Role of Rewards on Staff Commitment in Non-Government Organisations in Uganda: A Case study of International Aid Services

Agnes Nakafeero[1] and Sebastian Bigabwenkya[2]

1 International Aid Services, Uganda

2 Uganda Management Institute

Abstract

In this article, we sought to establish the role of rewards in staff commitment in International Aid Services (IAS) in Uganda. The problem of concern was that whereas IAS had invested a lot of resources in form of financial and non-financial rewards, staff commitment was still questionable as evidenced in late completion of tasks, poor quality of work and poor handling of organizational assets. Therefore, the objectives of this study were: (i) to establish the influence of financial rewards on staff commitment in IAS, and; (ii) to examine the effect of non-financial rewards on staff commitment in IAS. The research used a case study research design. Data for the study were collected from three IAS field offices and one national office. Four managers were interviewed and 45 staff completed a questionnaire. The results of the study indicated that both financial and non-financial rewards are significant factors in influencing commitment in IAS. Specifically, 29.7% variations in staff commitment at IAS were explainable by financial rewards while 62.1% variations in staff commitment were explainable by non-financial rewards. And, the remaining percentage was due to other factors outside this article. In view of the findings, the authors concluded that financial and non-financial rewards have a significant bearing on staff commitment at IAS. But, the amount of financial rewards is insufficient and the distribution system of the non-financial rewards is not perceived as unfair across the board. The study recommends that for IAS to enlist commitment, the managers should enhance the financial rewards and improve on the allocation of non-financial rewards to ensure equity.

Key words: International Aid Services Uganda; financial rewards; non-financial rewards; staff commitment; rewards; Uganda.

Introduction and background

The study examined the extent to which rewards are responsible for the encouragement of staff to commit to work with International Aid Services (IAS), Uganda. International Aid Services was established and formally registered as a humanitarian and development organization in 1989. The mission of IAS is to, *"save lives, promote self-reliance and dignity through human transformation, going beyond relief and development"* and her vision is, *"A Godly transformed society"*. In 1994, at the time Uganda was overwhelmed with influxes of refugees from Sudan to West Nile region, IAS was among the first organizations that opened offices in Moyo and Adjumani to support government efforts to provide humanitarian services to the Sudanese refugees who settled in these two districts. IAS is still expanding and now in northern Uganda in the districts of Pader, Agago, Abim in Acholi, and Arua district in West Nile.

In view of this mission and vision in which lies the goal IAS seeks to accomplish, it was important that IAS recruits and keeps a committed work force if she is going to achieve her mission and vision. To keep staff committed, IAS administers a set of rewards both financial and non-financial. Financially, staff are paid monthly salaries, field work allowances, insurance and so forth. Staff also receive a number of non-financial rewards for instance recognition, promotions, birthday anniversary parties, and some selected benefits.

The challenge at IAS

It is a general expectation that when staff are adequately rewarded for their input in the achievement of organizational goals, and their welfare taken into consideration, they will be highly committed to their organization (Maicibi, 2007). IAS has a policy of salary increments every year to a tune of 15% per member, a quarterly food basket, health insurance scheme, in-house trainings, recognition of important achievements (e.g. birthdays, wedding anniversaries, birth of children etc.) and career advancement among many others. However, IAS still faces the challenges of low staff commitment evidenced in poor quality of work, late submission of reports and proposals, and poor organizational asset handling. The manifestation of these challenges is an indicator that IAS has, to some extent, not achieved the desired levels of commitment expected from staff. In view of IAS' effort to reward, one still wonders what role these rewards are playing in staff commitment levels. It is upon this background that the authors wanted to investigate how reward processes influence commitment of workers in IAS. Specifically, the objectives of the study were: 1) To establish the influence of financial rewards on staff commitment in IAS and 2) To examine the effect of non-financial rewards on staff commitment in IAS.

Theoretical review: The Equity Theory

The equity theory is a model of motivation that explains how people strive for fairness and justice in social exchanges (Adams, 1965). It was propounded by Stacey Adams in 1965. This theory postulates that perceived equity is a motivational force. The conditions that are necessary to produce equity or inequity use a staff's perceptions of inputs and outcomes as their basis. There are usually several inputs, they include: acceptance of responsibility, job knowledge, experience and education, dedication, age, effort, seniority, time, skill and performance. Outcomes usually consist of rewards or benefits such as pay, promotional opportunities, praise, prestige, recognition, interpersonal relations with supervisors and co-workers, status, increases in salary and fringe benefits (McKenna, 2000; Armstrong, 2016). Ramlall (2004) attests that an individual on employee – employer relationship evaluates not only the benefits and rewards he or she receives and whether the input given to the organization is in balance with the output but also the relevance of inputs given and outputs received by other employees inside or outside the employing organization. Individual inputs can be education, effort, experience, and competence in comparison to outputs such as salary, recognition and salary increases. If an individual notices an imbalance in the input-outcome ratio according to his own experiences and in comparison to the others, tension is accumulated and commitment is affected.

