

Non-monetary incentives and employee relations in homes of hope non-government organisation (Mbarara district)

Samanya Bulhan and Nagaruka Deborah

Faculty of Business and Management, Department of Public Administration and Development Studies Kampala International University Uganda

ABSTRACT

The purpose of the study was to determine if there is significant relationship between Non-monetary incentives and staff relations of Kampala International University. A cross-sectional survey research design and simple random sampling techniques were used to establish the influence of none-monetary incentives and employees' relations of teaching staff. Data was analyzed using SPSS descriptive statistics with Likert like scale of 1, strongly agree, 2, agree, 3, undecided, 4, disagree, 5, strongly disagree, showing frequencies and means of the independent and dependent variables. Three none-monetary incentives objective which included, working conditions, opportunities for training and relations, recognition and employees' relations were computed and also dependent variable, the total mean was divided by the total number of questions to get the mean. The researcher came with the conclusion basing on means of independent variable (2.676) and dependent (2.541) which indicates that there is undecided relationship between none-monetary incentives and their relations at Kampala International University, that there is a big gap of undecided perception of the employees towards the employers. This necessitates a much readdress of the situation at hand for harmonious relationship. Recommendations were made that, there is a need for the management to improve on the relations of its employees through provision of all necessary working equipment's, leave, good policy governing training and relations, and ways of encouraging the employees to feel recognized through participation in management which can lead to their relations.

Keywords: Non-monetary, incentives and employee relations, homes and NGO.

INTRODUCTION

World over, there are a thousands of organizations; this has been due to political, economic, religious, and ideological struggle that the creation of many organizations over the world is inevitable [1-6]. The rapid growth of information technology and electronic communication has heightened the average person's awareness of the global handling of human resource in different organizations, international news bring the entire world into our homes and our thoughts daily [7-10]. An explosion of opportunities on the internet allows us to share and gather information from global sources at all costs, at the same time that

valuable skills and investments move from country to country, cultural diversity, among the populations is increasing, and immigration of human resource due to less emphasis on non-financial incentives is having profound implications on Employee Relations [11-16]. In order to create a successful company, employers should consider as many options as possible when it comes to retaining employees while at the same time securing their trust and royalty so that they have less of a desire to leave in the future. Also of concern are the costs of employees turn over, such as hiring costs, productivity loss. Replacing costs

is greater than the livelihood of the individual of one month [1-3]. The costs associated with turnover may include lost customers, business and damaged morale, hard costs of time spent in screening, verifying, credentials, and references, interviewing, hiring and training the new employees just to get back to where you started. This shows the need to put in place measures that can lead to employees' relations [4].

Before the liberalization of education in the past in Uganda, there existed few universities with low relations. With the government liberalization of education more government and private Universities were set up with good number of human resources. The human resources in such

Aim of the study

The aim of this research was to determine if there is a relationship between non-monetary incentives and employee

Samanya and Nagaruka institutions are very important in formulating ways of implementing the educational objectives especially when they are motivated through rewarding which can lead to employee relations on the job [5]. It is widely believed that when employees are well motivated or rewarded, it leads to high job satisfaction and finally stability of employees on the job. However the position of employees in private universities has not been all that stable although the conditions of service look attractive on paper like getting sick leave, employee relations, training among others as a way of motivating [6]. The employee relations are only possible when the staff intimacy is of big value to the recipients.

relations among staff of homes of hope non-government organization.

Hypotheses of the study

1. There are no levels of employees' relations among staff of Homes of hope Non-Government Organization.
2. Training opportunities do not influence employee relations of Homes of hope Non-

Government Organization.

3. To examine the effect of Non-monetary incentives on employees' relations of Homes of Hope Non-Government Organization.

METHODOLOGY

Research design

A cross-sectional survey research design was used to establish the influence of none-monetary incentives and employees relations of teaching staff in Homes of Hope. This design was used in the study because it was believed to help the

researcher to gather data from a sample of population in a particular time in order to obtain information about practices, preferences, attitudes, concerns or interests of group of people. As noted by [7].

Research Population.

The population of the study constituted staff of Homes of Hope and the total

population was 100 staff.

Sample size

The sample size consisted of 100 staff. The respondents were chosen because they are believed to have the

qualifications to provide and generate information about non-monetary incentives and employees' relations.

