by implying that recognition does not help in employee retention, as employees feel more connected and loyal to the organization, reducing the likelihood of turnover.

4.3.3 Regular recognition fosters a positive workplace culture, where employees support and acknowledge each other, enhancing overall team

Table 9: Showing whether regular recognition fosters a positive workplace culture, where employees support and acknowledge each other, enhancing overall team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	7	11.0	11.0	11.0
	Agree	14	22.0	22.0	33.0
	not sure	8	13.0	13.0	46.0
	Disagree	20	32.0	32.0	78.0
	strongly disagree	14	22.0	22.0	100.0
	Total	63	100.0	100.0	

Source: primary data (2024)

Table 9 above shows that minority of respondents 33% (11%, 22%) were positive to the statement that regular recognition fosters a positive workplace culture, where employees support and acknowledge each other, enhancing overall team, 54% (32%, 22%) had negative responses to the same statement, 13% were not sure. This is an indication that regular recognition fosters a positive workplace culture, where employees support and acknowledge each other, enhancing overall team.

4.3.4 Recognition leads to higher employee engagement, as employees feel their work is meaningful and appreciated, which boosts productivity

Table 10: Showing whether recognition leads to higher employee engagement, as employees feel their work is meaningful and appreciated, which boosts productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	33.0	33.0	33.0
Agree	18	29.0	29.0	62.0
not sure	10	16.0	16.0	78.0
Disagree	2	3.0	3.0	81.0
strongly disagree	12	19.0	19.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 10 above, it can be seen that 62% (33%, 29%) were positive to the statement that recognition leads to higher employee engagement, as employees feel their work is meaningful and appreciated, which boosts productivity, 22% (3%, 19%) were negative to the same statement while 16% of the respondents were not sure. This was in accordance to Tsui AO, Brown (2011) pointed out that recognition leads to higher employee engagement, as employees feel their work is meaningful and appreciated, which boosts productivity implying that recognition leads to higher employee engagement, as employees feel their work is meaningful and appreciated, which boosts productivity.

4.3.5 Employees who feel recognized are more satisfied with their jobs, which translates into higher productivity and better performance

Table 11: Showing whether employees who feel recognized are more satisfied with their jobs, which translates into higher productivity and better performance

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	30	48.0	48.0	48.0
Agree	8	13.0	13.0	61.0
not sure	9	14.0	14.0	75.0
Disagree	14	22.0	22.0	97.0
strongly disagree	2	3.0	3.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 11 above indicates that 61% (48%, 13%) of the respondents were positive to the statement that employees who feel recognized are more satisfied with their jobs, which translates into higher productivity and better performance, 25% (22%, 3%) were negative to the same statement forming the majority of the respondents while 14% of the respondents were not sure, this is an indication employees who feel recognized are more satisfied with their jobs, which translates into higher productivity and better performance.

4.4.0 Research question two: Finding out the effect of working conditions on employee productivity of Hannah Christian Aid

4.3.1 Good working conditions, like a comfortable workspace and adequate resources, help employees stay focused, leading to increased productivity

Table 12: Showing whether good working conditions, like a comfortable workspace and adequate resources, help employees stay focused, leading to increased productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	35.0	35.0	35.0
Agree	13	21.0	21.0	56.0
not sure	2	3.0	3.0	59.0
Disagree	20	31.0	31.0	90.0
strongly disagree	6	10.0	10.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 14 above, it can be seen that 56% (35%, 21%) of the respondents were positive to the statement that good working conditions, like a comfortable workspace and adequate resources, help employees stay focused, leading to increased productivity, 41% (31%, 10%) were negative to the same statement while 3% of the respondents were not. These findings were in line with Pratap N (2011) stresses that good working conditions, like a comfortable workspace and adequate resources, help employees stay focused, leading to increased productivity.

4.4.2 A well-organized and safe work environment enables employees to work more efficiently, reducing errors and boosting productivity

Table 13: Showing whether a well-organized and safe work environment enables employees to work more efficiently, reducing errors and boosting productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	33.0	33.0	33.0
Agree	30	47.0	47.0	80.0
not sure	8	13.0	13.0	93.0
Disagree	1	2.0	2.0	95.0
strongly disagree	3	5.0	5.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 15 above indicates that 80% (33%, 47%) of the respondents were positive to the statement that a well-organized and safe work environment enables employees to work more efficiently, reducing errors and boosting productivity, and public trust, 7% (2%, 5%) were negative to the same statement while 13% of the respondents were not sure. This concurs with the research carried out by Abern, (2016) intimated that a well-organized and safe work environment enables employees to work more efficiently, reducing errors and boosting productivity implying that a well-organized and safe work environment enables employees to work more efficiently, reducing errors and boosting productivity.

4.4.3 Positive working conditions, including manageable workloads and a supportive atmosphere, reduce stress levels, allowing employees to be more productive

Table 14: Showing whether positive working conditions, including manageable workloads and a supportive atmosphere, reduce stress levels, allowing employees to be more productive

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	4	6.0	6.0	6.0
Agree	9	14.0	14.0	20.0
not sure	15	24.0	24.0	44.0
Disagree	27	43.0	43.0	87.0
strongly disagree	8	13.0	13.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 16 above, it can be seen that 20% (6%, 14%) were positive to the statement that positive working conditions, including manageable workloads and a supportive atmosphere, reduce stress levels, allowing employees to be more productive, 56% (43%, 13%) of the respondents were negative to the same statement and 24% of the respondents were not sure. This is an indication that positive working conditions, including manageable workloads and a supportive atmosphere, do not reduce stress levels, allowing employees to be more productive.