Staff Commitment in an organisation

The concept of staff commitment has attracted considerable interest in an attempt to understand and clarify the intensity and stability of a staff dedication to the organization (Mester, Visser, Roodt & Kellerman, 2003). Newstrom and Davies (2002) define staff commitment as the degree to which a staff identifies with the organization and wants to continue actively participating in it. Commitment often reflects the staffs' belief in the mission and goals of the organization, willingness to expend effort in their accomplishments and intentions to continue working. They also state that employee commitment entails things such as using time constructively, attention to detail, making that extra effort, accepting change, co-operation with others, self-development, respecting trust, pride in abilities, seeking improvements and giving loyal support. In essence, as Mullins (2010) explains, employee commitment encompasses giving all of one-self while at work.

Allen and Meyer (1990) describe staff commitment as a psychological state that binds an individual to the organization. The mind-sets mirror three distinguishable themes which Meyer and Allen (1991) refer to as affective commitment, continuance commitment, and normative commitment. Affective commitment exists when staff are happy to be members of an organization, believe in and feel good about the organization, and what it stands for and they are attached to the organization. Normative commitment is based on the staff having internalized the values and goals of the organization and feel an obligation to remain with the organization. Continuance commitment exists when a staff is committed not so much because they want to be but because they have to be: that is, when the costs of leaving the organization are high. Today, employees are increasingly self-assured of their value to employers, and would consciously choose to work for those organizations that meet their needs and workplace expectations for instance through rewards.

The concept of reward

Reward is the compensation that an employee is given by the organization in exchange for services that he/she offers (Ajila, 1997). Reward encompasses all the monetary, non-monetary and psychological payments that an organization provides for her staff in exchange for work they perform (Bratton as cited in Wilton, 2013). Reward is a key determinant of staff attitudes towards their job and the organization. As Carraher, Gibson and Buckley (2006) attest, an effective reward system is essential for every organization which is related to productivity. Hence, organizations need to take appropriate procedures and policies and institute reward mechanisms that increase the commitment or performance of their employees.

Some scholars argue that people in organizations are motivated by both financial and non-financial rewards. For example, Armstrong and Murlis (1991), and Schuler and Jackson, (1996) hold that total remuneration consists of financial rewards (fixed & variable) and non-financial rewards (praise, responsibility, freedom, recognition, benefits, and personal growth). However, in spite of these rewards, every employee has his own set of motivation items and incentives to expend effort. Some are motivated by financial rewards while others are motivated by non-financial rewards.

Financial rewards and staff commitment

Consciously or unconsciously, every person is interested in the benefits of engaging in any form of behaviour that will be rewarded and staff in most organizations are not exceptional to this belief. Before a staff commits to an engagement they weigh the payoff or rewards first. The most obvious reward that staffs expect from employment is pay (DeCenzo & Robbins, 2002). Rewards work best when they are individualized to reflect differences in what staff consider important. Hence, rewards should be objectively determined and managers need to know what they aim at achieving so as to decide on the most appropriate reward system to use (Wilton, 2013). As Bratton (as cited by Wilton, 2013) suggests, the level at which a reward is offered relates to the types of behaviour which a manager wishes to promote among the staff in the organization.

Financial rewards may be in form of salaries, efficiency wages, bonus, allowances, incentives, pension, and gratuity among others. According to Danish and Usman (2010), financial rewards are among the most important devices for managers in motivating employees and as well very significant in influencing their behaviour to attain bigger organization goals. Financial rewards contribute towards the productivity of an employee and staff commitment.

Pay is among the key human resource issues that confront managers. In fact, pay is at the core of the employment relationship and for many people work is only work when it is paid (McCourt & Eldridge 2003). Similarly, Torrington, Hall and Taylor (2008) contend that the most important component of the reward package, at least for most staff, is their monthly or weekly salary. They further maintain that it is important for pay to be administered fairly, accurately and professionally among the staff and for the benefit of the organization through a form of grading structure. Actually, pay works best when combined with other non-financial rewards.

