THE RELATIONSHIP BETWEEN REMUNERATION AND WORKPLACE PERFORMANCE OF TVET GRADUATES IN UGANDA'S MINERAL WATER PRODUCTION INDUSTRY

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DECLARATION

I hereby declare that the information recorded in this research report was compiled up by me for the award of Degree of Master of Education in Technology, Eldoret University. This research thesis is my own original work and it has not been previously, entirely, or in part submitted to any institution of higher learning other than citations, which have been referenced. As such, no one has any claims over these materials. No part of this work should be copied for profit making by any other person without my expressed consent or published without recognition of my effort.

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Declaration by the supervisors

I certify that this thesis has been under our supervision and is now ready for submission with our approval.

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DEDICATION

I dedicate this work to the Almighty God, my parents Mr. and Mrs. K.L.T Mulondo, my brothers and sisters Anthony, Grace, Annette, Gloria, Isaac and Andrew, my wife Nabaweesi Anitah and my children Mirembe Abigail, Mwebaza Isaiah, and Mukisa Esther for their moral, spiritual, and financial support.

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ABSTRACT

TVET graduates in Uganda's mineral water industry are frequently subjected to low remuneration. They are often employed on casual or short-term contracts with minimal job security. This study aimed at investigating the relationship between remuneration and workplace performance of TVET graduates in Uganda's mineral water production industry. The study objectives were; to assess the relationship between monetary remuneration and workplace performance of TVET graduates in Uganda's mineral water production industry, to evaluate the relationship between non-monetary remuneration and workplace performance of TVET graduates in Uganda's mineral water production industry and to establish the workplace performance of TVET graduates in Uganda's mineral water production industry. A quantitative methodology and a descriptive research design were utilized. The investigation was guided by the Human Capital Theory in conjunction with Maslow's Hierarchy of Needs. It embraced a positivist research paradigm, concentrating on the gathering of empirical data to uncover causal relationships. The research focused on a demographic of 90 graduates from TVET currently employed in the mineral water production industry. A sample of 73 individuals was chosen for the research. The stratified sampling technique was employed, and quantitative information was gathered through closed-ended surveys. The data gathered was examined through SPSS software. The results indicated a robust positive link between financial incentives and immediate performance. Conversely, non-financial rewards were shown to significantly influence employee engagement and long-term job satisfaction, underscoring their crucial role in boosting workplace morale and loyalty. The research established that a notable correlation is present between both financial and non-financial incentives and the performance levels of employees within Uganda's mineral water production sector, especially among graduates of TVET. As a result, it was recommended that companies adopt an integrated reward system to improve both employee contentment and overall productivity.

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TVET	:	Technical and Vocational Education and Training
UNESCO	:	United Nations Educational, Scientific and Cultural Organization.
SPSS	:	Statistical Package for the Social Sciences
GEM	:	Global Entrepreneurship Monitor.
GDP	:	Gross Domestic Product

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CHAPTER ONE

1.1 Introduction

The foundation of the study is established in this chapter. It discusses the; background, statement of the problem, purpose, objectives, research questions, hypothesis, rational, significance of the study, scope, limitations of the study, delimitation of the study, assumptions, theoretical framework, conceptual framework, and the operational definitions of terms. The information developed in this section guided the direction taken in the research process of this study.

1.2 Background of the Study

According to Willis (2020), globally, industries mineral water companies inclusive that rely on practical, hands-on skills particularly manufacturing, engineering, and technological sectors tend to value TVET graduates highly due to their immediate applicability in the workplace. Countries like Germany, Switzerland, and Canada exemplify this trend, where Technical and Vocational Education and Training (TVET) systems are well-developed and integrated into industry operations. In Germany, the dual vocational training system remains a benchmark, with companies actively participating in apprenticeships. Graduates with TVET qualifications often secure stable employment with competitive remuneration. Market data reveal that these workers tend to earn wages comparable to or higher than university graduates in specialized technical roles, owing to their industry-ready skills and ability to contribute directly to productivity (Willis, 2020).

Similarly, in Switzerland, Murphy (2018) indicates that TVET graduates outperform university graduates in manufacturing productivity, which translates into better remuneration packages. Their practical skills lower training and onboarding costs for employers, which are often reflected in higher starting salaries and performance-based incentives offered to these workers.