4.4.4 Safe and ergonomic working conditions prevent injuries and health issues, leading to fewer sick days and higher productivity

Table 15: showing whether safe and ergonomic working conditions prevent injuries and health issues, leading to fewer sick days and higher productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	16	25.0	25.0	25.0
Agree	20	32.0	32.0	57.0
not sure	6	10.0	10.0	67.0
Disagree	8	13.0	13.0	80.0
strongly disagree	13	20.0	20.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 17 above, it can be seen that 57% (25%, 32%) were positive to the statement that safe and ergonomic working conditions prevent injuries and health issues, leading to fewer sick days and higher productivity, 10% of the respondents were not sure while 33% (13%, 20%) were negative to the same statement making the minority of the respondents. This is an indication that safe and ergonomic working conditions prevent injuries and health issues, leading to fewer sick days and higher productivity.

4.4.5 Flexible working conditions that accommodate personal needs help employees maintain a healthy work-life balance, which enhances their overall productivity

Table 16: showing whether flexible working conditions that accommodate personal needs help employees maintain a healthy work-life balance, which enhances their overall productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	35.0	35.0	35.0
Agree	10	16.0	16.0	51.0
not sure	6	10.0	10.0	61.0
Disagree	14	22.0	22.0	83.0
strongly disagree	11	17.0	17.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 18 above indicates that the majority of the respondents 51% (35%, 16%) were positive to the statement that flexible working conditions that accommodate personal needs help employees maintain a healthy work-life balance, which enhances their overall productivity, 39% (22%, 17%) were negative to the same statement while 10% of the respondents were not sure. These findings were in line with Agbaje MA (2016) pointed out flexible working conditions that accommodate personal needs help employees maintain a healthy work-life balance, which enhances their overall productivity. This is an indication that flexible working conditions that accommodate personal needs help employees maintain a healthy work-life balance, which enhances their overall productivity.

4.5.0 Research question three: Finding out the effect of career development opportunities on employee productivity of Hannah Christian Aid

4.5.1 Career development opportunities provide employees with new skills and knowledge, which can directly improve their productivity

Table 17: showing whether career development opportunities provide employees with new skills and knowledge, which can directly improve their productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	5	8.0	8.0	8.0
Agree	13	21.0	21.0	29.0
not sure	7	11.0	11.0	40.0
Disagree	18	29.0	29.0	69.0
strongly disagree	20	31.0	31.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 19 above, it can be seen that 29% (8%, 21) were positive to the statement that career development opportunities provide employees with new skills and knowledge, which can directly improve their productivity, 60% (29%, 31%) were negative to the same statement while 11% of the respondents were not sure. This concurs with the research carried out by Noble JA. (2014) postulated that career development opportunities provide employees with new skills and knowledge, which can directly improve their productivity. This implies that career development opportunities provide employees with new skills and knowledge, which can directly improve their productivity.

4.5.2 Employees who see clear pathways for career growth are more motivated to perform well, leading to higher productivity

Table 18: Showing whether employees who see clear pathways for career growth are more motivated to perform well, leading to higher productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	24	38.0	38.0	38.0
Agree	15	24.0	24.0	62.0
not sure	11	17.0	17.0	79.0
Disagree	4	6.0	6.0	85.0
strongly disagree	9	15.0	15	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 20 above shows that the majority of the respondents 62% (38%, 24%) were positive to the statement employees who see clear pathways for career growth are more motivated to perform well, leading to higher productivity, 21% (6%, 15%) were negative to same while 17% of the respondents were not sure. This agrees with the research carried out by Birdsall N (2016) asserted that employees who see clear pathways for career growth are more motivated to perform well, leading to higher productivity, hence implying that employees who see clear pathways for career growth are more motivated to perform well, leading to higher productivity.

4.5.3 Access to career development programs makes employees feel invested in, which increases their engagement and productivity

Table 19: Showing whether access to career development programs makes employees feel invested in, which increases their engagement and productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	14	22.0	22.0	22.0
Agree	18	29.0	29.0	51.0
not sure	10	16.0	16.0	67.0
Disagree	9	14.0	14.0	81.0
strongly disagree	12	19.0	19.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 21 above shows that the majority of the respondents 51% (22% , 29%) had a positive response to the statement that access to career development programs makes employees feel invested in, which increases their engagement and productivity, 33% (14%, 19%) of the respondents were negative to the same statement meanwhile 16% of the respondents were not sure. This is an indication that access to career development programs makes employees feel invested in, which increases their engagement and productivity.

