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## **Remuneration and Discipline of Employees in Private Universities in Uganda**

**Emurugat Immaculate Azabo**

College Of Education Open and Distance Learning,  
Kampala International University

**Sofia Sol Gaite**

College Of Education Open and Distance Learning,  
Kampala International University

**Ijeoma Blessing Anumaka**

College Of Education Open and Distance Learning,  
Kampala International University

**Yakubu Ibrahim Wunti**

College Of Education Open and Distance Learning,  
Kampala International University

### **ABSTRACT**

The study analyzed the relationship between remuneration and discipline of employees in private universities in Uganda. It involved 385 respondents from seven private chartered and accredited universities. Data was collected using a self-administered questionnaire whose validity and reliability was confirmed through Factor Analysis and Cronbach Alpha test. Descriptive analysis involved the use of means, while Pearson Linear Correlation Coefficient was used to test the hypothesis. The results revealed that remuneration was a positive significant determinant of discipline of employees. In conclusion remuneration was an important element in that it influenced the discipline of employees in private universities. It was recommended that managers of Organisations such as private universities should put emphasis on their remuneration strategies which will influence the discipline of their employees and thus their retention.

**Keywords:** Discipline. Private Chartered and Accredited Universities. Remuneration.

### **INTRODUCTION**

When engaged to perform organisational work, people expect to be compensated for their performance in accordance with the contract they have made with the organisation (Tibamwenda, 2010). According to Hano Johannsen and Terry Page in (Tibamwenda, 2010) compensation is an American term that means all forms of remuneration such as pay, employee fringe benefits, insurance, stock options and bonus payments paid to an employee for performing organisational work or doing his job. Maicibi (2007) also adds that remuneration should also include performance management and profit sharing. Remuneration plays an important role in determining the employee's decision about where to work and if to follow the rules and regulations of that organisation. When a job is not well remunerated by making a thorough salary survey, staff may tend to be indisciplined in order to get more finances from their workplaces or in other places. In organizations, discipline is a procedure that correct or punishes an employee because a rule or procedure has been violated (Dessler,

2003). Therefore, within an organization, discipline must be viewed as a condition whereby employees know what is expected of them in terms of organization's rules standards and policies and what the consequences are of infractions (Rue & Byars, 1996). The aim of this paper is to report on the survey done on the analysis of remuneration of employees in chartered and accredited private universities in Uganda in relation to their discipline.

### RELATED LITERATURE

Remuneration is a financial (extrinsic) reward which means pay-for-performance such as performance bonus, job promotion, commission, tips, gratuities and gifts. There are various forms of remuneration of staff which include basic monetary payment, time rates, place work rates, individual bonus or incentives scheme and collective bonus or incentive scheme (Tibamwenda, 2010). Maicibi (2007) agrees with Tibamwenda that remuneration involves base pay, annual bonuses, variable pay and long term incentives. Remuneration motivates employees to work harder (Tibamwenda, 2010). In some cases, organisations (John, 1996; Ivancevich et al, 2003) increase the remuneration of their employees with a belief that they will be happy and motivated to work harder. Much as it makes employees happy, prevents dissatisfaction and keeps employees at work performing (Dessler, 1995; John, 1996; Gibson et al, 2009), it may not motivate in a sense that motivational effect is limited to making people report to work and perform to the level that guarantees their employment (Tibamwenda, 2010). It implies that making employees happy does not translate into hard working. In reality an employee will be happy while doing nothing. In case both good and bad performers are remunerated in the same way, there will be no reason for poor performers to work harder given the fact they were remunerated without working hard (Maicibi, 2007). On the other hand, good performers will be de-motivated when they see poor performers motivated (Templer, 2005). Increased remuneration should be based on improved performance (Armstrong, 1993). This can be linked to performance in accordance to Vroom's Expectancy Theory. This makes employees to believe that increased effort at work will lead to increased remuneration and rewards. When they are awarded equitably in accordance with Adams Equity Theory. Employees doing the same work and putting in the same input in the same organisation should be remunerated in the same way (Howe, 1995; Biswanath, 2000; Stoner, 2000).

