
**Reward Systems And Employee Performance. A Case Study Of City Tires, Kampala Capital City,
Uganda**

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Abstract

The study assessed “reward system and employee performance in City Tires, Kampala Capital City.” The study objectives were; to find out the reward level, to explain the level of employee performance, to determine the relationship between reward system and employee performance with a null hypothesis stating there is no significant relationship between total reward systems and employee performance. Descriptive and correlation research designs guided by both qualitative and quantitative research approaches were used. Data was gathered randomly from 82 employees of City Tires using a self-administered questionnaire. Results indicate a high grand mean of 2.75 and standard deviation of 0.92 which implies that there was high level of reward system at City Tires, Kampala Capital City. Findings indicate a high grand mean of 3.09 and standard deviation of 0.844 which implies that there was high level of employee performance at City Tires, Kampala Capital City. Results indicate that there was a positive and statistically significant relationship between reward system and employee performance at City Tires, Kampala Capital City ($P < 0.01$, $r = 0.318^{**}$). Thus, the null hypothesis was rejected and its alternative positive hypothesis considered suggesting that there was a statistically significant relationship between reward system and employee performance at City Tires, Kampala Capital City. Therefore, City Tires, Kampala Capital City should keep on providing reasonable reward systems especially the allowances.

Keywords: Reward Systems, Employee and Performance

Background of the Study

Performance is generally considered to be the results achieved. It is taken as something made by man regardless of the purpose (Ntirandekura, Friday and Muhammad, 2022). While some of them argue that it should be defined as a work result because they provide the strongest links to the organization's strategic goals, customer satisfaction and economic benefits (Gracious, 2023). Performance has traditionally been evaluated only on the basis of results, but now parameters have emerged that not only monitor the ends, but also take into account the means (Ramadhan et al., 2023). Employee performance in any organization is vital not only to the growth of the organization but also to the growth of individual employees (Alex & Kazaara, 2023). Therefore, organizations are advised to adhere to total compensation systems by ensuring that employee benefits in terms of salary, wages, allowances and overtime are paid as required for employees to be effective in the organization (Kazaara & Kazaara, 2023). Unmotivated employees or workers who do not receive their monetary benefits (salary) are likely to exert little effort in their jobs, avoid the workplace as much as possible, leave the organization, and produce low quality work. In case the employees of Firestone Company located in New-York were motivated, they helped the organization to

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survive in the fast changing competitive world (Racheal et al., 2023). Employees have become more efficient and productive. As a result, the organization reported higher revenues (Story, 2008). In Africa, organizations that practice total remuneration (payment of full salary, contribution at the right time) show higher efficiency of their employees. This was observed in the case where Pepsi Cola employees in SA (South Africa) became more productive, making the organization one of the best beverage processing companies in Africa (Wayne Cascio, 2005) (Christopher, Moses, Muhindo, & Muhammad, 2022) . Many business organizations in Kenya are facing problems of employee strike due to poor job benefits, low salaries and insufficient or poor allowances given to workers. This affected the performance effectiveness of organizations such as General Motors in Kenya, where performance declined significantly due to employee retention (Christopher, Moses, Muhindo, & Muhammad, 2022). In Uganda, car and tire dealers emphasize financial and non-financial employee rewards for high employee motivation aimed at high level of employee performance, while the status of employee reward is not so welcoming in most firms (Ntirandekura & Christopher, 2022). Thus, many organizations have not achieved positive employee performance, not only because of lack of motivation, but because of other factors such as work environment, leadership, and work location (Christopher, Moses, Muhindo, & Nturanabo, 2022). At City Tires Uganda Limited, there has been a decline in employee performance, which is a major concern for management. Addressing this trend, City Tires Uganda Limited rotates staff by making new hires every year but without any effort to reward staff, yet it is said to be the lowest the company is considering with only a 12% increase from 2015 and beyond. similar companies like Total, Shell managed to increase the financial reward by more than 50% since 2015 (Paul & Kazaara, 2023). The management of City Tires Company thus blames the employees without considering other factors such as motivation, work environment and management trends as factors that can affect the performance of employees in terms of efficiency and effectiveness in the organization (Musaibah et al., 2023). . . This study therefore sought to establish the relationship between reward systems and employee performance in City Tyres, Kampala Capital City, Uganda.