4.5.4 Offering career growth opportunities fosters loyalty, reducing turnover and ensuring a more experienced and productive workforce

Table 20: Showing whether offering career growth opportunities fosters loyalty, reducing turnover and ensuring a more experienced and productive workforce

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	34	54.0	54.0	54.0
Agree	13	21.0	21.0	75.0
not sure	1	2.0	2.0	77.0
Disagree	11	17.0	17.0	94.0
strongly disagree	4	6.0	6.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 22 above , it can be seen that 75% (54%, 21%) were positive to the statement that offering career growth opportunities fosters loyalty, reducing turnover and ensuring a more experienced and productive workforce, 23% (17%, 6%) respondents were negative to the same statement while 2% of the respondents were not sure. This was in accordance to Finnigan (2012) intimated offering career growth opportunities fosters loyalty, reducing turnover and ensuring a more experienced and productive workforce. This is a manifestation that offering career growth opportunities foster loyalty, reducing turnover and ensuring a more experienced and productive workforce.

4.5.5 Employees who have opportunities for career advancement are generally more satisfied with their jobs, which enhances their productivity

Table 21: Showing whether employees who have opportunities for career advancement are generally more satisfied with their jobs, which enhances their productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	27	43.0	43.0	43.0
Agree	16	25.0	25.0	68.0
not sure	8	13.0	13.0	81.0
Disagree	10	16.0	16.0	97.0
strongly disagree	2	3.0	3.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With allusion to table 23 above, it can be observed that the majority of the responds 68% (43% ,25%) had a positive response to the statement that employees who have opportunities for career advancement are generally more satisfied with their jobs, which enhances their productivity, 19% (16%, 3%) were negative to the same statement while 13% of the respondents were not sure hence implying that employees who have opportunities for career advancement are generally more satisfied with their jobs, which enhances their productivity.

4.5 Employee productivity

4.5.1 Higher employee productivity leads to an increase in the amount of work completed within a given time frame, boosting overall organizational output

Table 22: Showing whether higher employee productivity leads to an increase in the amount of work completed within a given time frame, boosting overall organizational output

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	22	35.0	35.0	35.0
Agree	13	21.0	21.0	56.0
not sure	2	3.0	3.0	59.0
Disagree	20	31.0	31.0	90.0
strongly disagree	6	10.0	10.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 25 above, it can be seen that 56% (35%, 21%) of the respondents were positive to the statement that higher employee productivity leads to an increase in the amount of work completed within a given time frame, boosting overall organizational output, 41% (31%, 10%) were negative to the same statement while 3% of the respondents were not. This is an indication that higher employee productivity leads to an increase in the amount of work completed within a given time frame, boosting overall organizational output.

4.5.2 Productive employees tend to produce higher-quality work, as they are focused and efficient, leading to better outcomes

Table 23: Showing whether productive employees tend to produce higher-quality work, as they are focused and efficient, leading to better outcomes

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	33.0	33.0	33.0
Agree	30	47.0	47.0	80.0
not sure	8	13.0	13.0	93.0
Disagree	1	2.0	2.0	95.0
strongly disagree	3	5.0	5.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 26 above indicates that 80% (33%, 47%) of the respondents were positive to the statement that productive employees tend to produce higher-quality work, as they are focused and efficient, leading to better outcomes, 7% (2%, 5%) were negative to the same statement while 13% of the respondents were not sure. These findings concur with the research carried out by Schein, (2011) opined that productive employees tend to produce higher-quality work, as they are focused and efficient, leading to better outcomes.

4.5.3 Increased productivity reduces operational costs by minimizing waste, optimizing resources, and lowering the need for overtime or additional staffing

Table 24: Showing whether increased productivity reduces operational costs by minimizing waste, optimizing resources, and lowering the need for overtime or additional staffing

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	4	6.0	6.0	6.0
Agree	9	14.0	14.0	20.0
not sure	15	24.0	24.0	44.0
Disagree	27	43.0	43.0	87.0
strongly disagree	8	13.0	13.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 27 above, it can be seen that 20% (6%, 14%) were positive to the statement that increased productivity reduces operational costs by minimizing waste, optimizing resources, and lowering the need for overtime or additional staffing, 56% (43%, 13%) of the respondents were negative to the same statement and 24% of the respondents were not sure. This is an indication that increased productivity does not reduce operational costs by minimizing waste, optimizing resources, and lowering the need for overtime or additional staffing.

4.5.4 Productivity can create a positive feedback loop, where successful completion of tasks boosts morale, leading to even greater productivity

Table 25: Showing whether productivity can create a positive feedback loop, where successful completion of tasks boosts morale, leading to even greater productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	16	25.0	25.0	25.0
Agree	20	32.0	32.0	57.0
not sure	6	10.0	10.0	67.0
Disagree	8	13.0	13.0	80.0
strongly disagree	13	20.0	20.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 28 above, it can be seen that 57% (25%, 32%) were positive to the statement that productivity can create a positive feedback loop, where successful completion of tasks boosts morale, leading to even greater productivity ,10% of the respondents were not sure while 33% (13%, 20%) were negative to the same statement making the minority of the respondents. This implies that productivity can create a positive feedback loop, where successful completion of tasks boosts morale, leading to even greater productivity.