In Canada and other high-income countries, empirical studies reveal that TVET graduates are often better suited for industrial and technical roles and tend to command higher wages compared to university graduates in manufacturing and core production functions. Their wage premiums are linked to their practical proficiency, experience, and ability to immediately contribute to operational efficiency (Milkovich, 2017).

Across Africa, production industries such as mineral water companies rely heavily on practical skills, yet face significant challenges regarding the formalization of training, industry perception, and wages for TVET graduates (Nguyen, 2019). Despite these limitations, the practical nature of TVET training is recognized as vital for employment and economic development. Studies in Ethiopia, South Africa, Nigeria, and other African countries reveal that TVET graduates tend to have higher employment rates than university graduates because of their specific industry-relevant skills. Employers often prefer hiring TVET graduates due to their immediate applicability, flexibility, and practical experience. As a result, TVET graduates often enjoy employment advantages, which can influence their remuneration positively (Nguyen, 2019).

Rožman & Treven (2019) suggests that TVET graduates in African industries, especially manufacturing, tend to earn wages comparable to or sometimes higher than university graduates within the same industries. For example, a study in Ethiopia indicated that TVET graduates earned higher starting salaries, attributable to their technical competence and direct industry relevance. However, the extent of wage premiums varies depending on the sector, the quality of training, and market perceptions. Challenges such as outdated curricula, limited industry linkages, and negative perceptions of vocational training can hinder the full realization of remuneration potential. Nevertheless, where TVET is effectively integrated into the industry

such as in South Africa the practical, skills-based workforce commands respectable wages, reflecting their contribution to productivity and industrial output (Saunders, 2019).

Further, Saunders, et al. (2019), these companies require workers skilled in machinery operation, quality control, and maintenance areas that are central to TVET curricula. Graduates with practical training in these areas are remunerated based on their productivity, experience, and industry standards. Employers tend to reward highly skilled TVET workers with higher wages, especially as they mitigate training costs and improve operational efficiency.

It is becoming more widely acknowledged that TVET is important for the industry in East Africa, particularly in manufacturing and mineral water production, as a way to lower young unemployment and promote economic growth (Tremblay & Pelletier, 2020). In Tanzania, research shows that employers value university and TVET graduates distinctly, with the latter frequently appreciated for their practical skills that translate into immediate workplace productivity. Employers expressed satisfaction with TVET graduates' ability to operate machinery, conduct quality control, and perform technical tasks, which directly influences their remuneration and employment stability (Tremblay & Pelletier, 2020).

Nabukeera (2019) states that the Skilling Uganda program, which was started in 2006, attempts to improve TVET's efficacy and relevance by matching the training provided with industry demands. Despite these efforts, the latest data indicates that only about 30% of TVET graduates go on to find employment, which impacts their earning potential. Nevertheless, in industries like mineral water production, where operational efficiency and technical skills are paramount, TVET graduates tend to be remunerated based on their performance and skills.

Nansasira (2018) shows that in Uganda, mineral water companies require workers proficient in machinery operation, water quality testing, maintenance, and safety standards. Graduates with

hands-on training in these areas often command wages that reflect their contribution either as fixed salaries or performance-linked incentives. Employers often perceive these workers as cost-effective since their practical training reduces onboarding time and enhances productivity, justifying higher wages relative to less skilled workers or non-vocationally trained employees (Nansasira, 2018).

Furthermore, Ndungu (2017) noted that skilled TVET workers in Uganda and East Africa, especially in industries aligned with export and manufacturing, are increasingly recognized for their efficiency, which in turn influences remuneration structures. Despite this, differences in wages continue to exist, shaped by elements like the employee's skill set, the profitability of the industry, the standing of the employer, and the general state of the economy.

Nansasira (2018) indicates that in Uganda, the mineral water industry has become a significant player within the country's manufacturing sector. It particularly demands a workforce that is technically proficient in the operation of production machinery, water quality management, packaging, and safety compliance. Despite the high demand for such skills, remuneration remains variable and largely dependent on the worker's skill level and experience. TVET graduates are often recruited because of their specific training in water treatment, machinery upkeep, and quality assurance areas that are critical for maintaining standards and efficiency in production.