Sampling procedure

The study employed simple random sampling techniques to select respondents in the study. The researcher made sure that the target population was not uniform since they do not have similar characteristics even they are satisfied and motivated differently. To

ensure that each member of the target population had an equal and independent chance of being included in the sample, simple random sampling was used to select teaching staff, only as it also saves time. [8] The researcher also used the Morgan's formula to arrive at the sample

size. According to the formula the sample population of 106 is represented

by the sample size of 100.

Research instruments

Closed ended Questionnaire was used in the study to get data from the respondents. The questionnaire was suitable for the big number of employees

since time is a limited resource also the needed data was easily described in writing and all the respondents are literate.

Data gathering procedure

The researcher obtained permission from the school of postgraduate studies and research and acceptance letter from the field to conduct the study and this enabled the researcher to access the respondents without any bias. Data was

collected using a researcher made questionnaire, this helped the researcher to organize the data collected put in tables, pie chart and analyzed it into meaningful information.

Data analysis

SPSS's program with Likert like scale was used to analyze the data. Tables were used to determine the frequencies and percentages, which helped the researcher to interpret the findings in Chapter Four. At the end of each section, data was

summarized into major events and results, noticeable points and an answer was grouped into similar pages whereby the interpretations and analysis of data findings was shown.

Ethical considerations

The researcher obtained an introductory letter to conduct the study from authorities concerned in the school of post graduate studies and research of Kampala International University, efforts were made by the researcher to obtain informed consent from the respondents

by stating the objectives of the study, benefits to them to know why they are interviewed. Ethics in research, like observing the privacy of the response, anonymity, confidentiality was equally observed.

Limitations of the study

Respondents were first suspicious of the research intentions, but I presented an introductory letter got from school of postgraduate studies and research that proved that the research was basically academic, in addition of using humble and friendly approach of talking to the respondents. Another constraint was the delay of respondents to fill and return the

questionnaires. However calls and checks to remind them on the dates of return was made by the researcher. Also the researcher had a problem of balancing work responsibilities and research; however this problem was overcome by dedicating time during the night to work on the research especially during data analysis.

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

Demographic Information of the Respondents

This part presents the background information of the respondents who participated in the study. The purpose of the background was to find out the characteristics of the respondents and

show the distribution of the population in the study. Respondents were asked several question, questions on every independent variable were combined and analyzed together.

**Demographic characteristics
Table 1 Respondent by Sex**

Sex	Frequency	Percentage
Male	60	60
Female	40	40
Total	100	100.0

Source: primary data

Table 1 indicates that out 100 respondents, the majority were males (60) with (60%) and females (40) with (40) as shown in the table 1. Thus it was found out that most of the respondents were male employees than the females.

Table 2 Respondent by age

Age	Frequency	Percentage
18-27	40	40
28-37	30	30
38-47	18	18
48-57	10	10
58 and above	2	2
Total	100	100

Source: primary data

Table 2 shows that 30 (30%) were in the age group of 28-37, followed by 18-27 (40) (40%), 18(18%) were between 38-47 years, 10 (10%) were between 48-57years, and only 2 people (2) were 58 years and above.

Table 3 respondent by marital status

Marital status	Frequency	Percentage
Married	30	30
Single	20	20
Separated	25	25
Divorced	20	20
Widowed	5	5
Total	100	100

Source: primary data

Table 3 shows that 30 (30%) of the respondents are married, 20 (20%) are single, 25 (25%) were separated, 20 (20%) divorced and 5 (5%) are widowed.

According to the study findings it was found out that single teaching staffs are the majority and widowed minority.

Table 4 respondent by level of education

Level of education	Frequency	Percentage
Degree and below	97	97
Masters	3	3
PhD	00	00
Total	180	100

Source: primary data

The study findings in table 4, shows that the majority of the respondents are master holders 3 (3%), 97 (97%) had attained Bachelor's degree, and 0 (00%) were PhD holders. This shows that majority staff being bachelor degree holders, there is a need for encouragement of more staff to go PhD level to boost on the quality of education offered.

Table 5 respondent by category of employment

Category of employment	Frequency	Percentage
Permanent	60	60
Contract	40	40
Total	100	100

Source: primary data

The study findings show that the majority of the respondents were on contract basis 100 people (91.0%), and only 17 (9.4%) were on permanent employment term basis as shown in the table above.

Table 6 respondent by length of service

Length of service	Frequency	Percentage
1-3 years	80	80
4-6 years	15	15
7 and above	5	5
Total	100	100

Source: primary data

According to the study findings in table 6, eighty (80%) of the respondents have been working between 1-3years, 15(15%) of the respondent's working years is between 4-6 years, and only 5(5%) of the respondents have been working for 7years and above.