Statement of the Problem

At City Tires Uganda Limited, there has been a decline in employee performance, which is a major concern for management (Emmanuel et al., 2023). To address this trend, organizations are turning over employees by making new hires every year, but regardless of compensation (Ntirandekura, Ainebyoona, et al., 2022). The company has seen its lowest pay increase of 12% since 2015, but other similar companies such as Total and Shell have managed to increase their pay by more than 50%, providing a better work environment supported by good leadership since the year. 2015 (Emmanuel et al., 2023). Thus, the management of City Tires Company blames the employees without considering factors such as motivation, work environment and leadership trends as factors that could affect the performance of employees in the organization (Isaac et al., 2023). This study therefore seeks to establish the relationship between reward systems and employee performance in City Tyres, Kampala Capital City, Uganda.

Specific Objectives of the Study

1. To find out the reward level at City Tires, Kampala Capital City.
2. To explain the level of employee performance at City Tires, Kampala Capital City.
3. To determine the relationship between reward system and employee performance at City Tires, Kampala Capital City.

Hypothesis

There is no significant relationship between reward systems and employee performance at City Tires, Kampala Capital City.

Methodology

This study involved both descriptive and correlation research designs which was guided by both qualitative and quantitative research approaches (Lu et al., 2013). The descriptive research design assisted in describing the level of reward systems and level of employee performance in City Tires (Nafiu & Ph, 2012). The correlational research design was used to determine the nature of the relationship between reward systems and level of employee performance in City Tires (Nafiu et al., 2012). In addition, qualitative survey research approach was suitable in finding respondents' suggestions and recommendations on what other factors affecting employee performance using open ended questions while the quantitative research approach provided the researcher with quantifiable data to describe the level of reward systems and level of employee performance in City Tires using closed ended questions (Nafiu et al., 2013). The study was carried out in City Tires Company which is situated in Kampala Capital City within Kampala Uganda. The firm is majorly having a total of 6 branches situated in Kampala but the main office is located in Plot 9, Kira Road- Kampala- Uganda (Olanrewaju & Abiodun, 2021). The study is being carried out in this area because of the increased cases of underperformance among the employees of City Tires Kampala Uganda. According to the report obtained from the organization's human resource office (2023), there is a total of 103 employees at City Tires Company. The researcher targeted employees of City

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Tires. According to the report obtained from the organization's human resource office (2023) there is a total of 103 employees at City Tires (Nafiu et al., 2013). The researcher had decided to gather data from employees because the study is directly affecting employee performance in regard to reward systems. This therefore ensured that the right data is collected in order to find possible measures to ensure that employees perform more effectively in future. The researcher used Taro Yamane's sample size calculation formula to determine the sample size of this study (A & Ahmed, 2019). The researcher had preferred to use this sample size formula because it was user friendly, has a minimal margin of error, it was more accurate and statistical in nature hence was able to provide an adequate sample size population for this study.

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

N= total target population (103)

n=total sample size

e= desired margin error (0.05)

$$n = \frac{103}{1 + 103 [0.05]^2}$$

$$n = \frac{103}{1 + 0.2575}$$

$$n = \frac{103}{1.2575}$$

$n = 82$ respondents

The sample size of 82 respondents comprises of 63 subordinate employees, 6 supervisors, 6 branch managers, 6 financial officers and 1 director as indicated in Table 1;

Table 1: Target and Sample Size Population

Respondents' Work Category	Target Population	Sample Size
Director(s)	1	1
Supervisors	8	6
Financial Officers	8	6
Branch Managers	7	6
Subordinate Staff	79	63
Total	113	82

Source: City Tires Human Resource Office (2023)

This study involved stratified, purposive and systematic random sampling techniques. The study was stratified in that the researcher first of all made strata based on the category in which each employee belongs to as indicated in Table 1 (Olanrewaju et al., 2021). After forming the strata, the researcher applied

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a systematic random sampling technique whereby lottery method was used through indicating the names of the employees with specific numbers in well formulated papers (Nafiu et al., 2017). The study used a questionnaire method specifically to gather quantitative data and interview methods to collect qualitative data. The researcher had selected these two methods because they are cheap and time efficient (Nafiu, 2012). In addition, a questionnaire provides quantitative data while an interview guide helps to gather qualitative data. The researcher formulated the questionnaire in accordance with the research objectives. The questionnaire was comprised of four sections; Section one was the introductory part showing the topic and purpose of the study, section two contains respondents' bio-data, Section three contains closed ended questions guided by Likert scale, section four contains questions on respondents' recommendations or open ended questions.