Non-Financial Rewards and staff commitment

Non-financial rewards are the non-monetary gains given to staff such as giving more responsibility, promotion, praise and recognition in public (Musaazi, 2002). The role of non-financial rewards in enhancing employees' commitment and performance on the job is essentially the idea of total rewards and if money paid to people is not enough it requires to be supplemented with other benefits (Armstrong, 2016). Armstrong further emphasizes that non-financial rewards can make workers comfortable on the job because such rewards encourage them to contribute more effort towards the achievement of organization goals.

Luthan, Peterson and Suzan (2006) found out that there is a positive relationship between non-monetary incentives and employee organizational commitment. When employees were provided non-monetary rewards such as housing, flex-time, telecommunicating, vacation, learning and development opportunities, recognition of achievements, tasks for or other assignments and sincere praise, their organizational commitment increased and the reverse was true. Employees who were praised, recognized, and promoted on the job were more committed on the job than their counterparts who were not rewarded that way.

Recognition is one of the non-financial rewards available to managers to dispense. Recognition is a tool widely used by organizations to motivate staff and outstanding employees expect their efforts to be consistently recognized by their supervisors. According to Phillips and Edwards (2008), staffs want to be recognized for a job well done. Recognizing people for performance does not only affect the person being recognized but others in the organization as well; and in the process an organization can experience commitment to excellence. Unrecognized and non-valued performance can contribute to low commitment. As Nelson (2003) states, personalized instant recognition is one of the most powerful tools of motivation and job commitment. In addition, Robbins (2005) contends that employees need to know not only how well they have done the work but also that their achievement are appreciated. Similarly, in a study carried out by Rizwan and Ali (2010) on the impact of recognition on job satisfaction and motivation in Pakistan, it was established that recognition was significantly correlated with motivation of staff which in return created commitment to their jobs. Such discoveries suggest that recognition is central in the non-financial equation. However, according to Zingheim and Schuster (2000), recognition does not work as an alternative to a base pay; it is only a complement, not replacement for pay.

The benefits package is another critical non-financial reward. Benefits are the non-pay elements that make up the individual reward package such as pensions, healthcare, subsidized meals, membership of health clubs, company cars, flexible working arrangements and enhanced maternity, paternity or sick leave (Wilton, 2013). Phillips and Connell (2004) observe that many organizations value and understand the basic needs staff have and are willing to spend an additional 25 or 50 percent of the staff's salary on benefit packages. They further argue that benefits can only be relevant when they are tailored to staff needs. Torrington, *et al*., (2008) attest that despite employer's innovativeness to provide benefits as a way of motivating staff to better performance, there remains a big question-mark over how far the staff will value the benefits provided to them or appreciate the extent of the costs involved in their provision. It is therefore important for the employers to communicate to the staff the true value of benefits more effectively and providing them with a degree of choice as to which benefits they wish to receive.

Methodology

The research design adopted in this study was a case study for it was considered the most appropriate. As Yin (2003) advises, for a holistic, in-depth and small samples investigations and when the concern is to study contemporary issues over which the researcher has no control a case study be used. The authors came up with a sample from which data were collected to meet the study objectives. A combination of both qualitative and quantitative methodologies was used by the authors in data collection and analysis.

The study population was 64 IAS members of staff, consisting of five senior managers and 59 other members. The research was conducted at IAS' national office in Kampala and in the field offices (Arua, Pader & Abim districts) in Uganda. The Senior Management Team, Community Development Officers and the lower cadres were the respondents. The research investigation focused on the period 2010 to 2018 because this is when the organization lost a number of assets under unexplained circumstances; reports were not only submitted late but of poor quality; and the levels of project completion were low, yet the human resource office had just improved the IAS reward packages and done a number of training for staff.

A sample of 50 respondents was selected. It comprised five managers and 45 non-managers. This population enabled the researchers to obtain the necessary data for the study. The sample size was determined using the Krejcie and Morgan (1970) Table of sample size determination. The study used simple random sampling techniques to select the non-managers. The managers were selected using purposive sampling techniques. The quantitative data were collected using a questionnaire, while qualitative data were collected using an interview guide and also through document review method. Qualitative data were manually analysed into a manageable forms and a narrative was constructed around them. The data were classified into simple categories, and themes such as financial and non-financial rewards based on the research objectives. Quantitative data were analysed using the Statistical Package for Social Sciences to generate results and establish the effect of rewards on staff commitment at IAS.

Presentation and analysis of results

Up to 45 questionnaires were distributed to 45 respondents and all of them (100%) were returned completed fully or partially. Out of the five respondents expected to be interviewed, four (80%) were interviewed. Questionnaires and interviews generated data. The findings were classified into two major strands, namely: effect of financial rewards on commitment; and effect of non-financial rewards on commitment. The presentation starts with the status of staff commitment at IAS.