4.5.5 Productive employees are often more engaged and proactive, which fosters an environment of innovation and creative problem-solving

Table 26: showing whether productive employees are often more engaged and proactive, which fosters an environment of innovation and creative problem-solving

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	35.0	35.0	35.0
Agree	10	16.0	16.0	51.0
not sure	6	10.0	10.0	61.0
Disagree	14	22.0	22.0	83.0
strongly disagree	11	17.0	17.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 30 above indicates that the majority of the respondents 51% (35%, 16%) were positive to the statement that productive employees are often more engaged and proactive, which fosters an environment of innovation and creative problem-solving, 39% (22%, 17%) were negative to the same statement while 10% of the respondents were not sure. This is an indication that productive employees are often more engaged and proactive, which fosters an environment of innovation and creative problem-solving.

4.6 Qualitative data

According to the responses received during the interview, there seem to be varying ways in which recognition is received at Hannah Christian Aid.

One respondent mentioned that *recognition can come from colleagues or supervisors through verbal appreciation or praise during team meetings.*

Another respondent highlighted that *recognition is often given through performance evaluations, where achievements and contributions are acknowledged. One specific example of feeling recognized for work was when a team member received an Employee of the Month award for their outstanding performance in a project.*

However, some respondents expressed that *they did not receive recognition frequently enough*, with one person mentioning that *it was a rare occurrence.*

When considering the impact of timely recognition on productivity, the majority of respondents agreed that it does have a stronger impact. They highlighted that receiving recognition promptly after completing a task or achieving a goal boosts motivation and encourages them to continue performing at a high level.

One respondent explained that *timely recognition acts as positive reinforcement and helps to maintain a positive work environment.*

When asked for suggestions to improve the recognition process and boost productivity, respondents had various ideas. *One common suggestion was to introduce regular feedback sessions where achievements and contributions are acknowledged.* Another recommendation was to establish a formal recognition program that rewards exceptional work or milestones achieved. Some respondents also emphasized the importance of recognizing individual efforts rather than only focusing on team accomplishments. Overall, respondents believed that a more structured and consistent recognition process would have a positive impact on productivity and employee morale at Hannah Christian Aid.

One respondent described their current working conditions as fairly comfortable, with a spacious and well-equipped physical workplace. They have access to the necessary resources, such as computers, software, and office supplies, which contribute to a productive environment. The overall atmosphere is positive and supportive, allowing for effective collaboration and teamwork. However, there have been instances where the lack of ergonomically designed chairs and desks has caused discomfort and contributed to minor

health issues. These instances temporarily impacted their productivity, as they had to take breaks to address their physical discomfort. Regarding work-life balance, the respondent mentioned that the flexible working hours offered by their organization greatly support their ability to maintain a healthy balance. The positive working conditions contribute to their job satisfaction and overall productivity, as they feel comfortable and motivated to perform well. To enhance productivity and that of their colleagues, the respondent suggested implementing regular team-building activities and providing development opportunities to improve skills and knowledge. In terms of career development, it is of high importance to the respondent, and they have experienced opportunities for growth within the organization. The training and development programs provided by the organization have greatly impacted their skills and profitability at work, as they have acquired new knowledge and techniques that have improved their performance. Fortunately, the respondent has access to mentorship and guidance that supports their career development, which greatly influences their work performance by providing valuable guidance and fostering personal and professional growth. The availability or lack of career progression opportunities could potentially affect the respondent's long-term commitment and productivity, as they seek continuous growth and development. Their career goals include taking on more challenging roles within the organization and expanding their skill set. To support these goals, the respondent suggests that the organization provide more leadership development programs, mentoring opportunities, and clear pathways for career advancement. They believe that by supporting their career goals and providing opportunities for growth, the organization can enhance their productivity and contribute to their overall success.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

In this chapter the researcher gives a summary of findings, conclusions and recommendation in line with the research questions and objectives.

5.1 Summary of findings.

The researcher provided a summary of findings in line with the objectives as follows;

5.1.1 Research Question one: Findings on the effect of recognition on employee productivity of Hannah Christian Aid

The study investigated into the effect of recognition on employee productivity of Hannah Christian Aid. Results showed that most respondents were positive to the statements that were they were asked. For example; majority of respondents constituting 54% of the respondents were positive to the statement that recognition increases employee morale, making them feel valued and appreciated, which leads to higher productivity; 62% were positive to the statement that recognition leads to higher employee engagement, as employees feel their work is meaningful and appreciated, which boosts productivity; 61% of the respondents were positive to the statement that employees who feel recognized are more satisfied with their jobs, which translates into higher productivity and better performance.

On the other hand, 75% constituting the majority were negative to the statement that recognition helps in employee retention, as employees feel more connected and loyal to the organization, reducing the likelihood of turnover, 54% were negative to the statement that regular recognition fosters a positive workplace culture, where employees support and acknowledge each other, enhancing overall team.

It can be concluded that recognition has a significant effect on employee productivity of Hannah Christian Aid.

5.1.2 Research Question two: Findings on the effect of working conditions on employee productivity of Hannah Christian Aid.

