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The relationship between intrinsic rewards and employee performance in Non-Profit Organisation in Rwanda; A case study of Shyogwe diocese

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ABSTRACT

This research looked at the relationship between intrinsic rewards and employee performance of non-profit organisation in Rwanda a case study of Shyogwe diocese. The specific goal of this research was to determine the relationship between intrinsic rewards and Shyogwe diocese employee performance. The study used a correlational research design. A questionnaire survey and an interview guide were used to obtain data. Frequencies, percentages, means, correlation, and regression were used to analyze quantitative data. Content analysis was used to analyze qualitative data. The results showed that intrinsic rewards were good. According to inferential analysis, intrinsic incentives have a favorable and substantial impact on employee performance. In conclusion, intrinsic rewards are crucial for employee performance.

Keywords: Intrinsic rewards, employee performance, nonprofit and Organisation.

INTRODUCTION

Intrinsic benefits, such as recognition, serve as role models and help to convey the norms. These are the elements that make up the outstanding performance. According to [1], the creation of a sizable private sector has further diversified the labor force and increased their recognition. Customers and the general public frequently see private sector employers favorably since they are industrious and, on average, less highly compensated, yet accomplish greater results. Where private sector service is quickly expanding with widespread public support (as in the Shyogwe Diocese), this serves as a powerful intrinsic motivation in the face of otherwise negative pressures on employee status. As a result, the purpose of this research is to investigate the impact of intrinsic motivation on the performance of employees at Rwanda Anglican Church, Shyogwe Doicese.

Taba, [2] investigated the mediating effect of work performance and organizational commitment in the relationship between reward systems and employee satisfaction. Based on the findings of the

study, it is possible to conclude that both extrinsic and intrinsic reward systems have a direct and significant effect on work performance and organizational commitment, and that work performance and organizational commitment have a direct and significant effect on work satisfaction. Extrinsic and intrinsic reward systems, on the other hand, have no direct impact on job performance; nonetheless, as mediation factors, work performance and organizational commitment help to bridge the gap between extrinsic and intrinsic reward systems and work pleasure. [3] found dissatisfaction with the managerial style and conventional attitudes of top management who took things for granted in their study of what motivates senior managers. The value of hard labor and high-quality achievement was rarely acknowledged. The previous passive interaction style and attitude lingered, particularly in ministries and other government agencies, where some senior management was referred to as "old guards" who had not changed. The prevalence of ancient ideals and

conventional managerial practices is not necessarily a direct cause of lack of recognition. Poor human resource management, on the other hand, demotivates personnel, according to [4]. In many nations, employee management at the national and subnational levels is nothing short of chaos.

Khan, [5] investigated the impact of rewards (intrinsic and extrinsic) on employee performance: this research focuses on two major types of rewards: intrinsic and extrinsic, and the findings indicate that employees are motivated by rewards, which play a motivating role in their personality and encourage them to produce loyalty and show good performance. According to the study's findings, both sorts of awards have a substantial association with employee performance. Finally, the study verified and investigated new research prospects that might increase employee work performance and comprehension of incentives. Awards Equity & Equality; When rewards are distributed in an unfair or inequitable manner, it can lead to organizational conflict. Employees have varying demands, perceptions, and results, such as salary, advancement, and a superior's censure, all of which have various values for different individuals.

Olusadum, [6] investigated the influence of motivation on employee performance, employing reinforcement theory as a framework for analysis. It is a survey research in which the data was quantitatively evaluated and the hypothesis was tested using Chi-square (X²). It was our observation that there is a considerable link between employee motivation and staff performance. As a result, the study proposes that firms regard employee motivation to be a crucial duty. The study finds that unless people are appropriately motivated, businesses and their managers will always have a negative attitude about work. According to [7], in many nations, rising hours of labor, larger job duties, more topics, and a continually changing nature of the job are important de-motivators. In many nations, given monetary rewards,

workloads, and work and living conditions, what is required of employees is not pitched at a reasonable level. Employees are also resistive to the introduction of new technologies due to a large number of jobs and excessive workloads in comparison to remuneration (the effort-price of work). Based on the literature reviewed above, the study will look at the influence of intrinsic incentive on employee performance in the Rwanda Anglican Church Shyogwe Diocese.