Discipline like remuneration, is an inevitable correlate of organisations and is one of the major functions of performing managers (Maicibi, 2007; Hasibuan, 2010; Rivai, 2011). Discipline can be defined as a state of self-control and orderly conduct of an individual in accordance with the acceptable standard mode of behaviour. It can also be referred to as the person's ability to control his own behaviour so that he does what is expected of him. It further refers to the practice of training people to obey rules, regulations and orders and punishing them if they do not. When an organisation is not satisfied with the behaviour of an employee, it can take disciplinary action against him/her aimed at maintaining standards consistent with an organization's mission and strategic goals (Tibamwenda, 2010). However, for organisation staff, discipline is a condition where by employees conduct themselves in accordance with the organisation rules and standard acceptable behaviour. This definition is the same as the one by Jones, George and Hills (2000), who defined discipline as obedience, synergy, application and other outward mark of respect for superior's authority. It can be further considered as the general conduct or behaviour of people in a particular setting. So, it can be concluded that the discipline of work is an effort of the management organization of the company to implement or execute the rules or regulations that must be adhered to by all employees without exception. Tibamwenda (2010) defined organization staff discipline as a state of self-control and orderly conduct of an individual in accordance with the acceptable standard mode of behaviour. In

order to flourish and survive, organizations including Universities must drive the need to concentrate on stimulating self-discipline at work (Fowers (2008)).

## METHODOLOGY

### Research design

The study employed a descriptive cross-sectional survey research design to establish the relationship between Remuneration and discipline of employees in chartered and accredited private universities. Descriptive survey design enabled to describe the state of affairs as they are and report the findings (Kothari, 2004). The study adopted concurrent triangulation of both quantitative and qualitative approaches to data collection making it a mixed methods approach. This method allowed rapid collection of data from a large sample within the shortest time possible by use of questionnaires and interview guide. The quantitative research approach was specifically used in order to generate quantifiable data that could explain the relationship between remuneration and discipline and the qualitative data was collected so as to capture views and opinions of respondents in regard to remuneration and discipline in chartered and accredited private universities.

### Research Instrument

The data was collected using a self-administered questionnaire. The questionnaire comprised of five sections. Section A was on demographic characteristics of the respondents and had 6 items on gender, age, working experience, academic qualifications, workload and length of stay in a particular university. Section B on remuneration which constituted one of the independent variables (IV) and had 5-items: Pay, Annual bonuses, Allowances, Profit sharing and Long term incentives. The third section was on employee discipline and had 12 items which was the dependent variable (DV). The response modes of the questionnaire variables were rated as Strongly Agree (4), Agree (3), Disagree (2) and Strongly Disagree (1).

**Interview guides:** Interviews were administered to Heads of Departments, University Administrators and Human Resource Personnel. These respondents were interviewed because they had adequate and detailed information on the study variables. A total of fifteen questions were asked for interviewees to give an in-depth opinion about remuneration of employees and their discipline in the universities.

### Validity of research instrument

Validity refers to the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. In this study, ensuring validity of the data collection instrument involved availing the questionnaires to a panel of experienced researchers in education management of Kampala International University who went through the questionnaire in relation to the set objectives and made sure that it contains all the information that can enable answer the objectives. The results from the piloting study together with the comments from the experts were incorporated in the final instrument revisions to improve its validity. The validity of the instruments was constructed by using educational expert judgment method suggested by Gay (1996) and refined based on expert advice.

The following formula was used to test the content validity index.

$$CVI = \frac{\text{No. of items considered relevant by Judges}}{\text{Total number of Items Judged}} \times 100$$

Where CVI is the Content Validity Index

After collection of quantitative data, the validity of the multi-item variables was also tested using confirmatory factor analysis. In considering construct validity, only items whose first component/factor had an eigen value that exceeded 1.00 were rotated for interpretation. Items with values of 0.50 and above were adopted while those with values less than 0.50 were considered weak, hence dropped.