Staff Commitment levels in International Aid Services

This section presents the analysis of respondents' views pertaining to staff commitment. The findings are descriptively presented using percentage counts. Later in this article, commitment scores were subjected to regression analysis with the scores on financial and non-financial rewards to determine the influence and magnitude of rewards on staff commitment. Table 1 presents the scores on the status of staff commitment levels at IAS.

Table 1: The state of staff commitment at International Aid Services Uganda

Items on staff commitment	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I feel part of my organization (IAS)	40%	53.3%	2.2%	4.4%	0
I do all my work whole heartedly	65.9%	34.1%	0	0	0
I feel loyal to this organization (IAS)	60.5%	39.5%	0	0	0
I would be happy to spend the rest of my career with IAS	29.5%	31.8%	15.9%	22.7%	0
I feel a strong sense of belonging in IAS	50%	31.8%	9.1%	6.8%	2.3%
I cooperate with other members of IAS	62.2%	37.8%	0	0	0
I would be unfair to IAS if I left now after all they have invested in me	35.6%	22.2%	8.9%	20.0%	13.3%

Source: Field data N=45

According to the responses in Table 1, the percentages derived suggest that on some items, respondents seemed to exhibit a high level of commitment to the organization although on others they made negative responses. One of the prime indicators of commitment was staff's desire and willingness to spend the rest of their career with IAS. Evidence derived from the table indicates that most of the respondents (61%) were ready to do so. The finding was backed up by the fact that 100% of the respondents indicated that they felt loyal to IAS. Furthermore, the findings revealed that all (100%) respondents submitted that they worked whole-heartedly which points to high levels of commitment to IAS. Even though 9% of the respondents were negative (disagreed) about a strong sense of belonging, 81% of the respondents felt a strong sense of belonging in IAS. These results therefore suggest that staff commitment levels in IAS are very high. However, on the low side, some signs of low commitment are evident in the same Table 1. For example, 33% of the respondents felt that it would be fair for them to leave IAS anytime in spite of the organisation's investment in them. These scores suggest that this group of staff are less concerned with the business of IAS and with or without IAS their lives would go on normally.

Influence of financial rewards and staff commitment at IAS

The first objective of this article was, to establish the influence of financial rewards on staff commitment in IAS. Under financial rewards, the analysis focused on salaries, health insurance and staff allowances at IAS. Close-ended statements were formulated on which respondents were asked to indicate their level of agreement or disagreement using a five-point Likert Scale. The responses are presented descriptively using percentages in Table 2 below.

Table 2: Staff perception about financial rewards offered by in IAS

Item	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Salaries					
I get my salary on time	46.7%	51.1%	2.2%	0	0
I receive a good salary	8.9%	44.4%	22.2%	15.6%	4.4%
My salary compares well with other similar staff in other NGOs	2.2%	26.7%	22.2%	40.0%	6.7%
Health Insurance					
I have a health insurance cover	57.8%	35.6%		2.2%	
My family's health is a priority to my organisation	26.7%	17.8%	4.4%	42.2%	6.7%
I have a disability compensation cover	26.7%	40.0%	8.9%	13.3%	4.4%
Allowances					
I receive hardship allowance when I am in a hard-to-reach area	4.4%	13.3%	13.3%	44.4%	20.0%
I receive transport allowances for work trips	48.9%	42.2%	0	4.4%	2.2%
I am paid accommodation allowance on work trips	53.3%	35.6%	0	4.4%	2.2%

Source: Field data N=45

In Table 2, the results indicate that most of the staff (98%) agreed that they receive salaries on time. On whether staff members received a good salary, 53% agreed. However, 20% of the respondents disagreeing that salary is good and 22% being undecided reveals a big portion of staff tending to the negative side. In addition, whether or not staff salaries compare well with staff in other NGOs who have the same qualifications, received a negative score of 47% with 22% of the respondents falling under the category of the undecided. This suggests that these two particular items might have been negatively influencing staff commitment levels at IAS. On the other hand, only 29% positively responded to the statement that their salaries compared well with staff with the same qualifications in other organizations.

Furthermore, as Table 2 indicates, on matters relating to health insurance the responses suggest that most of the staff (93%) agreed that they had a health insurance cover. And, a total of 67% of the respondents indicated (agreed) that they had a disability compensation cover. Meanwhile, the statement, "my family's health is a priority to my supervisor" received a majorly negative score from about half the respondents (49% disagreed). A total of 44% indicated that their family's health is a priority to the organisation. These data suggest that IAS is perceived by less than a half of the staff as caring for their families and this might be contributing to low staff commitment.