Table 2: Table showing Operationalized Likert Scale

Scale	Strongly Agree	Agree	Disagree	Strongly Disagree
Points	4	3	2	1
Interpretation	Very high	High	Low	Very low
Mean scale	3.26-4.00	2.51-3.25	1.76-2.50	1-1.75

Detecting and eliminating errors and keeping them to a minimum in completed questionnaire. This helped the researcher to check for completeness of the questionnaire in answering question (Nafiu et al., 2017). This was employed when the entire questionnaire was completed as to collect errors like entering in wrong places, numerical error and correct answer by reviewing the information which was required in schedule (A & Ahmed, 2019). This involved the data being arranged in logical order for the purpose of statistical analysis and was done by the researcher after sorting the data and know the number of tables required, the data was analyzed using SPSS (Nelson et al., 2022). The researcher used Statistical Package for Social Sciences (SPSS) because it can perform complex data manipulation and analysis and has a lot of statistical and mathematical function scores of statistical data handling capability. Thus, Objective 1 and 2 was analyzed using descriptive statistics, such as mean and standard deviation while objective 3 was analyzed using inferential statistics of Pearson's moment of correlation. In order to determine the extent in which each variable indicator relates to the dependent variable, a mult-regression analysis was carried out.

RESULTS

Table 3: Reward System

Reward System	Mean	S.D
<u>Financial Reward</u>	<u>2.60</u>	<u>0.886</u>
Salary/Wages	2.78	0.878
Allowance	2.41	0.894

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<u>Non-Financial Reward</u>	<u>2.89</u>	<u>0.954</u>
Recognition	2.86	0.891
Improved Working Environment	2.97	0.948
Training	2.98	0.984
Promotion	2.75	0.994
Grand Mean and Standard Deviation	2.75	0.92

n=82

Mean range: 4. SA-Strongly Agree (3.25 -4.00), 3. A- Agree (2.50- 3.24), 2. D- Disagree (1.75- 2.49), 1. SD-Strongly Disagree (1.00- 1.74).

Table 1 presents empirical information on the reward level at City Tires, Kampala Capital City whereby the major variable was financial reward indicated by salary/wages and non-financial reward indicated by recognition, improved working environment, training and promotion.

Financial Reward

Salary/Wages: Results reveals a mean of 2.78 and standard deviation of 0.878 revealing that the employee respondents agreed with the views that they are not paid for working for extra hours, Salaries are paid in time and they are paid their salary regularly. The result implied that the company pay salary/wages to the employees where they receive salary regularly and in time at City Tires, Kampala Capital City (Christopher, Moses, Muhindo, & Nturanabo, 2022).

Results reveals a mean of 2.41 and standard deviation of 0.894 revealing that the employee respondents agreed with the views that the company provides medical services for workers, the company provides housing allowance and that the company provides regular airtime to worker for communication. The result implied that there was low level of allowance reward as the employees do not receive allowances at City Tires, Kampala Capital City (Deus, 2023).

Results reveals a mean of 2.86 and standard deviation of 0.891 revealing that the employee respondents agreed with the views that department heads introduces workers to the company management, the company supervisor congratulate employees for the good work done and employees are given responsibilities according to the way they have been demonstrating their ability in the company (Christopher, Komunda, & Milton, 2022). The results suggested that company recognizes the efforts of the employees through congratulating them and giving tasks according to their abilities at City Tires, Kampala Capital City.

Results reveals a mean of 2.97 and standard deviation of 0.948 revealing that the employee respondents agreed with the views that the company provides working tools to the workers, the company provides good

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offices to the workers, the company provides security to workers and workers are provided with clean and satisfying working environment by the company. The results suggested that that the company provides good working conditions for the employees to operate in at City Tires, Kampala Capital City (Musaibah et al., 2023).

Results reveals a mean of 2.98 and standard deviation of 0.984 revealing that the employee respondents agreed with the views that they often have an off-job training facilitated by the company, scholarships opportunities are given to workers and there is well organized in-job training (Ntirandekura, Ainebyoona, et al., 2022). The findings suggested that that the company provided training to the employees by giving scholarships as well as off-job training at City Tires, Kampala Capital City.