### **Reliability**

Reliability of the study instruments were ascertained by pre-testing the questionnaires and interview guide in the field. This was piloted using thirty employees from Islamic University in Uganda (IUIU) who were not part of the respondents. The Cronbach alpha for the two constructs were; remuneration ( $\alpha=.812$ ) and Discipline ( $\alpha=.804$ ) and the overall Cronbach alpha was 0.761 which is above the benchmark 0.7 (Amin, 2005) for employee questionnaire and therefore both constructs were considered reliable and thus the instruments were adopted for the study.

### **Population and sample size**

The target population was 7,185 employees by the year 2016 from the private universities in Uganda. The population included employees of private chartered and accredited universities such as lecturers (7164), University administrators (7), Heads of Departments (7) and the Human Resource Personnel (7). The seven private universities were purposively chosen on the basis that in addition to being chartered, they are accredited implying that they have met the required standards of operating as universities. The sample size for the study was calculated based on Krejcie and Morgan (1970) formula.

### **Sample selection and procedure**

A copy of the introduction letter was obtained from College of Education, Distance and e-Learning (COEDL) for the researcher to seek approval to conduct the study in the various universities. Once approved by the University Authorities the researcher requested for a list of employees from the Human Resource Department of each University under study and selected respondents. The researcher guided the research assistants with reference to sampling procedure and data collection and also reproduced questionnaires for distribution. The questionnaires were administered to University Employees with the help of research assistants (Lecturers), while the researcher administered the interview schedules to human resource development officers in these seven Universities in order to get in-depth data.

Lecturers, University Administrators, Head of Departments and Human Resource Personnel in the Private Universities provided the statistical population. Purposive sampling was used to select the University Administrators, Human Resource Personnel and Heads of Departments in this study as this category has in depth information about promotion and the discipline of employees in the Private Universities. Stratified sampling was used to select large groupings from the above mentioned category and then sampling units from within the clusters followed the application of random sampling. For universities involved in the study, A register of chartered and accredited universities obtained from the National Council for Higher Education (NCHE) was used and from this register chartered and accredited private universities were purposively drawn to create sampling units using multi-stage. The Private Universities from which respondents were drawn were Bugema University, Kampala International University (KIU), Kampala University (KU), Ndejje University, Nkumba University, Uganda Christian University and Uganda Martyrs University.

## **Ethical Consideration**

This work was approved by the ethical steering committee of Kampala International University. The respondents' participation was voluntary and free. During the research, there was no promise of benefits for participation and the respondents were required to sign the informed consent letter. The respondents were further assured of privacy and confidentiality of the information obtained from them. The researcher has acknowledged the authors mentioned in the study by documenting in references and citing authors. The presentations of the findings have also been generalized. Permission was sought and granted by the ethical steering committees of the various universities which were included in the study.

## **Data analysis and presentation**

Quantitative data from the proposed research was coded, processed and analyzed using computer based statistical package for social sciences (SPSS 20.0). Descriptive statistics in form of frequencies, percentages, mean were used to make comparisons of the responses. The hypothesis that there is a relationship between remuneration and employee discipline in private Universities in Uganda was tested using Pearson Product Moment Correlation Coefficient. This is because the hypothesis is concerned with relationships, and it is Pearson Correlation Coefficient that is appropriate for testing such relationships. Qualitative data that was collected during the interviews was also presented and discussed to supplement the quantitative data to bring out situations clearly for easy understanding by the readers. The qualitative data collected using interviews and the open-ended questionnaire in the semi-structured questionnaire was basically on the relevant aspect of the research and was analysed using content analysis.