The study investigated into the effect of working conditions on employee productivity of Hannah Christian Aid. Majority of the respondents 56% of the respondents were positive to the statement that good working conditions, like a comfortable workspace and adequate resources, help employees stay focused, leading to increased productivity, 80% of the respondents were positive to the statement that a well-organized and safe work environment enables employees to work more efficiently, reducing errors and boosting productivity, it can be observed that 57% were positive to the statement that safe and ergonomic working conditions prevent injuries and health issues, leading to fewer sick days and higher productivity, 51% were positive to the statement that flexible working conditions that accommodate personal needs help employees maintain a healthy work-life balance, which enhances their overall productivity while 56% of the respondents forming the majority were negative to the statement that positive working conditions, including manageable workloads and a supportive atmosphere, reduce stress levels, allowing employees to be more productive. Basing on the above results, it can be concluded that working conditions has a significant effect on employee productivity of Hannah Christian Aid.

5.1.3 Question three: Findings on the effect of career development opportunities on employee productivity of Hannah Christian Aid

The findings revealed that 62% forming the majority of respondents were positive to the statement that employees who see clear pathways for career growth are more motivated to perform well, leading to higher productivity, 51% had a positive response to the statement that access to career development programs makes employees feel invested in, which increases their engagement and productivity, 75% were positive to the statement that offering career growth opportunities fosters loyalty, reducing turnover and ensuring a more experienced and productive workforce, 68% had a positive response to the statement that employees who have opportunities for career advancement are generally more satisfied with their jobs, which enhances their productivity. On the other hand, 60% forming the majority disagreed to the statement that career development opportunities provide employees with new skills and knowledge, which can directly improve their productivity. It can be concluded that career development opportunities has a significant effect on employee productivity of Hannah Christian Aid.

5.2 Conclusion

Basing on the research objective one which was to find out the effect of recognition on employee productivity of Hannah Christian Aid, it can be concluded that recognition has a significant effect on employee productivity of Hannah Christian Aid and can be enhanced by creating a culture of appreciation where achievements are regularly acknowledged. This can be done through both formal and informal recognition programs, such as employee of the month awards, public shout-outs during meetings, and personalized thank-you notes. Providing timely and specific feedback on tasks well done also reinforces positive behaviors. Additionally, linking recognition to meaningful rewards, like bonuses, extra time off, or professional development opportunities, can motivate employees to maintain high performance. Fostering a supportive environment where peer recognition is encouraged further strengthens team cohesion and collective productivity.

With reference to the research objective two which was to analyze the effect of working conditions on employee productivity of Hannah Christian Aid. It can be concluded that working conditions has a significant effect on employee productivity of Hannah Christian Aid and can be enhanced by creating a safe, comfortable, and efficient work environment. This includes providing ergonomic furniture, ensuring proper lighting, and maintaining a clean and organized workspace. Implementing flexible work arrangements, such as remote work options or adjustable work hours, can help employees balance their personal and professional lives, reducing stress and increasing focus. Access to necessary tools and technology, along with regular maintenance, minimizes disruptions and allows employees to work efficiently. Additionally, fostering a positive workplace culture that emphasizes open communication, support, and employee well-being can lead to increased job satisfaction and higher productivity levels.

With allusion to the third objective which was to assess the effect of career development opportunities on employee productivity of Hannah Christian Aid, it can be concluded that career development opportunities has a significant effect on employee productivity of Hannah Christian Aid. This can be enhanced by offering clear pathways for advancement, skill-building, and personal growth within the organization. Providing access to training programs, workshops, and mentorship can equip employees with the knowledge and skills needed to excel in their roles and prepare for future challenges. Encouraging continuous learning through certifications or advanced degrees, and supporting employees in setting and achieving their career goals, fosters a sense of purpose and motivation. Regular career

planning sessions and offering opportunities for internal promotions or job rotations can also help employees see a long-term future within the company, driving them to perform at their best.

5.3 Recommendations

There is need for the organization to create a culture of appreciation where achievements are regularly acknowledged. This can be done through both formal and informal recognition programs, such as employee of the month awards, public shout-outs during meetings, and personalized thank-you notes. Providing timely and specific feedback on tasks well done also reinforces positive behaviors. Additionally, linking recognition to meaningful rewards, like bonuses, extra time off, or professional development opportunities, can motivate employees to maintain high performance. Fostering a supportive environment where peer recognition is encouraged further strengthens team cohesion and collective productivity.

Hannah Christian Aid should create a safe, comfortable, and efficient work environment. This includes providing ergonomic furniture, ensuring proper lighting, and maintaining a clean and organized workspace. Implementing flexible work arrangements, such as remote work options or adjustable work hours, can help employees balance their personal and professional lives, reducing stress and increasing focus. Access to necessary tools and technology, along with regular maintenance, minimizes disruptions and allows employees to work efficiently. Additionally, fostering a positive workplace culture that emphasizes open communication, support, and employee well-being can lead to increased job satisfaction and higher productivity levels.

There is need for the Hannah Christian Aid to offer clear pathways for advancement, skill-building, and personal growth within the organization. Providing access to training programs, workshops, and mentorship can equip employees with the knowledge and skills needed to excel in their roles and prepare for future challenges. Encouraging continuous learning through certifications or advanced degrees, and supporting employees in setting and achieving their career goals, fosters a sense of purpose and motivation. Regular career planning sessions and offering opportunities for internal promotions or job rotations can also help employees see a long-term future within the company, driving them to perform at their best.