Description of respondents' perceptions on Non-monetary Incentives and Employees Relations

The independent variable of the study which was Non-monetary Incentives and Employees Relations was broken down into 18 questions while the dependent

variable has 10 questions. The researcher used Likert like scale method which provided with the respondents the chance of choosing from the provided options from 1=strongly agree, 2=agree, 3=undecided, 4=disagree, 5=strongly disagree. Respondents gave their

perception by ticking the number that best describes their feelings about Non-monetary Incentives and Employee relations. Their responses were analyzed using SPSS's summary statistics showing the frequency and mean as indicated in the tables below.

Table 8: shows the respondents response about the influence of relations on employees relations

Response	Means
Working conditions	
Do relations have any influence on your relations at Homes of hope?	2.1833
There is provision of all working equipment's needed	2.9889
Good relationships with co-workers help employees to achieve organizational and individual goals, thus leading into their relations.	1.9167
Provision of affirmative action among genders at Homes of hope has led to employees' relations.	2.9667
There is noise free working environment at work place	3.2833
There are no work hazards at the work place	3.1556
Total mean	2.749

The response from respondents was put in table 8 and analyzed using SPSS program that computed the means of all questions about the influence of relations on employees' relations. The means were divided to the total number of questions to come up with the total mean which was 2.749 which stands for undecided. It is

from this background that the research found out that the respondents had undecided feelings about their relations at Homes of hope. This calls a need for the management to intervene and address the needful of employees' toward their working environment.

Table 9: shows the response and means of respondents about the opportunities for training and relations

Opportunities for training and relations	Mean
Do opportunities for training and lead to your stay at the job?	1.8444
I have stayed long due to hopes of knowledge relations.	2.0726
Trained and developed employees are retained to give back quality services from the skills and knowledge acquired	1.9333
Lack of provision of training and relations lead to low levels of relations	3.2444
There are equal opportunities for training and relations of employees.	2.9111
Total mean	2.40

The second independent variable had questions concerning the opportunities for training and relations at Kampala International University. All the means of all questions were summed up and divided by the number of question which

showed 2.40 as the mean implying that they agree that the opportunities for Training and relations has led to their relations at Kampala International University.

Table 10: respondents' response and mean about the relationship between recognition and employees relations.

Recognition	Mean
Does employee recognition, through participation in policy matters of departments they work in lead to their relations.	2.4000
There are high levels of recognition through the increased responsibilities at the work place and this has led to employees' relations.	2.7722
Through recognition employees are transferred, promoted and retained due to their experience.	2.6167
Reading names of high performers at the most important functions like graduation dates encourages employees to feel recognized hence leading to their stay.	3.4611
Giving awards to the long serving employees lead to their stay and keep other employees on the job expecting rewards.	3.2722
Employees are recognized basing on the period spent on the job	3.0389
Communication at all levels of different departments has promoted recognition through giving directions, procedures and feedback and this has led to relations.	2.6000
Total	2.880

The third objective was to examine the relationship between recognition and employees relations at Kampala International University. SPSS's program was used to analyze the finding and the likert scale of 1=strongly agree, 2=agree, 3undecided, 4=disagree, 5=strongly

disagree was used. The total number of questions concerning recognition was added and divided by the total number of question; this came out with the mean of 2.880 which indicates the undecided feelings on their recognition in the organization.

Description of dependent variable

Table 11: responses and mean of the respondents about employees' relations

Relations	Mean
Does relations policy at Homes of hope posse problems in employees stay at work?	2.5500
There are hard jobs at Homes of hope for employees to keep?	2.6333
There is high level of relations due to the satisfactorily meeting of employees expectations	2.9611
Is organizational culture the most appealing to employees' relations?	2.3167
Does provision of employees' opportunity to understand how their work contributes to the bottom line of the company leads to their relations?	2.5778
Does respecting employees, according to the period spent at Homes of hope lead to their stay?	2.4444
Is the fear to spend more time and money on recruitment and selection of work force by Homes of hope lead to high levels of retaining its employees?	2.7556
Is the University's awareness that employees are an asset in which one needs to invest and not a cost to reduce, encourage them to stay?	2.2333
Does Homes of hope do what is needed in order to retain its valuable employees?	2.4500
Does high individual achievement realization promote high employees relations at Homes of hope?	2.4944
Total	2.541

Also the questions of dependent variable were grouped together and the total mean divided by the total number of question to get the mean. According to the computation, it shows that the

respondents had undecided feelings about the relations practices at their jobs as shown in the table 12 with the mean of 2.541.