Results reveals a mean of 2.75 and standard deviation of 0.994 revealing that the employee respondents agreed with the views that workers are motivated for the good work done by getting tips from the bosses at the company, workers get promotions for the better performance at the company and workers get bonuses based on their work competence (Christopher, Moses, Muhindo, & Komunda, 2022). The findings suggested that that the company promotes the employees with extra efforts at City Tires, Kampala Capital City. Objective one result indicates a high grand mean of 2.75 and standard deviation of 0.92 which implies that there was high level of reward system at City Tires, Kampala Capital City. This suggested that employees are reward financially through salaries and non-financially through promotion, training and recognition at City Tires, Kampala Capital City.

Table 4: Level of Employee Performance

Employee Performance	Mean	S.D
Employee Efficiency	3.25	0.79
Employee Effectiveness	2.92	0.898
Grand Mean and Standard Deviation	3.09	0.844

n=82

Mean range: 4. SA-Strongly Agree (3.25 -4.00), 3. A- Agree (2.50- 3.24), 2. D- Disagree (1.75- 2.49), 1. SD-Strongly Disagree (1.00- 1.74).

Table 6 presents empirical information on the level of employee performance at City Tires, Kampala Capital City. whereby the major variable was employee performance indicated by employee efficiency and employee effectiveness.

Employee Performance

Results reveals a mean of 3.25 and standard deviation of 0.79 revealing that the employee respondents agreed with the views that workers get to the office in time, workers do their responsibilities at the set time frame and workers deliver their services to customers in time. The result implied that there was high level of employee efficiency as they observed time at City Tires, Kampala Capital City (Turyatamba et al., 2022).

Results reveals a mean of 2.92 and standard deviation of 0.898 revealing that the employee respondents agreed with the views that the company ensures that the customers get quality services, the company ensures that workers do not sell fake products to customers such as spare parts and that the company provides better services to customers. The result implied that there was high level of employee effectiveness as they provided quality service to their customers at City Tires, Kampala Capital City.

Based on the qualitative data gathered through interview guide to review views of the key informants in relation to employee performance at City tires, many revealed that they were satisfied with the efforts put by the employees and termed the performance of employees as good. This is shown by the following views;

“The employees in my department are punctual, finish their duties in time, are efficient and effective in whatever responsibilities I give them”

My employees are always dedicated to their work and give everything in ensuring that work is efficiently and effectively carried out”

“Employees in City tires they provide overtime services, take care of customer needs, solve challenges facing the company at all times necessary”

Objective two result indicates a high grand mean of 3.09 and standard deviation of 0.844 which implies that there was high level of employee performance at City Tires, Kampala Capital City. This implies that employees are always timely at their work place and also provide quality services and products to their customers at City Tires, Kampala Capital City.

Table 5: Relationship between Reward system and employee performance

		Employee Performance
Reward	Pearson Correlation	.318**
	Sig. (2-tailed)	.004

****.** Correlation is significant at the 0.01 level (2-tailed).

P value 0.004

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α value 0.01

r value 0.318**

Table 5 presents the empirical information on the relationship between reward system and employee performance at City Tires, Kampala Capital City. Results indicates that there was a positive and statistically significant relationship between reward system and employee performance at City Tires, Kampala Capital City ($P < 0.01$, $r = 0.318^{**}$) (Christopher, Moses, Muhindo, & Muhammad, 2022). Thus, the null hypothesis stating “there is no significant relationship between reward system and employee performance at City Tires, Kampala Capital City” was therefore rejected and its alternative positive hypothesis considered. This suggests that reward has a moderate positive contribution towards employee performance at City Tires, Kampala Capital City. The qualitative data gathered from the interviewed branch managers of City tires shows that there is an association between reward system and employee performance with some managers saying;

“In my department, employees work more in over time sessions because they care paid for the extra time”

“When provided with allowances such as lunch, transport and communication, employees in my department tend to be efficient and effective when carrying out their work in the organization”

“Due to the reward system of giving promotion and recognition to hard working and highly performing employees, work performance of all workers has been improving each year in my department”

The findings support the views of Edirisooriya (2014) who embarked on the impacts of rewards on employee performance with a special focus on a public organization in Sri Lanka. The study investigated the relationship between extrinsic reward, intrinsic reward system and employee performance. The study found that high opportunities for career advancement in the Sri Lanka public sector were fundamental in employee performance improvement.