## **RESULTS AND DISCUSSIONS**

### **Demographic Characteristics**

#### ***Demographic characteristics***

Frequency distributions were gotten for all the demographic variables. The frequencies for the number of individuals related to gender include 172 males and 137 females out of 309 respondents which constituted 55.7% males and 44.3% females respectively. The study findings showed that majority (55.7%) of the respondents were male. This implies that there were more male lecturers working in private universities in Uganda as compared to their female counterparts. This contradicts the findings of Nguyen et al. (2003) which revealed that more women were working in private universities than men. Malik (2011) highlighted 120 Faculty members regarding their job satisfaction; he suggested that the level of job satisfaction among males was much less compared to that of female Faculty members. This has been attributed to a lower expectation on the job due to the conventional poor position of women in the labor market (Blanchflower and Oswald, 2000). However, Ibrahim et al., (2011) argued that gender has insignificant influence on job satisfaction. Similarly, Sseganga and Garrett (2005) conducted research in Uganda and found that gender has no influence on job satisfaction of university Faculty members. From the study it can be shown that males could be more satisfied in their work as compared to the females especially in the teaching profession.

It was observed that 194 (62.8%) of respondents were Master holders, 76 (24.6) Bachelor holders, 36 (11.7%) PhD holders and 3 (1.0%) Certificate/Diploma holders as far as academic qualifications are concerned. From the responses, it can be deduced that the majority (62.8%) of the respondents were master degree holders. This shows that majority of the staff working in private universities in Uganda are master degree holders. According to Saif et al. (2012), education level of employees is critical in defining job satisfaction in any organization. In this study, there were low numbers of PhD holders in private universities showing that maybe some employees migrate to public universities or other organizations where they are

rewarded well and are more satisfied with their work. Among them, 121 (39.2 %) have stayed in a particular private university where they are currently teaching between 4 to 6 years, 82 (26.5%) less than 3 years, 67 (21.7%) between 7 to 9 years and 39 (12.6%) have stayed in a particular private university where they are currently teaching between 4 to 6 years, 82 (26.5%) less than 3 years, 67 (21.7%) between 7 to 9 years and 39 (12.6%) for more than 10 years. This shows that most of the private university employees had stayed in one university for a period of 4 to 6 years, implying that most of the private university employees in Uganda leave their employment earlier. An indication that they were not satisfied with their work as stated by McEwen (2011) who noted that work engagement comes from the perceptions and evaluations of employees toward their working experience and benefits from their employers. On the for more than 10 years. This shows that most of the private university employees had stayed in one university for a period of 4 to 6 years, implying that most of the private university employees in Uganda leave their employment earlier. An indication that they were not satisfied with their work as stated by McEwen (2011) who noted that work engagement comes from the perceptions and evaluations of employees toward their working experience and remuneration from their employers. On the working status of respondents 147 (47.8%) were permanent employees, 91 (29.4%) were part time employees and 71 (23.0%) are working as contractual or casual employee. This shows that majority of the employees in the private universities are employed permanently, indicating that most of the private universities in Uganda recruit their employees as permanent and full time staff.

### **Discipline of Employees.**

The dependent variable was divided into aspects namely attend to their duties regularly at the university, mark student's course works in time, follow rules and regulations, work in other universities apart from the one I am teaching, not punctual and punished after some time, accomplish all tasks and assignments in time, accountable for their actions, responsibility of taking care of goods and property, I am satisfied with my job and thus very honest in carrying out my duties, salary I earn is enough for me to remain working and My university has an Employee Handbook about the rules and regulations of my institution. The items were scaled using the four point likert scale ranging from a minimum of 1 for the worst case scenario (Strongly disagree) to a maximum of 4, which is the best case scenario (strongly agree). Table 1 illustrates all the elements of discipline as listed above. From the table it is observed that most of respondents agreed with the statements in the list since their means were above 3 on the likert scale apart from two issues on I am satisfied with my job and thus very honest in carrying out my duties and salary I earn is enough for me to remain working whose means were below 3. However, an overall mean of about 3, which on the scale used corresponded to agree and hence a good overall rating of discipline in private universities.