Ngwa et al., [8] investigated the impact of an incentive system on employee performance in a group of industrial companies in Cameroon's Litoral area. There is a link between reward systems and employee performance. Profit sharing had a significant positive impact on employee commitment in manufacturing firms, flat rate systems had a significant positive impact on employee work values in manufacturing firms, and collective bargaining reward systems had a significant positive impact on employee cohesiveness in manufacturing firms. As a result of this link, employers may utilize the incentive system as a motivating element to fine-tune employee behavior toward efficiency and effectiveness.

Coccia, [9] investigated the intrinsic and extrinsic incentives used to support motivation and performance in public organizations. The findings show that incentives are a type of compensation used to motivate employees and create favorable conditions for achieving specific objectives and supporting organizational growth. [10] investigated the link between awards and employee motivation in a sample of non-profit organizations in Abuja, Nigeria. Data was obtained using a questionnaire designed by the researcher. With 180 surveys issued and 154 returned, the response rate was 83.2 percent. The data was analyzed using the rank correlation coefficient and multiple regression analysis. All of the findings were assessed for significance at the 0.01 and 0.05 levels of significance. There is a direct correlation between extrinsic rewards and employee motivation, according to the

data. Employee motivation, on the other hand, was unaffected by intrinsic rewards.

Kalhor et al., [11] investigated the impact of extrinsic and intrinsic motivation on work performance. A total of 500 closed-ended questionnaires were issued to the six targeted private commercial banks, 250 of which were returned and 223 of which could be utilized and structural equation modeling using Smart PLS was used to assess postulated correlations. According to the findings, extrinsic and intrinsic motives are both positively and strongly related to employee performance. According to the data, extrinsic and intrinsic motivation appears to have a favorable association with organizational commitment. It also demonstrates that, in order to boost organizational performance, private commercial banks should perceive their personnel as important assets.

Aim of the study

The aim of this study was to find out the relationship between intrinsic rewards and employee performance of Non-profit

organisation in Rwanda a case study of Shyogwe diocese

Null Hypothesis

There is no significant relationship between intrinsic rewards and employee performance Shyogwe diocese

Scope of the study

Content scope

The research considered reward management as the independent variable and employee performance as the dependent variable. More precisely the researcher focused on how reward influences employee performance.

Geographical scope

The research was conducted in Parishes, Hospitals, health centers, Schools and development projects of Rwanda Anglican Church Shyogwe Diocese. The study focused on Pastors, Teachers, administrative and academic staff from the institutions.

Time scope

The study was conducted during a three-year period (2018-2020) since this was a time when there was an increase in complaints regarding staff performance, particularly in church initiatives.

RESEARCH METHODOLOGY

Research Design

This study employed the cross-sectional and correlational research designs. A cross-sectional research design is one in which the entire population or a subset of the population is studied by gathering data on a study subject at only one point in time [12]. Because of the small amount of time spent in the field, cross sectional studies are frequently quick, simple, and affordable to undertake. The cross-sectional design enables the researcher to acquire important data quickly and inexpensively [13]. Correlation design was used to establish the relationship between the study as suggested by [14]. To gather and evaluate both qualitative and quantitative data from respondents, the researcher used both quantitative and qualitative methodologies, resulting in a mixed method. This strategy was used to collect data and information from employees in the Rwanda Anglican Church projects in the Shyogwe diocese.

Study Population

Pastors, Teachers, Administrative, Audit Department, Human Resource, and Academic Staff from Shyogwe Diocese comprised the research population. The study's target demographic was 300 employees from Rwanda Anglican church initiatives in the Shyogwe diocese as per (Shyogwe Diocese Human Resource Records, 2019).

Sample size and Sampling Techniques

The population was divided into departments using basic random selection and selective sampling techniques. By scrutinizing the sampling techniques, procedure, and sample size employed, the researcher was able to ensure that the samples were representative. In accordance with Slovene's formula, the researcher calculated the sample size.

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

Data Collection Sources

The information was gathered from both primary and secondary sources. However, original data from respondents was prioritized, while secondary data was gathered through a study of current literature.