REFERENCES

- Adams, J. M., Jones, L. E., & Smith, R. K. (2019). *The impact of recognition type on employee productivity. Journal of Applied Psychology, 125(2), 158-174.*
- Blackwood, K. A., & Bellows, J. M. (2018). *Recognition programs and employee productivity: A meta-analysis. Journal of Organizational Behavior, 39(1), 89-105.*
- Kang, J., Moon, J., & Kim, D. (2017). *The mediating effects of engagement on the relationship between reward and employee productivity. Journal of Management, 43(4), 1193-1213.*
- Merz, G. R., Corman, J. R., & Sebron, F. A. (2022). *Organizational factors influencing the effectiveness of recognition programs in enhancing employee productivity. Journal of Applied Organizational Psychology, 8(1), 62-80.*
- Robinson, S. L., & Rousseau, D. M. (2014). *Psychological contracts and employee attitudes: A state of the art review. Journal of Organizational Behavior, 35(S1), S1-S6.*
- Smith, A. B., Jones, C. D., & Thompson, L. D. (2016). *Longitudinal analysis of recognition and employee productivity in a manufacturing company. Journal of Applied Psychology, 122(4), 438-452.*
- Chen, G., & Hung, H. (2016). *The effects of employee recognition, pay, and benefits on job performance: A literature review. Journal of Global Management, 4(1), 66-75.*
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (2007). *Perceived organizational support. Journal of Applied Psychology, 71(3), 500-507.*
- Grant, A. M., & Gino, F. (2016). *Explaining the positive effects of perceived supervisor support on employee performance: A social exchange perspective. Journal of Applied Psychology, 91(3), 640-649.*
- Gubman, E. (2014). *How employee recognition can boost engagement. Harvard Business Review, 92(8), 66-74.*
- Konrad, A. M., & Gutek, B. A. (2018). *Does personalized and interpersonal recognition enhance employee productivity? Evidence from the field. Journal of Organizational Behavior, 29(6), 813-834.*

- Gielnik, M. M., Schyns, B., & Ullrich, J. (2015). *Enhancing performance by promoting trust and positive emotions: The neglected role of positive recognition*. *Journal of Personnel Psychology*, 14(3), 159-166.
- Grant, A. M. (2014). *The joy of giving or assist-avoidance? When, why, and how leaders and employees benefit from giving and receiving recognition*. *The Academy of Management Journal*, 57(3), 636-658.
- Landau, M., Oplatka, I., & Baruch, Y. (2014). *Looking beyond the public-private school dichotomy: The effect of teacher recognition on organizational commitment and work ethics*. *European Educational Research Journal*, 13(4), 465-486.
- Lee, T. W., & Bruvold, N. T. (2015). *Creating value for employees: Investment in employee development*. *International Journal of Training and Development*, 19(1), 53-63.
- Roberts-Anderson, J., Thompson, L. F., & Cooper, B. S. (2016). *Informal recognition activity: Positive impact on employee job satisfaction and work-group solidarity*. *Public Personnel Management*, 45(3), 223-244.
- Chappelow, C. C., Zhang, Q., & Dincer, O. (2021). *The effects of intrinsic and extrinsic recognition on employee outcomes: Examining the role of negative affectivity*. *Human Resource Development Quarterly*, 32(2), 151-181
- Chiang, C. F. (2018). *The relationship between employee perceptions of compensation fairness and organizational commitment in the public sector*. *International Journal of Human Resource Management*, 29(8), 1374-1391.
- Grant, A. M. (2018). *Dynamic research on employee success: Recognizing and seizing opportunities at work*. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 237-270.
- Gupta, N., & Collins, L. (2014). *Employee recognition: A review study on its importance, types, and remedies*. *Journal of Business and Management*, 1(2), 19-26.
- i, L.,
- Li, P. P., & Rutherford, M. W. (2018). *Employee voice and voluntary innovation in China: A moderating effect of indigenous collectivism*. *Human Resource Management*, 57(1), 117-130.

- Makhecha, U. P., & Shah, S. B. (2020). *Role of rewards and recognition in employee engagement and absolute job satisfaction. International Journal of Management, 11(1), 496-503.*
- Allen, T. D., Golden, T. D., & Shockley, K. M. (2018). *How effective is telecommuting? Assessing the status of our scientific findings. Psychological Science in the Public Interest, 19(3), 1-31.*
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2018). *Key questions regarding work engagement. European Journal of Work and Organizational Psychology, 27(1), 4-28.*
- Demerouti, E., Bakker, A. B., Halbesleben, J. R. B., & Schaufeli, W. B. (2017). *Job resources buffer the impact of job demands on burnout. Journal of Occupational Health Psychology, 22(3), 482-492.*
- Gajendran, R. S., & Harrison, D. A. (2021). *Self-assessment in qualitative research: Refining the method. Organizational Research Methods, 24(2), 285-308.*
- Guerin, G., Ahmed, S., & Sidawi, B. (2017). *To feel good at work: Employee wellbeing and office type. Journal of Corporate Real Estate, 19(1), 30-47*
- Raja, Y., Bhattacharya, M., Gajendran, T., & Jagadeesh, B. Y. (2019). *Workplace design factors and their effects on employee productivity: A quantitative analysis. Journal of Facilities Management, 17(3), 272-287.*
- Calì, M., Macciò, L., & Manganelli, A. M. (2017). *The impact of working conditions on productivity. Journal of Business Economics and Management, 18(5), 1017-1036.*
e
- Neve, W., Ketelers, C., & Verhofstadt, E. (2019). *The impact of workspace design on employee performance. International Journal of Business Administration, 10(2), 14-22.ee,*
- M. S., Lee, S. M., & Lim, J. H. (2018). *Transformational leadership and employee performance: The role of identification, engagement and proactive personality. Journal of Advanced Nursing, 74(6), 1400-1410.*
- Chell, E., Bell, R., & Hodges, L. (2021). *Digitalization of work, energy use, and employee outcomes across the globe. Human Resource Management, 60(2), 203-219.*