One other form of rewarding staff financially is through staff allowances. At IAS, allowances included hardship allowances, transport allowances and accommodation allowances especially when they are on duty. The findings in Table 2 indicate that the majority (64%) of the staff responded negatively (disagreed) on the item of having received hardship allowance whenever they are in a hard to reach area. On the other hand, on transport allowance, 91% of the respondents indicated that they receive it. And, on matters of accommodation allowances, 89% of the respondents reported to have been receiving it every time they went out for field work. Basically, regarding the various allowances majority reported to have received them.

The respondents who found the financial rewards to be satisfying, mentioned positive things about those rewards. For example, on salaries, it was reported, "*some people are paid high salaries…I think this elicits commitment among staff although salaries delay" (MG04).* Another one observed, *"the element that I think brings in commitment is knowing that every year one expects a salary increment which is not subjective but dependent on ones' performance through the appraisal exercises at the end of every year" (MG01).* Considering these comments, it is possible that the high salaries at IAS are contributing to commitment among certain staff.

Equally important was the health insurance that made some staff happy and feel valued. For instance, one respondent indicated, *"Yes! Because the burden to foot health related costs has been taken away from the worker; that keeps the staff committed" (MG01).* Another one declared: "*knowing that I will be treated when I fall sick makes me secure and I commit to work harder for my organization" (MG03).* And, when asked whether IAS staff were committed because they are given health insurance, she said, *"Absolutely! Health insurance enhances commitment…" (MG03).* The findings from the interviews suggest that IAS has a reasonable health insurance package in place and that the staff appreciate this arrangement. A staff does not have to brave ill-health and still continue with work since it is already catered for in the IAS policies.

There was a narrow range of allowances provided by IAS. The little that was available was appreciated by the staff as per the findings of this study. For example, a manager noted that, "*allowances motivate new energy, new innovations and ideas among the staff…whenever allowances were given for an additional assignment reports came in on time and quality work was done" (MG04).* Besides, travel allowances motivated staff to go for work trips because staff are not under obligation to account for such allowances. This practice of giving allowances also motivated and increased staff commitment because they did not have to spend their salaries or savings during work-related trips.

Some interview respondents were discontented with the reward system at IAS. The discontented may represent the side that explains the low staff commitment to the organisation. On salaries, for example, one manager said, "*salaries in IAS are not that high but they are not very low either: they are some salaries that can be appreciated…" (MG01).* In addition, another one manager observed, *"when it comes to salary comparison with other NGOs, I will boldly say IAS does not pay that high salaries…" (MG03).* In view of the findings above the authors observe that salaries do not seem to be directly influencing staff commitment in IAS.

On health insurance, it was disclosed that the weakness in the IAS health cover was that it only covered the staff excluding their immediate family members. And, as argued by a respondent, "*it would have been a good idea taking it to another level to cover the immediate family members because when a family member is sick, that affects the staff too" (MG02).* Hence, while the scheme was in place, it was unsatisfactory to some members of staff thus reducing their commitment.

Commitment was also reduced by the narrow range of allowances at IAS such as for transport and accommodation which were paid to groups of staff whose assignments called for travels outside their stations. Actually, a respondent observed, *"IAS doesn't have a great range of allowances and I would not measure commitment in IAS basing on the allowance provisions that are in place" (MG01).* Another one said, *"some staff of IAS who work in troubled areas, upcountry, and among refugees and displaced persons, do not get 'hard-to-reach' area allowances" (MG02).* These remarks imply that the way allowances were distributed was not embracing all staff and all deserving activities and this could have negatively affected commitment.

Regression analysis for financial rewards and Staff commitment.

A simple regression analysis was performed to establish the influence of financial rewards on staff commitment in International Aid Services. The authors wanted to examine the extent to which financial rewards can predict the level of staff commitment in IAS. Table 3 below shows the results that were generated.

Table 3: Model summary between financial rewards and Staff commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560[a]	.313	.297	.55929
a. Predictors: (Constant), Financial rewards; b. Dependent Variable: Commitment				

The model summary (Table 3) above reveals that correlation coefficient (R) using the predicator financial rewards was .560 while R Square was .313, adjusted R squared stood at .297 and standard error estimate of .55929. These results show an effect of 29.7% of financial rewards on staff commitment at IAS. This implies that 29.7% variations in staff commitment at IAS could be explained by financial rewards. The remaining percentage could be due to other factors. The factors might include non-financial rewards, work environment, organisation mission and so on.