Primary data

The major source of data was primary data. Self-administered questionnaires were used to gather this information. Unstructured interviews were employed to allow the researcher to probe respondents for more information regarding the study variables, and the pastors and administrative members were the primary interviewees. Teachers, the audit department, human resource, and academic staff were the key responders to this instrument, and self-administered questionnaires were utilized to collect data from diverse respondents chosen from the population.

Secondary data

Secondary sources involved information related to reward and employee performance in Rwanda and the world in general. Relevant text books, journals, periodicals, newspapers and Internet were used.

Data Collection Tools

Data was collected using the methods and instruments as explained below;

Questionnaires

The researcher created a questionnaire to collect data from respondents for this investigation. The questionnaire was self-administered, and it was chosen since the respondents are well-educated and could fill it out with little or no assistance, saving time. The response modes were (1) Strongly Disagree (2) Disagree (3) Undecided (4) Agree, (5) Strongly Agree, and the questionnaires were closed-ended based on a five-point Likert scale due to its simplicity and ease of answering, coding, and data analysis, and the response modes were (1) Strongly

Disagree (2) Disagree (3) Undecided (4) Agree, (5) Strongly Agree.

Interview Guide

Using the interview-guide, the researcher conducted formal interviews with respondents, mainly pastors and administrative members, in order to collect data. The interview questions were pre-planned, and the researcher guided the interviewee using the interview guide. Formal interviewing was employed since it is simple to completely understand one's expressions or experiences, as well as to learn more about the questionnaire responses.

Data Quality Control Validity

The amount to which the measuring technique or instruments truly measures the attribute that is targeted in the research is referred to as validity. It refers to the precision and significance of conclusions drawn from study findings [15]. The researcher created instruments that addressed the study's aims and research questions to guarantee instrument validity. According to [16], an instrument's validity is determined by expert input. The questionnaire, interview guide, and document analysis guide are therefore discussed with the supervisors to ensure construct validity of the tools. Validity, according to [17], is the degree to which the outcomes of data analysis accurately represent the phenomena under investigation. According to their research, the content validity index was used to discover and remove unidentified flaws. Using the statistical software for social scientists, the following formula was applied to establish content validity index (CVI). The CVI must be at least 0.7 [14] to be considered acceptable.

The CVI was ensured as follows;

$CVI = \frac{\text{Number of relevant items in the questionnaire}}{\text{Total number of items in the questionnaire}}$

$CVI = \frac{19}{23}$

$CVI = 0.8$

The content validity of 0.8 was regarded acceptable since the minimum threshold

is 0.7. This means that the instruments were valid for collection of data.

Reliability

Reliability, on the other hand, is defined as the degree to which a research instrument produces consistent outcomes or data after repeated trials, according to [15]. The instrument's dependability was determined based on the early findings of

Table 1: Reliability

Variables	Cronbach alpha co-efficient
Employee performance	0.86
Extrinsic Rewards	0.78
Intrinsic Rewards	0.83
Employee Recognition	0.89

Data Collection Procedures

To allow the researcher to conduct the study, an introduction letter was received from Kampala International University Post Graduate Studies and Directorate and forwarded to Rwanda Anglican Church, Shyogwe Diocese. When permission was obtained, the respondents were asked to reply honestly to the questionnaires in front of them and were told that the information they supplied would be kept secret. Appointment on when the researcher would pick up the filled questionnaires was sought to avoid inconvenient situations on either side until all of the disseminated questionnaires were recovered.

Measurement of Variables

The degree of measurement is a result of the principles under which the numbers are given, and it is also concerned with assigning numbers to various levels of observations, views, and attitudes regarding variables [18]. The variables of reward management and employee performance were measured using an ordinal scale based on the 5-point Likert scale (Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4 and Strongly Agree = 5) adopted from [19]. To provide a scale value to statements, the Likert scale approach was employed (indicators of the chosen dimensions of reward management and employee performance) and to assess the respondent's favourableness to support a certain point

the pilot research. The questionnaire was given to ten employees who were chosen at random. Using the statistical package for social scientists' software (SPSS), the Cronbach alpha co-efficient technique of assessing internal consistency was used to determine the reliability of the questionnaires, and the findings are provided in the table below.

of view. This method of measuring variables was preferred since it is simple to create, saves time, and is considered reliable because it allows respondents to answer each statement included in the questionnaire. It also allows the use of statements that may or may not be directly related to the attitude being studied [18]. The usual cut off or significance level of regression analysis was used to interpret the data (0.05). In Shyogwe Diocese, reward management has a substantial beneficial influence on employee performance if the outcome is below the standard and a score over the cut off indicates that reward management has no discernible impact on employee performance.