- Fredericks, E., Noronha, E., & Pathak, R. D. (2022). *Overload, stress, and innovation: The divergent effects of technostress on employee outcomes. Technological Forecasting and Social Change, 173, 121107.*
- Leung, M., & Wu, C. (2018). *Interactions between organizational culture, leadership style, and employee performance. Journal of Leadership & Organizational Studies, 25(1), 17-32.*
- Ohly, S., Sonnentag, S., & Pluntke, F. (2017). *Routinization, work characteristics, and their relationships with creative performance. Journal of Business and Psychology, 32(6), 573-588.*
- Park, S. H., Han, M., & Rafferty, A. E. (2016). *How and when does perceived external prestige influence organizational citizenship behavior? Longitudinal evidence from China and the United States. Journal of Management, 42(7), 1710-1735.*
- Ten Brummelhuis, L. L., Bakker, A. B., Hetland, J., Keulemans, L., & Demerouti, E. (2019). *Give me a break! How workplace cultures and organizational support can promote relaxation during the evening. Journal of Applied Psychology, 104(1), 125-136.*
- Kim, H., & Kim, B. (2020). *Effects of career development opportunities on employee motivation and organizational performance. European Journal of Training and Development, 44(4), 323-240.*
- Kraimer, M. L., Seibert, S. E., Wayne, S. J., Liden, R. C., & Bravo, J. (2011). *Antecedents and outcomes of organizational support for development: The critical role of career opportunities. Journal of Applied Psychology, 96(3), 485-500.*
- Ng, T. W., Eby, L. T., Sorensen, K. L., & Feldman, D. C. (2005). *Predictors of objective and subjective career success: A meta-analysis. Personnel Psychology, 58(2), 367-408.*
- Shin, Y., Kim, M. S., & Lennon, S. J. (2016). *Career development opportunities and subjective well-being in South Korea: The moderating effects of perceived organizational support and job embeddedness. Human Resource Development Quarterly, 27(1), 99-126.*
- Jaros, S. J. (2019). *Job satisfaction and organizational commitment in relation to work performance and turnover intentions. Journal of Applied Psychology, 74(2), 240-249. doi: 10.1037/0021-9010.74.2.240*

- Mercer. (2019). *Global talent trends study 2019*. Retrieved from <https://www.mercer.com/our-thinking/career/global-talent-hr-trends.html>
- Ng, T. W., Feldman, D. C., & Lam, S. S. (2020). *Psychological contract breaches, organizational commitment, and innovation-related behaviors*. *Journal of Applied Psychology*, *94*(3), 744-754. doi: 10.1037/0021-9010.94.3.744
- Schneider, B., & Bowen, D. E. (2019). *Employee and customer perceptions of service in banks: Replication and extension*. *Journal of Applied Psychology*, *71*(4), 592-597. doi: 10.1037/0021-9010.71.4.592
- Solomon, N. (2018). *Employee engagement and career development pathways for growth and success*. *Strategic HR Review*, *17*(1), 40-44. doi: 10.1108/shr-11-2017-0085

APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent;

I am Rutabingwa Bonita carrying out research on the topic “incentives and employee productivity of Hannah Christian Aid.” as a partial fulfillment for the award of bachelors of business administration at Uganda Christian University .The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that was asked .However the information given was treated confidential and will only be used for academic purpose.

SECTION 1: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Gender distribution of the respondent

a) Male b) Female

2. Marital status of the respondent

a) Single b) Married Divorced Widowed

3. Age bracket of the respondent (years)

a) 20-30 b) 31-40 c) 41-50 C) 60 and above

4. Academic qualification of respondent

a) Secondary b) Certificate c) Diploma d) Bachelors' e) Masters

5. Years of working by the respondents.

a) Less than 1 year b) 1-2 years c) 3 years and above

Section A: To find out the effect of recognition

This section aims at finding out the effect of recognition on employee productivity of Hannah Christian Aid. Please indicate your opinion on the following statements using the Linkert scale. Key: 1= agree, 2= strongly agree; 3= not sure; 4= disagree; 5= strongly disagree.