Effect of non-financial rewards and staff commitment at International Aid Services

Non-financial rewards were also considered in this study. Just like financial rewards, non-financial rewards too seem to play a role in staff commitment in order to improve organisational performance. Under this non-financial rewards variable, two indicators namely; recognition and benefits were studied. The results of the findings are descriptively summarized in Table 4 below.

Table 4: Non-financial rewards and Staff commitment at IAS

Item	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Recognition					
I get praised for good performance in IAS	37.8%	48.9%	0	13.3	0
Management recognizes the good work I do	42.2%	40.0%	15.6%	2.2	0
Special days in my life e.g. birthdays & anniversaries are recognized /celebrated	51.1%	46.7%	0	0	2.2%
Benefits and Staff commitment in IAS					
I am provided with opportunities for continuous coaching & mentoring	33.3%	48.9%	8.9%	8.9%	0
I am given food items every quarter to supplement on my salary	46.7%	46.7%	0	4.4%	2.2%
I am allowed to use organizational assets on request	31.1%	51.1%	11.1	4.4%	2.2%

Source: Field data N=45

Table 4 indicates that recognition received largely positive responses. For example, on the item of being praised for good performance 87% of the respondents agreed. A total of 82% of the respondents agreeing was recorded on IAS management recognizing the work done by individual staff. Regarding IAS celebrating staff special days 98% of the respondents reported (agreed) to have received that reward. On the other hand, 13% of the respondents indicated that they had never been recognised for good performance. The disagree scores plus the undecided scores represent a negative mark and may explain why some staff are not committed to IAS.

On benefits, the results in Table 2 show that an overwhelming majority (93%) responded in affirmative about being given food items every quarter. Regarding staff being provided with opportunities for continuous mentoring and coaching the responses on the positive response side were 82% of the respondents, and 82% for those who had been allowed to use organization assets on request. Meanwhile, only 7% of the respondents reported to have missed out on being given food items every quarter and on being allowed to use organization assets on request. This unfair distribution of rewards might be affecting staff commitment in some quarters within IAS.

The findings from the interviews on recognition suggest that generally there are high levels of recognition in IAS. Besides, all the managers interviewed concurred that recognition in IAS influenced staff commitment positively. For instance, one manager reported, "*appreciation of* *good performance to workers is an indication that they are a key part of the organization and this motivates staff commitment in IAS" (MG03)*. Another a respondent remarked, "*recognition to me means being able to know I am doing well here, I am not doing well there...[and] that enhances my commitment working for an organization" (MG01).* It was further established that comments such as: *"you are the best! you have done it! …we know that you are there... and when you are there we know that we are there… but when you are not there we cannot say we are there" (MG04)* from the managers are such a splendid form of recognition and they go a long way in motivating staff and nurturing commitment. Interviews further revealed that other forms of recognition in IAS such as celebrating staff birthday anniversaries and babies born to staff were common, and inspired commitment. Actually, recognition in IAS emerged as a strong factor influencing commitment.

According to respondents interviewed, staff members enjoyed benefits and those benefits were perceived to be contributing to staff commitment in IAS. Respondents mentioned benefits such as food basket which included food items such as sugar, rice, butter, milk and so forth. Food basket was a popular quarterly contribution to every staff. Actually, one respondent said:

> *I have seen in the field, staff who are so relaxed about going back in the camp and begin looking for what to eat in an area where there isn't much to even buy. The comfort comes from the fact that the staff will get back to his small tent and pick a packet of milk and later decided whether or not he wants to cook (MG04).*

Food basket was a big booster to staff efficiency in the field as it simplified life. Actually, the food basket lightened the burden on staff salaries as it indirectly subsidised the family budgets. This package therefore increased staff commitment.

It was also established that, on request, a staff could access an organization asset such as a motorcycle, car, or laptop for personal use. The other benefit was that supervisors at different levels offered mentoring and coaching to their subordinates through delegation of responsibilities especially during the absence of staff who were either on leave or work-trips. Actually, such benefits were motivational in nature. As a respondent explained:

> *I have also heard specific comments from staff members that IAS flexibility and level of humanness have enormously influenced their commitment to the organization. If my child falls sick I don't necessarily have to take one of my leave days to attend to that or if I want to run my personal errand I may not necessarily have to take a leave day for that…(MG03).*

In the analysis, the authors found out that among the benefits administered in IAS flexibility and humanness were much appreciated, together with the fact that there was room for the members to officially access organizational assets for a moderated personal use. It was echoed that this kind of environment made staff feel at home with IAS and so had an influence to their commitment to work. Indeed, results suggests that benefits highly influenced staff commitment in IAS.