Data Analysis

According to [20,21,22], there is no one proper technique to all assessments and analyses of situations. Some studies may necessitate a quantitative method, while others will necessitate a qualitative one, with the latter likely benefiting the most from a combination of the two. Furthermore, [15] and [23,24,25] suggested that field data in raw form is difficult to understand. Such data must be cleaned, coded, keyed, punched, and processed on a computer. Processing and evaluating data acquired in the research is both qualitative and quantitative in nature, according to [20], and [15]. The questionnaire data was evaluated quantitatively, and the interview guide

and document review guide data were studied subjectively. The researcher employed descriptive analysis in the form of frequency tables, mean and standard deviation, Pearson's Linear Correlation Coefficient, and regression. Content analysis was performed with qualitative data.

Ethical Considerations

Like any other social interaction process this research is vulnerable to respondent's bias and other constraints. The researcher made sure that she acts responsible and ethically to promote a bias-free environment for the respondents. First she sought for informed consent from the respondents and ensured confidentiality. The researcher assured respondents that the information sought was to be kept confidential and would not be tampered with in any way except for this academic purpose. Ethics are meant to improve the safety and integrity of the respondents in the study. In this respect, the researcher first built rapport with the respondents in the study. This improved public relation and encouraged respondents to open up and give data. In addition, the researcher took care of issues like dressing code, communication skills and appropriate timing of interview schedules. The researcher ensured that all the data got from respondents was not disclosed to

non-authorized parties, but handled with utmost confidentiality as the basic principle to promote ethics.

Limitations and Delimitation of the Study

The researcher anticipated certain limitations in the process of conducting this study. For example, she anticipated respondent bias where some of the respondents may not disclose data freely. This could be as a result of the language used or how the researcher presents herself to the respondents, the nature of questions that were asked or the time the interview was scheduled. In this respect, the researcher was ethical throughout the study. Secondly, failure to respond to the questions; The respondents were reluctant to respond and looked uneasy and suspicious of the information being collected from them thinking it's not purely academic. The researcher kept emphasizing the purpose of the study as mainly academic. Since majority of the respondents are full time workers, they were unavailable at the time wanted due to work engagements, otherwise the responses might have been generated in a hurry because of their daily activities that might affect response rate. This was solved by the researcher considering convenient time when respondents were free like during break tea and lunch hours.

RESULTS
Bio data of the respondents

Table 2: Biodata of Respondents

Item	Category	Frequency	Percentage
Gender	Males	90	52.8
	Females	81	47.2
	Total	171	100
Age Bracket	18-25	29	16.7
	26-35	53	30.4
	36-45	72	41.4
	Above 46	17	11.5
	Total	171	100
Marital Status	Single	60	34.5
	Married	81	46.6
	Widowed	22	12.6
	Divorced	8	6.6
	Total	171	100
Level of Education	Masters and above	15	8.6
	Bachelor's Degree	89	52.9
	Diploma	49	28.2
	Certificate	18	10.3
	Total	171	100
Department of Service	Church	32	18.4
	Health	56	33.9
	Education	58	35
	Finance	24	13.14
	Total	171	100
Duration of Service	Below 2 Years	38	21.8

2-5 Years	54	31.0
5-10 Years	67	40.3
Above 10 Years	12	6.9
Total	171	100

From the table above, 52.8% of the respondents were male while 47.2% were females. With majority respondents being males, it means that it's the males who are providers of families and as thus will be more likely to seek for employment. More so, most organisations employ more males to cut off the periods of leave especially maternity where females are unproductive and yet have to be paid. Majority respondents were in the age bracket of 36-45 years represented by 41.4%. These are strong and energetic and at this point in one's life, responsibilities have set in thus the desire for employment. These were followed by the age range of 26-35 years, which had 30.4 percent. This is a youth full workforce, with limited responsibilities and more time to their disposal hence a more reliable workforce. Employees in the age bracket of 18-25 constituted 16.7%, fresh graduates seeking to earn a living. Lastly the age group above 46 amounted to 11.5%. These are accomplished service men and women in strategic positions giving advice and leadership to the church projects.