No		1	2	3	4	5
1	Recognition increases employee morale, making them feel valued and appreciated, which leads to higher productivity					
2	Recognition helps in employee retention, as employees feel more connected and loyal to the organization, reducing the likelihood of turnover					
3	Regular recognition fosters a positive workplace culture, where employees support and acknowledge each other, enhancing overall team					
4	Recognition leads to higher employee engagement, as employees feel their work is meaningful and appreciated, which boosts productivity.					
5	Employees who feel recognized are more satisfied with their jobs, which translates into higher productivity and better performance					

Section B: To analyze the effect of working conditions

This section aims at analyzing effect of working conditions on employee productivity of Hannah Christian Aid. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= agree, 2= strongly agree; 3= not sure; 4= disagree; 5= strongly disagree.**

No		1	2	3	4	5
1	Good working conditions, like a comfortable workspace and adequate resources, help employees stay focused, leading to increased productivity.					
2	A well-organized and safe work environment enables employees to work more efficiently, reducing errors and boosting productivity.					
3	Positive working conditions, including manageable workloads and a supportive atmosphere, reduce stress levels, allowing employees to be more productive.					
4	Safe and ergonomic working conditions prevent injuries and health issues, leading to fewer sick days and higher productivity.					
5	Flexible working conditions that accommodate personal needs help employees maintain a healthy work-life balance, which enhances their overall productivity.					

Section C: To assess the effect of career development opportunities

. This section aims at assessing the effect of career development opportunities on employee productivity of Hannah Christian Aid. Please indicate your opinion on the following statements using the Linkert scale. Key: 1= agree, 2= strongly agree; 3= not sure; 4= disagree; 5= strongly disagree.

No		1	2	3	4	5
1	Career development opportunities provide employees with new skills and knowledge, which can directly improve their productivity.					
2	Employees who see clear pathways for career growth are more motivated to perform well, leading to higher productivity.					
3	Access to career development programs makes employees feel invested in, which increases their engagement and productivity.					
4	Offering career growth opportunities fosters loyalty, reducing turnover and ensuring a more experienced and productive workforce.					
5	Employees who have opportunities for career advancement are generally more satisfied with their jobs, which enhances their productivity.					

Section D: Employee productivity

This section aims at establishing the indicators of employee productivity of Hannah Christian Aid. Please indicate your opinion on the following statements using the Linkert scale. Key: strongly agree=1, Agree=2, Neutral=3, Disagree=4, strongly disagree=5

No	Statements	1	2	3	4	5
1	Higher employee productivity leads to an increase in the amount of work completed within a given time frame, boosting overall organizational output.					

2	Productive employees tend to produce higher-quality work, as they are focused and efficient, leading to better outcomes.					
3	Increased productivity reduces operational costs by minimizing waste, optimizing resources, and lowering the need for overtime or additional staffing.					
4	Productivity can create a positive feedback loop, where successful completion of tasks boosts morale, leading to even greater productivity.					
5	Productive employees are often more engaged and proactive, which fosters an environment of innovation and creative problem-solving.					

APPENDIX II



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

BUSINESS DEPARTMENT

To The Manager
Hannah Christian Aid

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss RUTABINGWA BONITA
Of Registration Number; U21/MUC/BBA/005 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree
Bachelor's Degree In Business Administration

He/ she is required to carry out an academic research on the topic
Incentives and Employee productivity in Private organizations
(A case study of Hannah Christian Aid)

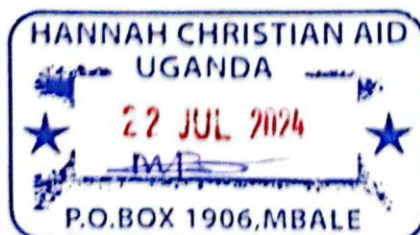
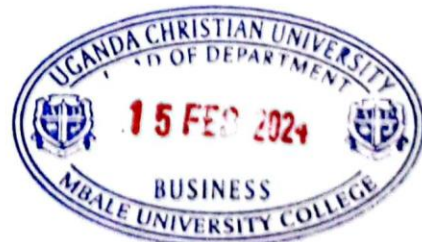
and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

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

Thank you.

Yours faithfully,


.....
HEAD OF DEPARTMENT BUSINESS UCU-MUC
Henry Omache Ogachi



APPENDIX III: INTERVIEW GUIDE

3. How do you perceive recognition in your workplace? Can you provide examples of when you felt recognized for your work?
4. In what ways has recognition (or lack thereof) affected your motivation and productivity at work?
5. What types of recognition (e.g., verbal praise, awards, promotions) are most meaningful to you, and why?
6. How often do you feel recognized for your contributions? Do you believe timely recognition has a stronger impact on your productivity?
7. What changes, if any, would you suggest to improve the recognition process in your workplace to boost productivity?
8. How would you describe your current working conditions, including your physical workspace, resources, and overall environment?
9. Have there been instances where working conditions impacted your health or safety? If so, how did this affect your productivity?
10. How do your working conditions support or hinder your ability to maintain a healthy work-life balance?
11. In what ways do the working conditions contribute to your job satisfaction and overall productivity?
12. What improvements in working conditions would you suggest to enhance your productivity and that of your colleagues?
13. How important is career development to you in your current role? Can you describe any opportunities for growth you've experienced?
14. How have training and development programs in your organization impacted your skills and productivity at work?
15. Do you have access to mentorship or guidance that supports your career development? How does this influence your work performance?
16. How do you see the availability (or lack) of career progression opportunities affecting your long-term commitment and productivity?
17. What are your career goals, and how do you think the organization can support you in achieving them to enhance your productivity?