Regression analysis for non-financial rewards staff commitment

A simple linear regression analysis was performed on the quantitative data. Regression analysis technique was used to establish the influence of non-financial rewards on staff commitment.

Table 5 below shows the result that emerged from the analysis.

Table 5: Model summary between non-financial rewards and staff commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.788[a]	.621	.612	.41558

a. Predictors: (Constant), Non-financial rewards b. Dependent Variable: Commitment

The model summary (Table 5) above reveals that correlation coefficient (R), using the predicator non-financial rewards was .778; R Square was .621; an adjusted R squared of .612; and standard error estimate of .41558. This implies that 62.1% variations in staff commitment were explained by non-financial rewards while the remaining percentage variations of 37.9% could be attributed to other factors. The other factors might include financial rewards, work environment, nature of organisation business and so forth.

Discussion of results

Concerning financial rewards and its influence on staff commitment, it was established that statistically and significantly financial rewards positively influenced commitment levels in IAS. To a larger extent, the results of the analysis agree with the findings of other studies on the role of financial rewards on staff commitment. For example, Bratton (as cited in Wilton, 2013) argues that the level at which rewards are offered relates to the types of behaviours that managers wish to promote among the staffs in the organization. By implication, if managers of IAS wish to increase the levels of commitment they need to improve on the rewards such as financial rewards. In addition, as Torrington, *et al.* (2008) reveal, such financial rewards need to meet three vital ingredients for staff to get committed. The ingredients are fairness, accurateness, and professionalism. Actually, these arguments resonate with the principles of the equity theory, as argued by Adams (1965) who perceived equity as a motivational force. Staff who feel equitably treated tend to be committed to their job and organisations.

Furthermore, it is important to note that the results of these findings revealed that financial rewards scored the lowest correlation coefficient values as compared to non-financial rewards. This finding suggests that to a certain extent staff in IAS were not so happy with the levels of financial rewards especially when compared with non-financial rewards. This fact is similar to what Kabiito (2003) found out in a study about monetary rewards and commitment of civil servants in Uganda that the more monetary rewards were offered to staff the more their commitment increased hence the desire to work for the organisation. Likewise, DeCenzo and Robbins (2002) assert that that monetary rewards have the strongest energizing force that increases commitment of staff on their job.

The analysis of non-financial rewards and staff commitment focused on recognition and benefits. Findings from both qualitative and quantitative analyses suggest that an improvement in the non-financial rewards would lead to an improvement in staff commitment. Firstly, the findings are in agreement with those of Nabisere (2013) who in a study about reward management practices and job commitment of NGO staff established that when staff were rewarded non-financially through recognition their commitment increased. Secondly, the findings also support War's (as cited in Cole, 2002) conclusion in a study of employees where he found out that they could continue working even if they were not financially facilitated for as long as other benefits were in place. Hence, non-financial rewards can make workers fairly committed to their job.

Conclusions

In this article, we have established that financial rewards have a positive influence on staff commitment among the staff of IAS. Hence, an increase in financial rewards (e.g. salaries, health insurance & allowances) will increase staff commitment. However, financial rewards scored the lowest correlation coefficient values (adjusted R Square of .297) as compared to those of non-financial rewards (adjusted R square of .612). This implies that to a certain extent staff in IAS were not so happy with the levels of financial rewards especially when compared with non-financial rewards. Results also suggest that financial rewards alone do not influence staff commitment fully in an organisation unless combined with other factors such as non-financial rewards.

Non-financial rewards have a strong positive influence on staff commitment among the staff of IAS. The staff who perceived non-financial rewards offered by IAS as fair and important to meet their needs reported highest levels of commitment than those who perceived them as not satisfactory and responded otherwise. Therefore, it can be concluded that non-financial rewards specifically recognition and benefits, highly influence staff commitment in organizations. And, apparently staff commitment reduces when recognition and benefits are reduced. Just like what Adams (1965) under the equity theory argues, staff's perceptions of inputs and outcomes are key in determining their motivation to work, which points to commitment.

Implications of the study

In this article, we have established that the IAS package of financial rewards were widely appreciated by staff although there were some few who were dissatisfied with them. In essence, providing well-thought out financial rewards such as allowances, health insurance and salaries motivates staff to commit to their work at IAS. This is because financial rewards are important if an organization is to build a committed body of staff. Therefore, the management teams of organisations need to pay fairly their staff in order to influence staff commitment.