**Table 1: Frequency, Percentages and Means of Employee Discipline**  
n= (309)

Statement	SD		D		A		SA		Mean	Std Dev.	Remarks
	F	%	F	%	F	%	F	%			
Employees attend to their duties regularly at the university	3	1.0	22	7.1	176	57.0	108	35.0	3.42	.876	Very Good
Employees mark student's course works in time in my university	3	1.0	37	12.0	182	58.9	87	28.2	3.46	.912	Very Good
Employee's always follow rules and regulations of the university	5	1.6	46	14.9	189	61.2	69	22.3	3.51	.867	Very Good
Employees work in other universities apart from the one I am teaching in.	24	7.8	85	27.5	137	44.3	63	20.4	3.28	.991	Very Good
Employees who are not punctual are punished after some time in my university.	38	12.3	20	6.5	133	43.0	118	38.2	3.33	1.004	Very Good
Employees accomplish all tasks and assignments in time at the university.	20	6.5	87	28.2	160	51.8	42	13.6	3.49	.882	Very Good
Employees are accountable for their actions in the university.	14	4.5	37	12.0	195	63.1	63	20.4	3.53	.789	Very Good
Employees have the responsibility of taking care of goods and property of the university.	11	3.6	48	15.5	165	53.4	85	27.5	3.44	.942	Very Good
I am satisfied with my job and thus very honest in carrying out my duties.	79	25.6	142	46.0	65	21.0	23	7.4	1.45	1.245	Poor
The salary I earn is enough for me to remain working at my university.	74	23.9	115	37.2	91	29.4	29	9.4	1.32	1.082	Poor
My university has an Employee Handbook about the rules and regulations of my institution	42	13.6	54	17.5	109	35.3	104	33.7	3.31	.987	Very Good



Average Mean

3.05

.962

**Source: Field Data, 2016**

Table 1 shows statements on employee discipline. In item one with the statement that “employees attend to their duties regularly at the university”, out of three hundred and nine (309) respondents, one hundred seventy six (176) or 57.0% respondents agreed, one hundred eight (108) or 35.0% respondents strongly agreed and twenty two (22) or 7.1% respondents disagreed while three (3) or 1.0% respondents strongly disagreed. The study found a mean of  $3.42 \pm .876$  which means very good. It shows that majority (92.0%) of the private universities staff in Uganda reported that employees in private universities attended to their duties on regular basis. This implies that majority of the private university employees in Uganda are committed when it comes to attendance of duty thus implying that they are disciplined.

Similarly, in item 2 with the statement that ‘employees mark student’s course works in time in their universities’, out of three hundred and nine (309) respondents, one hundred eighty two (182) or 58.9% respondents agreed, eighty seven (87) or 28.2% respondents strongly agreed and thirty seven (37) or (12.0%) respondents disagreed with the statement while three (3) or 1.0% respondents strongly disagreed with the statement. From the responses, a mean score of  $3.46 \pm .912$  was obtained which is interpreted as very good. It shows that majority (87.1%) of the respondents noted that students’ work were marked in time by lecturers and this was a sign of employee discipline in the organization. Timely working on assignments given is an indication that the employees are committed and thus disciplined on their work.

Furthermore on item 3 with the statement that ‘employee’s always follow rules and regulations of the university’, out of three hundred and nine (309) respondents one eighty nine (189) or 61.2% respondents agreed, sixty nine (69) or 22.3% respondents strongly agreed and forty six (46) or (14.9%) respondents disagreed while five (5) or 1.6% respondents strongly disagreed. From the responses, a mean of  $3.51 \pm .867$  was obtained which means very good. It emerged from the responses that majority (83.5%) of the employees in private universities adhered to set rules and regulations within the university. This shows that employees are obedient and adhere to rules and regulations which govern their work and this is a sign of employee work discipline in any organization.

In addition, on item 4 with the statement that ‘employees work in other universities apart from the one they were teaching in’, out of three hundred and nine (309) respondents one hundred thirty seven (137) or 44.3% respondents agreed, eighty five (85) or 27.5% respondents disagreed and sixty three (63) or 20.4% respondents strongly agreed while twenty four (24) or 7.8% respondents strongly disagreed. From the responses, a mean score of  $3.28 \pm .991$  was obtained which means very good. It shows that majority (64.7%) of the employees in private universities reported that their colleagues are working as part-timers in other universities. This shows that the remuneration packages being offered by private universities are not adequate to cater for the needs of its employees and therefore they (employees) work as part-timers in other universities with an aim of increasing their income. This implies that since most employees in private universities have part time jobs in other universities there could be a conflict of interest and the employee cannot be effective in his or her work hence it causes problems especially in the university where he or she is redundant and ineffective.