CONCLUSION

Basing on the total means of independent and dependent variables, independent variable (2.676) and dependent (2.541) the study concluded that there is a moderate relationship between none-monetary incentives and their relations at Homes of

hope, thus there is a big gap of undecided perception of the employees towards the employers. This necessitates a much readdress of the situation at hand for harmonious relationship.

Recommendations

Basing on the research findings, the researcher recommends that, there is a need for Homes of hope to improve on the relations of its employees through provision of all necessary working equipment's, leave, a streamlined policy governing training and relations, and ways of encouraging the employees to feel recognized as part of the organization, through employees participation management which can lead

to quality output. There is need for Homes of hope to set a streamlined policy on relations of the employees especially those with skill, knowledge, experience such that it is well staffed with quality teach staff in order to compete favorably in the market of offering education to the public. This is done by seeing how they started, what they are doing, how they are doing, where they are and where they want to be or what they want to achieve.

REFERENCES

1. Amin, E.M. (2005). *Social science research: conception, Methodology and Analysis*. Makerere University Printery.
2. Armstrong, M. (2005). *Human resource management practice*. Great Britain: British Library Cataloguing in Publication data.
3. Bartol, K. M and Martin, D. C (2000). *Influences on Managerial Pay Allocations: A dependence perspective*, journal of personnel psychology volume 2.
4. Campbell, A. (2004). *Employee Relations Training tools; Business Training Media Journal Volume1* Retrieved October 3rd 2010.
5. Chandan, J. S. (2001). *Management Theory and Practice*: New York, Medgar Ever College, City University of New York.
6. Cole, G. (2002). *Personnel and Human Resource Management*. Britain: British cataloguing in Publication data.
7. Cushway, B. (1994). *Human Resource Management*. Great Britain: British Library cataloguing Publication data.
8. Desseler, C. (2005). *Human Resource Management*. New Delhi: India Publication data.
9. Chidinma, E. E., Val, H. U. E. and N. J. Ugwu. (2023). Educational Administrative Strategies and Its Effect on Employers Job Performance: A Review. *INOSR Experimental Sciences*, 11 (1), 67-76.
10. Ssemugenyi Fred, Amboka Asumwa Agustine, Kazibwe Sophia (2018). Organizational Complexity and Performance of Commercial Banks in Kenya. *International Journal of Engineering Research & Technology*, 7 (12): 227-231.
11. Kibuuka Muhammad, Novembrieta Sumil, Byamukama Eliab Mpora, Sophia Kazibwe, Manuel Sumil, Fred Ssemugenyi, Tindyebwa Wilberforce (2015). Managerial skills and success of small-scale entrepreneurs in Kampala Uganda. *Canadian International Journal of Social Science and Education*.3: 546-552.
12. Fred Ssemugenyi, Augustine Amboka Asumwa, Sophia Kazibwe (2020). Balancing the delicate space between organizational culture and

- customer service quality: An empirical review for systemic excellence in the electrical energy sector in Kenya. *Asian Research Journal of Arts & Social Sciences*, 10 (4): 20-32.
13. Ssemugenyi Fred, Amboka Asumwa Augustine and Kazibwe Sophia (2019). Revisiting the Dichotomy between Abusive Supervision and Work Performance of Subordinates in Private Organizations in Kenya: An Empirical Search for Correspondence between Theory and Practice. *Journal of Education, Society and Behavioural Science*, 32(4): 1-9.
14. Busingye J. and W. Keim (2009). The political battlefield: Samanya and Nagaruka negotiating space to protect indigenous and traditional knowledge under capitalism, *International Social Science Journal* 60 (195), 37-54.
15. Tutu RA, JK Boateng, JD Busingye, E Ameyaw (2017). Asymmetry in an uneven place: migrants' lifestyles, social capital, and self-rated health status in James Town, Accra. *GeoJournal* 82, 907-921.
16. Barongo E. K., J. D. Busingye, G. Lubale (2021). Education Attainment and Women Entrepreneurship in Uganda: A Perspective. *European Journal of Humanities and Social Sciences* 1 (6), 64-69.

Samanya Bulhan and Nagaruka Deborah (2023). Non-monetary incentives and employee relations in homes of hope non-government organisation (Mbarara district). *IDOSR Journal of Arts and Management* 8(2): 22-30. <https://doi.org/10.59298/IDOSR/JAM/23/10.1.60>