Non-financial rewards were scored higher than financial rewards in terms of affecting staff commitment at IAS. Non-financial rewards such as recognition and benefits act as additional stimulants to staff commitment. It is therefore important for managers in organisations to find measures of improving non-financial rewards and cater for all staff including those who are half-hearted about the organisation. It is also crucial for managers to take keen interest to understand the components of commitment (affective, continuance and normative commitment) which their staff exhibit, identify factors that satisfy staff, what they like about their jobs and factors that negatively motivate them. This understanding of commitment can be a starting point for formulating an effective reward management policy and strategy.

References

Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in Experimental Psychology* pp. 267-299. New York: Academic Press.

Ajila, C. O. (1997). Job motivation and attitude to work as correlates of productivity among workers in manufacturing companies in Lagos State, Nigeria. (Unpublished PhD Thesis, O.A.U IIe-Ife Osun Sate, Nigeria).

Allen, N. J. & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology, 63,* (1) 1-18.

Armstrong, M. (2016). *Armstrong's handbook of human resource management practice*. London, UK: Ashford Colour Press.

Armstrong, M. & Murlis, H. (1991). *Reward management*. London, UK: Kogan Page Limited.

Cole, G. A. (2002). *Personnel and human resource management*, (5th ed.). London, UK: TJ International Ltd.

DeCenzo, D. A. & Robbins, P. S. (2002). *Personnel/human resource management.* New Delhi: Prentice Hall of India.

Carraher, R., Gibson, A. & Buckley, R. (2006). Compensation in the Baltic and the USA. *Baltic Journal of Management, 1*(1), 7-23.

Danish, R. Q. & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International Journal of Business and Management, 5* (2), 159.

Krejcie, R. & Morgan, D. (1970). Determining sample size for research activities: Educational and psychological measurement. *American Journal of Applied Psychology, 4* (30), 607-610.

Luthan, M., Peterson, C. & Susan, L. (2006). Impact of non-financial incentives on the business unit outcome and commitment over time among support staff of poly technique of Virginia. *A Journal of Applied Psychology, 91*(1), 156-65.

Maicibi, N. A. (2007). *Human resource management success*. Kampala, Uganda: Makerere University Printery.

McCourt, W. & Eldridge, D. (2003). *Global human resource management*: *Managing people in developed and transitional countries.* Cheltenham, UK: Edward Elgar Publishing Ltd.

Mckenna, E. (2000). *Business psychology and organizational behaviour: A student's handbook* (3rd ed.) [e-book]. Retrieved from http:// books.google.co.ug

Mester, C., Visser, D., Roodt, G. & Kellerman, R. (2003). Leadership style and its relation to staff attitudes and behavior: *South African Journal of Industrial Psychology, 29*(2), 72-82.

Meyer, J. P. & Allen, N. J. (1991). A three component conceptualization of organizational commitment. *Human Resource Management Review*, *1*, 61-89.

Mullins, L. J. (2010). *Management and organizational behaviour* (9th ed.). London, UK: Prentice Hall Pearson Education.

Musaazi, J. C. (2002). *Theory and practice of educational administration*. London, UK: Macmillan.

Nabisere, S. (2013). Non-monetary rewards and staff commitment: The case of VEDCO Uganda. (Unpublished) Master's degree dissertation, Uganda Management Institute.

Nelson, B. (2003). *The 1001 rewards and recognition field book.* New York: Workman Publishing Company Inc.

Newstrom, W. J. & Davis, K. (2002). *Organizational behaviour*: *Human behaviour at work.* New Delhi, India: Tata McGraw-Hill.

Phillips, J. J. & Connell, O. A. (2004). *Managing staff relations: A strategic accountability approach*. New York: Franklin Covey.

Phillips, J. J. & Edwards, L. (2008). *Managing talent retention: An ROI approach.* San Francisco: Pfeiffer.

Ramlall, S. (2004). Review of staff motivation theories and their implications for staff retention within organizations. *Journal of American Academy of Business*, *5*(1), 52–63.

Rizwan, Q. D. & Ali, U. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International Journal of Business and Management, 5(2): 159-167.*

Schuler, R.S., & Jackson, S.E. (1996). *Human resource management*: *Positioning for the 21st century (6th ed.)*. New York: West Publishing Company.

Torrington, D., Hall, L., & Taylor, S. (2008). *A review of human resource management*: London, UK: Prentice Hall.

Wilton, N. (2013). *An introduction to human resource management* (2nd ed.). London, UK: Sage Publications Limited.

Yin, K. Y. (2003). *Case study research: Design and methods*. (3rd ed.). London, UK: Sage Publications

Zingheim, P. K. & Schuster, J. R. (2000). *Pay people right*, (1st ed.). San Fransisco: Jossey-Bass Inc.