Furthermore on item 5 with the statement that ‘employees who are not punctual were punished after some time in their universities’, out of three hundred and nine (309) respondents, one hundred and thirty three (133) or 43.0% respondents agreed, one hundred

eighteen (118) or 38.2% respondents strongly agreed, thirty eight (38) or 12.3% respondents strongly disagreed while twenty (20) or 6.5% respondents disagreed with the statement. A mean of  $3.33 \pm 1.004$  which means Very Good. This shows that majority (81.2%) of the private universities employees believed that employees who reported to work late were punished. The punishment that is given to university employees includes withholding of salaries, reduction of salaries as per the number of hours they attend to their work and sometimes termination of their services which in the long run leads to indiscipline. The punishment can also be effective so that the employee will do his or her work effectively so as not to jeopardize the students.

Moreover, on item 6 with the statement that 'employees were accountable for their actions in the university', out of three hundred and nine (309) respondents

One hundred ninety five (195) or 63.1% respondents agreed, sixty three (63) or 20.4% respondents strongly agreed and thirty seven (37) or 12.0% respondents disagreed while fourteen (14) or 4.5% respondents strongly disagreed. A mean score of  $3.49 \pm .882$  was obtained meaning Very Good. This shows that majority (83.5%) of the university employees believed that they were accountable for their actions while in the university and accountability is very important in any learning institution especially in private universities to avoid pointing fingers to anybody. Accountability is a sign of maturity, responsibility and professionalism.

In addition, on item 7 with the statement that 'employees had the responsibility of taking care of goods and property of the university', out of three hundred and nine (309) respondents, one hundred sixty five (165) or 53.4% respondents agreed 85 or 27.5% respondents strongly agreed and forty eight (48) or 15.5% respondents disagreed while eleven (11) or 3.6% respondents strongly disagreed. A mean of  $3.44 \pm .942$  was obtained which is interpreted as Very Good. This shows that majority (80.9%) of the university employees believed that they had the responsibility of taking care of the university properties. The act of being responsible by taking care of university property is a sign of commitment and concern for the university.

However, on item 8 with the statement that 'employees were satisfied with their jobs and thus very honest in carrying out their duties', out of three hundred and nine (309) respondents 142 or (46.0%) respondents disagreed with the statement, 79 or (25.6%) respondents strongly disagreed with the statement and 65 or (21.0%) respondents agreed with the statement while 23 or (7.4%) respondents strongly agreed with the statement. From the responses, a mean of  $1.45 \pm 1.245$  was obtained which means Poor. From this statement majority (71.6%) of the university employees in private universities were not satisfied with their jobs and were not honest in carrying out their duties. This shows that employees in private universities are not committed to their work and thus had low morale to perform their duties. They only performed their duties to earn salary and to avoid being terminated from work. Honesty is one of the virtues of a good employee. If most employees are not honest then a lot of problems will crop up like changing of students marks, allowing bribery from students, allowing examination malpractice among others which creates problems for the university. The university must put a mechanism to prevent such behaviour from employees especially lecturers.

Similarly, on item 9 with the statement that 'the salary the employees earned was enough for them to remain working at their universities', out of three hundred and nine (309) respondents 115 or (37.2%) respondents disagreed with the statement, 91 or (29.4%) respondents agreed with the statement and 74 or (23.9%) respondents strongly disagreed with the statement while 29 or (9.4%) respondents strongly agreed with the statement. From the responses, a mean score of  $1.32 \pm 1.082$  was obtained which means Poor. This shows that Majority (61.1%) of the employees in private universities in Uganda were not satisfied with

their salary and could leave for better paying jobs in other organizations. This implies that private universities pay inadequate salaries for its employees and therefore they are not satisfied with their work.

Since most of the private universities in Uganda don't give better salary to their employees some employees end up doing part time jobs in other universities and others end up leaving the university for better paying organisations. The university must find a way to improve the salary of the employees so that they can do their jobs well rather than teaching in different universities.