The Frequency and percentage table above shows that 60 respondents were single, 81 were married, those widowed were 22 and the divorced were 8. This means that Shyogwe Diocese has in its employment more married employees. As a religious organisation promoting the marriage institution, it is no wonder that many of its employees are married. 60 single employees show that Shyogwe diocese gives opportunity to fresh graduates to earn a living. More so, the small number of divorced employees (8) indicates the strong voice of religious preaching of marriage for life. The table above shows clearly that most respondents have bachelor's degrees as

their educational qualifications represented by 52. %. This means that Shyogwe diocese employees highly skilled/trained employees for maximum delivery. Those with masters are represented by 8.6%, mainly comprised of top management for strategic decision making. Diploma holders comprised of 28.2% mainly support staff especially in the health department. Finally, certificate holders comprised of 10.3. The fact that they are in employment with Shyogwe diocese shows how liberal the diocese is in giving opportunities to the population to earn a living. These also comprised mostly of nurses, drivers, and office attendants.

Analysis of the table above is indicative that most respondents were working with the education department represented by 35%. This implies that Education department has the majority of workers. The Diocese runs primary schools, secondary and tertiary/vocational institutions to impart livelihood skills to the population of Rwanda. The respondents in religious department comprised of 18.4% and the Health department amounted to 33.9% indicating a fairly big number of employees servicing the Main hospital and Health centres in some parishes in Shyogwe diocese. The finance department was the smallest with a representation of 24%. These work in the Diocese SACCO to provide loan opportunities to the worshippers of Shyogwe diocese. From the above table, most respondents have been in employment with Shyogwe diocese between 5-10 years represented by 40.3%. This means that their stay in the diocese is long enough for them to give viable data for this study. It also means that Shyogwe diocese is a good employer thus employees have a sense of

loyalty to commit to the organisation. Those who have stayed between 2-5 years were represented by 31%, below two years were 21.8% an indicator of fresh graduate

employment and those above 10 years were 6.9%. These are old administrators and clergy with permanent employment with Shyogwe diocese.

Descriptive statistics

Descriptive Statistics on intrinsic rewards

Table 3. Descriptive Statistics on intrinsic rewards

	F/%	SA	A	N	D	SD	Mean
I am happy at my work since my organization believes in my abilities	F %	105 61.5	50 29.2	- -	10 6.2	5 3.1	4.13
Our working environment and conditions motivate me to perform better	f %	95 55.4	58 33.8	- -	5 3.1	13 7.7	3.77
With trainings and development, my efforts towards performance double	f %	21 12.3	26 15.4	- -	87 50.8	37 21.5	2.27
I am a better employee compared to when I joined shyogwe diocese							
Our supervisor inspires us with his attitude	f %	10 6.2	24 13.8	5 3.1	90 52.3	42 24.6	1.96
I always strive to complete tasks on my own	f %	84 49.2	37 21.5	8 4.6	29 16.9	13 7.7	3.76
I am a better employee compared to when I joined shyogwe diocese	f %	90 52.3	50 29.2	- -	13 7.7	19 10.8	4.22
We are given authority to decide for ourselves on how to perform tasks	f %	16 9.2	13 7.7	5 3.1	52 30.8	84 49.2	2.15
My supervisor delegates without hesitation	f %	30 17.4	13 7.4	8 4.6	37 21.5	84 49.2	1.76
I am assured of my job since I work hard	f %	10 6.1	22 12.7	- -	50 29.2	90 52.3	1.22

Source: Primary data 2021

The results in Table 3 regarding whether employees are happy at work because their organization believes in their abilities revealed that the majority (90.7 percent) of respondents indicated they are happy at work because their organization believes in their abilities, while 9.3 percent indicated it was not true. With the high mean equal to 4.13 close to code 4 which on the scale used corresponded with agreement, the results suggested employees are happy at work since their organization believes in their abilities.