Table 6: Regression Results on how Reward System Affects Employee Performance at City Tires, Kampala Capital City

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	48.717	17.948		2.714	.008
	Salary/wages	-.183	.107	-.210	-1.701	.093
	Allowances	.028	.116	.034	.244	.808
	Recognition	.217	.105	.248	2.054	.043

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	Improved working condition	.290	.140	.321	2.082	.041
	Training	-.101	.083	-.170	-1.216	.228
	Promotion	.144	.105	.191	1.368	.176
a. Dependent Variable: Employee performance						
Adjusted R Square = 0.157						
F = 3.511						
P- value = 0.008						

The study results shown in the table above indicates an Adjusted R Square of 0.157 which implies that reward system when combined explain 15.7% of the variation in employee performance while the remaining 84.3% of the variation is explained by other factors which includes intrinsic motivation, specialization, management style applied, health or wellbeing of the employee (Nelson et al., 2023). Results equally show that recognition and improved working environment or condition are combined explanatory predictors of employee performance. The results confirm the rejection of null hypotheses for recognition ($p = 0.043 \leq 0.05$), and improved working environment and condition ($p = 0.041 \leq 0.05$). It can thus be concluded that there exists enough evidence that recognition together with improved working environment are useful reward systems affecting employee performance at the 5% level of significance.

However, the regression results confirm the null hypothesis that salary/wages (P value 0.093), allowances (P value 0.808), training (P value 0.228) and promotion (0.176) revealing that they don't significantly affect employee performance ($p \geq 0.05$) (Christopher, Moses, Muhindo, & Muhammad, 2022). This means that there exists insufficient evidence to conclude that salary/wages, allowances, training and promotion significantly affects employee performance at the 5% level of significance.

Lastly the study results show that salary/wages negatively influenced employee performance by -21%, allowances positively influenced employee performance by 3.4%, recognition positively influenced or affected employee performance by 24.8%, improved working environment or conditions influenced or affected employee performance by 32.1%, training negatively influenced employee performance by -17% and promotion positively influenced employee performance by 19.1% (Ntirandekura, Friday, Mbisi, et al., 2022). An earlier research by Armstrong (2008) underscored the importance of opportunities to grow as a way of rewarding workforce and therefore motivating them. Eshwar and Head (2014) in their study on

reward, motivation and job satisfaction in commercial banks in Chennai found that job security, training and opportunity for development were important factors that change employee performance.

Summary

The study assessed “reward system and employee performance in City Tires, Kampala Capital City.” The study objectives were; to find out the reward level at City Tires, Kampala Capital City, to explain the level of employee performance at City Tires, Kampala Capital City, to determine the relationship between reward system and employee performance at City Tires, Kampala Capital City having a null hypothesis stating there is no significant relationship between total reward systems and employee performance at City Tires, Kampala Capital City. Descriptive and correlation research designs guided by both qualitative and quantitative research approaches. Data was gathered from randomly 82 employees of City Tires respondents using a self-administered questionnaire.

Objective one result indicates a high grand mean of 2.75 and standard deviation of 0.92 which implies that there was high level of reward system at City Tires, Kampala Capital City. This suggested that employees are reward financially through salaries and non-financially through promotion, training and recognition at City Tires, Kampala Capital City.

Objective two result indicates a high grand mean of 3.09 and standard deviation of 0.844 which implies that there was high level of employee performance at City Tires, Kampala Capital City. This implies that employees are always timely at their work place and also provide quality services and products to their customers at City Tires, Kampala Capital City.

Results indicates that there was a positive and statistically significant relationship between reward system and employee performance at City Tires, Kampala Capital City ($P < 0.01$, $r = 0.318^{**}$). Thus, the null hypothesis stating “there is no significant relationship between reward system and employee performance at City Tires, Kampala Capital City” was therefore rejected and its alternative positive hypothesis considered. This suggests that reward has a moderate positive contribution towards employee performance at City Tires, Kampala Capital City.

Conclusion

There was high level of reward system at City Tires, Kampala Capital City.

There was high level of employee performance at City Tires, Kampala Capital City.

There was a moderately positive and statistically significant relationship between reward system and employee performance at City Tires, Kampala Capital City

Recommendations

The firm (City Tires, Kampala Capital City) should keep on providing reasonable reward systems especially the salary/wages and training which has a negative influence or effect towards employee performance at City Tires, Kampala Capital City

Further studies should be carried out on other factors which could be affecting the performance of employees in at City Tires, Kampala Capital City.

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