In addition to that, Item 10 with the statement that 'universities had an Employee Handbook about the rules and regulations of their institutions', out of three hundred and nine (309) respondents 109 or (35.3%) employees agreed with the statement 104 or (33.7%) respondents strongly agreed with the statement and 54 or (17.5%) respondents disagreed with the statement while 42 or (13.6%) respondents strongly disagreed with the statement. From the responses, a mean score of  $3.31 \pm .987$  was obtained which is Very Good. This shows that Majority of (89.0%) of the employees in private universities were aware of the rules and regulations governing their institutions although sometimes some employees do not follow rules and regulations of the university especially if the university is not strict on the implementation of its policies.

**Table 2: Frequency, Percentages and Means on Remuneration  
(n = 309)**

Statement	SD		D		A		SA		Mean	Std Dev.	Interpretation
	F	%	F	%	F	%	F	%			
This University gives employees salary every month	10	3.2	17	5.5	125	40.5	157	50.8	3.24	1.078	Good
Employees receive annual bonuses for their work	99	32.0	79	25.6	89	28.8	42	13.6	2.21	1.125	Fair
Employees share the universities profits together yearly	157	50.8	95	30.7	41	13.3	16	5.2	1.34	.985	Poor
The university pays me enough salary according to my qualifications	71	23.0	145	46.9	69	22.3	24	7.8	1.78	1.004	Fair
I receive incentives for the extra duties I perform in the university	69	22.3	113	36.6	100	32.4	27	8.7	1.98	1.263	Fair
<b>Average Mean</b>									<b>2.11</b>	<b>1.091</b>	<b>Fair</b>

**Source: Field Data, 2016**

The study findings showed that majority (91.3%) of the university staff in private universities in Uganda reported that they were given salaries by universities every month. This implies that private universities pay their staff on monthly basis and could have a positive effect on

employees' discipline. This is in agreement with what Tibamwenda (2010) and Maicibi (2007) who said about how remuneration influence the discipline of employees in an organisation. Maicibi(2007) further urges that remuneration in most cases is financial in nature and plays an important role in determining the employee's decision about where to work and if to follow the rules and regulations of that organisation. However, Hafidulloh (2008) found a weak and insignificant effect of salary on employee discipline. The study further found out that staff rewards is an important element in the analysis of a human resource situation. Employees' reward in form of pay should be seen as part of the wider relationship between management and employees and that the reward system adopted should act as a medium for the expression of management style and their attempt to create commitment amongst the workforce (Bratton & Jeffrey 1988). However, majority (57.6%) of the private university staff in Uganda were of the view that private university employees never received annual bonuses for their work. Bonus is a form of reward to employees and could enhance employee commitment and discipline. However, in this study, since the university employees were not remunerated adequately through bonuses, their discipline could be low. Malhotra *et al.*, (2007) pointed out that organisational rewards appertain to visible rewards provided by the organisation such as pay, bonuses and fringe benefits. Kuvaas (2006) found that pay and bonuses contribute to employees' affective commitment. This is also in agreement with what Deeprose (2014) stated that "while the presence of bonuses may not be a very good motivator, the absence of it is a strong de-motivator" which in turn has influence on the employees discipline. Further, majority (81.5%) of the private universities' staff in Uganda acknowledged that they never shared the universities' profits on yearly basis. This implies that private university employees are not motivated to continue doing their work and could have reduced discipline. This contradicts the findings of Ryan (2013) who argued that profit-related pay motivates employees to become more interested in the overall profitability and therefore become more motivated to 'do their bit' to improve it. It may also encourage loyalty in cases where staff may lose their bonus if leaving the organisation means that they lose the right to it.

Moreover, majority (69.9%) of the private universities staff in Uganda believed that they were not paid adequate salary as per their qualifications. This implies that private universities may not be adequately paying their teaching and non-teaching staff. Many authors agree that when employees are rewarded adequately they tend to stick with their organisation (Sutherland, 2004; Shoaib *et al.*, 2009). However, it is important to note that financial reward alone is not enough to attract employees to stay with their organization therefore private universities need to improve on employees' pay as per qualifications in order to attract and retain their employees.