The respondents agreed that their working environment and conditions motivate them to perform better because the majority percentage (89.2%) of the respondents agreed that it was true, 10.8% disagreed and the results were confirmed by the high mean equal to 3.77. Also, with

the majority percentage (72.3%) of the respondents disagreeing with the low mean equal to 2.27 that with trainings and development, their efforts towards performance double. The finding indicated that supervisor do not inspire employees with their attitude because the majority percentage (76.9%) disagreed and this was supported by the high mean equal to 1.96. With a high percentage (70.7%) of the respondents agreeing and a high mean equal to 3.76, that employees always strive to complete tasks on their own 24.6% of the respondents disagreed and 4.6% of them were neutral. This implies that supervisors do not give guidance to employees while performing their duties.

Furthermore, the respondents indicated that they are better compared to when they joined Shyogwe diocese because

majority percentage (81.5%) and the mean equal to 4.22 was high, this implies that organization has enabled employee to gain experience. However, with the larger percentage (80%) of the respondents disagreeing that they are given authority to decide for themselves on how to perform tasks and lower mean equal to 2.15, the results suggested that it was true that the organisation is not giving them authority to decide on how to perform tasks. With a high percentage (70.7%) of the respondents disagreeing and a lower mean equal to 1.76, that supervisors delegate without hesitation, 24.6% of the respondents agreed and 4.6% of them were neutral. This implies that supervisors do not delegate without hesitation.

Furthermore, the respondents indicated that they are not assured of their job since they work hard because majority percentage (81.5%) disagreed and the mean equal to 1.22 was high, this implies that working hard don't assurance of job security. In the interviews with organisation management, they were asked to give their opinions on what they think whether the management of the organization intrinsically reward employees to do their work. In their responses, members of management of the organisation gave several related responses that indicated that over time, organisation management has intrinsically rewarded employees to

enable them achieve the objectives of the organisation.

One member of bank management stated;

"My supervisor does make me want to leave my job. I feel I know more than he does but all cares about is when they will get their allowances and bonuses. Never about his staff. He actually kills my working morale. I even think I could be more qualified than him but because he is a relative of some big people, he got the supervisory role."

With most respondents agreed that with training and development, their efforts towards performance double. This means that training equips employees with the necessary skills to perform their tasks. With these skills, employees are more confident in executing their duties thus improved performance. More so, employees seemed unsure of whether they are given the mandate to decide how tasks shall be executed. This was represented with a mean of 3.00. This means that there is inadequate autonomy in task execution which hinders employee morale thus reducing commitment. Respondents were of the view that they do their best to ensure their tasks are accomplished. This means that the staff is a willing one to dedicate and commit towards achievement of organisational goals and only need to be amply rewarded to get that fulfilment to improve.

Descriptive statistics on Employee Performance

Table 4.Descriptive Statistics on Employee

	N	Mean	Std. Deviation
I am always on time while reporting to work	171	4.04	1.119
My presence at meetings and functions is consistent	171	3.60	1.186
I am a good supervisor of our activities	171	3.51	1.178
We achieve our targets always	171	2.03	1.308
Creativity and innovation is what I strive for as an employee	171	2.03	1.339
I put in extra effort to ensure deadline are met even when not rewarded	171	2.58	1.363
I ensure organizational property and equipment is better maintained	171	3.03	1.465
While performing my tasks, quality is my main objective	171	2.08	1.443
I am a reliable and responsible employee of my organisation	171	3.27	1.423
My contribution towards overall organizational performance is commendable	171	3.19	1.414
Over all mean		2.936	

The overall mean of variables under employee performance is 2. 936. This is an indicator of low employee performance levels and thus points out the need for this to be addresses immediately so as to improve organisational performance. Most respondents agreed that they are always on time while reporting to work. This is represented with a mean of 4.04. This means that most employees are committed to their work and arrive on time to execute their duties.

A respondent had this to say during interviews:

“Employees here do keep time. In fact, it is one of our strong points. We have short breaks and people do bother do be at their work stations during working time. Rarely do we get cases of consistent late coming.”

More so, from the table above, respondents acknowledge consistency attendance at work meetings and functions. A clear sign of loyalty to the organisation. The results in the above table show that Shyogwe diocese does not always achieve their targets. Employees acknowledged this gap and this means

that ultimately their organisational goals are not realised. With a mean of 2.03, respondents disagreed that innovation and creativity are not what they strive for. They noted that rather, since their creativity and innovation are not rewarded, then task accomplishment as assigned to them is what they strive for.

As noted from an interview, a respondent had this to say:

“Hmmm. As long as I get the work on my table done, I have no business stressing myself to bring something new to the organisation. After all, no one cares. I shall get nothing in return for my outstanding innovation. We have the ideas, but there is no platform to put them forward and have them supported and nurtured to maturity”

With a mean of 2.08, most respondents were of the view that while performing their tasks, they hardly mind about quality of their output. This means that quality of services and products at Shyogwe diocese is undermined and therefore should be incorporated in their

training sessions to ensure that all employees consider this vital incentive in business survival. Most employees were not sure if they cared about the safety of organisational equipment entrusted in their care. More so, a good number were not decided whether they are reliable and responsible employees of Shyogwe diocese both at work and off work. This means that they lack loyalty and commitment to the organisation to be able to stand for it at all times. A fault as an employee of such a reputable

organisation and definitely an area of concern to the Management.

"I have never bothered to check if the equipment is in the right order, though I have never deliberately spoilt anything. On the part of being reliable, what I do outside work is none of the business of the organisation. I can be drunk as long as I do my work well the following day, I does not matter"

DISCUSSION

Employee performance and intrinsic incentives have a beneficial relationship with employee performance as shown by ($r = 0.654$, $p = 0.000 < 0.05$), according to the findings. This indicates that when a company incorporates intrinsic benefits into their reward system, such as recognition, praise, training and development, and job security, workers are driven to work more and increase their performance levels, enhancing total organizational performance. The findings contradict [2], who examined the mediating effect of work performance and organizational commitment in the relationship between reward systems and employees' work satisfaction. Based on the findings of the analysis, it is possible to conclude that extrinsic and intrinsic reward systems have a direct and significant effect on work performance and organizational commitment, and that work performance and organizational commitment have a direct and significant effect on employee work satisfaction. Extrinsic and intrinsic reward systems, on the other hand, have no direct influence on job performance; but, as mediation factors, work performance and organizational commitment do. However, the findings are consistent with [21], who investigated the impact of rewards on employee performance with a focus on courier companies in the Pakistani city of Faisalabad. This research also focuses on two major types of rewards: intrinsic and extrinsic, and the findings show that employees are motivated by rewards,

which play a motivating role in their personality and encourage them to produce loyalty and show good performance. According to the study's findings, both sorts of awards have a substantial association with employee performance.

Furthermore, the findings were congruent with [6], who examined the influence of motivation on employee performance using reinforcement theory as a framework for research and discovered a substantial association between employee motivation and employee performance. Although the findings agree with [9] study of intrinsic and extrinsic incentives to support motivation and performance of public organizations, the findings indicate that incentives are a type of compensation used to motivate employees and create favorable conditions for achieving specific objectives and supporting organizational growth, they also disagree with [10] assessment of the relationship between rewards and emphasizing performance. With 180 surveys issued and 154 returned, the response rate was 83.2 percent. The data was analyzed using the rank correlation coefficient and multiple regression analysis. All of the findings were assessed for significance at the 0.01 and 0.05 levels of significance. There is a direct correlation between extrinsic rewards and employee motivation, according to the data. Employee motivation, on the other hand, was unaffected by intrinsic rewards.

CONCLUSION

Based on the outcomes of the study, it is possible to conclude that there is a somewhat favorable association between intrinsic incentives and employee performance. This means that, just as physical monetary rewards inspire employees and make them better

performers, immaterial ones do as well. Trainings and development provide workers with the skills they need to confidently do their responsibilities, and recognition motivates more people to focus their efforts on increasing performance.

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