Considering the findings of the current study further, especially on pay, Ryan & Sagas, 2009 stressed that Pay may be one way workers measure whether the time they spend and the effort they put into working are worthwhile.

Similarly, majority (58.9%) of the university staff in private universities in Uganda where never given incentives for extra duties they performed in the University. This shows that universities only pay salaries to their employees without considering extra work or extra time that the university staff performs their duties. Employees' willingness to stay on the job largely depends on compensation packages of the organization (Armstrong, 2003). In an attempt to ensure employees optimal performance and retention, organizations need to consider a variety of appropriate ways to reward the employees to get the desired results (Falola Ibidunni & Olokundun, 2014). It has been argued that the degree to which employees are satisfied with their job and their readiness to remain in an organization is a function of compensation

packages and reward system of the Organisation (Osibanjo Abiodun & Fadugba, 2012). This shows that private universities need to compensate its staff for extra duties they performed.

On interviewing the human resource personnel and the administrators it emerged that most employees were not paid well and therefore they had to work in other places as part-timers so as to increase on their income (remuneration). Most administrators reported they were not given bonuses and allowance yet they worked throughout the year. They only depended on monthly salaries which according to them were inadequate. It is not enough for an employee to be satisfied materially but non-material aspects are as essential as material aspects, an employee need both to be fulfilled. Material aspects could be in form of salary, bonuses, allowances, job security and other facilities. These incentives encourage the employees and hence productivity enhances by affecting the performance, efficiency, satisfaction, responsibility, effectiveness and commitment of employees (Mamdani and Minhaj, 2016). Committed employees are always thought to be highly disciplined as noted by Murgianto et al., 2016. The study further showed that there was a significant correlation between remuneration and employee discipline ( $r = .341$ ;  $p = .000$ ). Therefore, the first hypothesis which stated that: "there is a relationship between remuneration and discipline of employees in private Universities in Uganda" was accepted. This implies that remuneration influences the discipline of university employees. Mathauer et al., (2006) pay (remuneration) is one of the instruments of managing job satisfaction as people (university employees will be more committed and more productive during their job if they are more satisfied (Al-Hussami, 2008). Similarly, more committed employees tend to be more disciplined (Hussami, 2008).

The independent variables in the study were three constructs that define reward management strategies, among which was Remuneration. Table 2 shows that for remuneration, of all the five items only one (University gives employees salary every month) had a mean of approximately 3, and the rest of the items had a mean about 2. The overall mean of 2.11 which on the scale used corresponded to disagree and hence a fair overall rating of remuneration in private universities.

**Table 3: Relationship between Remuneration and Employee Discipline**

Variables correlated	Computed r- value	P- value Sig. (2tailed)	Interpretation of correlation
Remuneration and Discipline	0.341	0.000	Significant relationship

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

Table 3 shows that there was a significant correlation between remuneration and employee discipline ( $r = .341$ ;  $p = .000$ ).

Therefore, the hypothesis which stated that: "there is a relationship between remuneration and discipline of employees in Private Universities in Uganda" was accepted. This implies that remuneration affects the discipline of university employees.

## CONCLUSIONS

1. Scholarly literature reveals that employee remuneration has a significant positive effect on employee discipline. Remuneration of employees lead to hard work and rentation of employees in their organisations. This paper reported on a survey on employee discipline in private universities in Uganda with a purpose of linking employee discipline to remuneration in organisations such as private universities. In this attempt, the study closed gaps such as remuneration in the context of private universities. The study also emphasized Remuneration

was a significant predictor of employee discipline which had been disputed by scholars such as Hafidulloh (2008).

2. Recommendations. The findings of this study have practical significance to managers of private universities in Uganda. The finding that remuneration is a significant positive predictor suggests that it has influence on employee discipline. The study therefore recommends that managers of organisations especially private universities should improve on their remuneration policies in order to retain their staff.

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