The management of mineral water production industries in Uganda has established rewards in their organization in pursuit of increasing employee performance in order to ensure prompt and quality service. The rewarding system in the production industry in Uganda involves a range of benefits including allowances, bonuses, promotions, and other handouts including festive season hampers. Despite the excellent service however, there have been a series of complaints on delayed service provision on orders as this was

attributed to the imbalanced rewarding mechanisms. Nevertheless, employees tend to engage in a competitive sphere in which they tend to impress customers with their service-with a smile expression.

However, due to insufficient financial support, mineral water production industries are unable to provide fair rewards to its employees, leading to low job satisfaction, low commitment, and high turnover intentions. These problems make it more difficult for the company to keep talented employees and provide reliable customer service. Moreover, mineral water production industries struggle with competitiveness of the pay. Despite these challenges, low work productivity of mineral water production industries has made customers to switch water brands.

Despite the increase in the research papers investigating workplace performance, less focus has been given to remuneration and workplace performance in the mineral water production firms in Uganda. It is upon this background that the study comes in to investigate the effects of remuneration on workplace performance of TVET graduates working in mineral water production industry.

1.2.1 Key differences between Production and Manufacturing

The final product in production can be either goods or services, but the final product in manufacturing is always goods.

Production may or may not require man and machine setup; on the other hand, manufacturing requires both men and machines.

In production, the raw material may or may not have to be acquired by a company. Whereas in manufacturing, a company has to acquire raw materials in order to produce the final product.

> Production refers to a process that may or may not involve the use of machinery to convert inputs or intermediate products into final goods or services. Conversely, manufacturing is characterized by a company's acquisition of raw materials, utilizing machinery to create the end products.

In conclusion, the production process is simple. On the other hand, the manufacturing process is quite complex because it involves multiple processing steps to produce the final product.

1.3 Statement of the Problem

In Uganda, the production industry is important in the country's economy, accounting for over 27.5% of the GDP (Uganda Investment Authority, 2022). However, despite the growing demand for skilled labor in the industry, there is a gap in the workplace performance of TVET graduates. Only 30% of TVET graduates in Uganda are employed (Ministry of Education and Sports, 2018). The production industry is grappling with low levels of performance of workers which has implications for the quality of tasks. This suggests a mismatch between the skills provided by TVET institutions and the requirements of the production industry. Also, Munene and Mbugua (2018) found that 58% of employers in the manufacturing industry reported a shortage of skilled workers. This shortage is likely to impact the productivity and growth of the industry, as well as limit the employment opportunities for young people in the country.

In the United States, for instance, a concerning lack of engagement among workers, with only about one-third of employees reporting being actively engaged in their work (Schaufeli, 2018). Similar patterns of low workplace performance among TVET graduates is observed in other countries, including the United Kingdom and sub-Sahara Africa, where production firms face challenges in creating retaining talented professionals. In Uganda, the issue of workplace performance of TVET graduates is also prevalent. Several

staff members are absent from their duties, and there are signs of reduced efficiency, unfavorable attitudes towards customers, and a drop in the standard of services provided to those customers (Annual sector performance report, 2017/2018).

The system of rewarding employees at mineral water production industries consists of both monetary and non-monetary incentives. Monetary incentives include a monthly salary, professional fees for specialists, a transport allowance for annual leave, and gratuity paid at the end of fixed-term contracts or after a minimum of five years for permanent employees. Also, staff members receive a Christmas voucher in December (Muzaare, 2023). Non-monetary rewards include career development opportunities, medical treatment for staff and their families, meals provided while on duty, and recognition of outstanding performance by supervisors.

Despite these rewards, some employees view the system as not be competitive enough, which may be affecting their job performance. Some workers in most production firms in Uganda are not meeting expected standards, arriving late, disappearing from duty, and even sleeping while on duty (Muzaare, 2023). Given the dearth of information regarding the relationship between pay and work performance in the mineral water production industry, more research is necessary to fully address these issues.

1.4 Main Objective of the Study

The main objective of the study was to examine the relationship between remuneration and workplace performance of TVET graduates in the Uganda's mineral water production industry.

1.5 Specific Objectives of the Study

The study was guided by the specific objectives below;

i. To assess the relationship between monetary remuneration and workplace performance of TVET graduates in Uganda's mineral water production industry.
ii. To evaluate the relationship between non-monetary remuneration and workplace performance of TVET graduates in Uganda's mineral water production industry.
iii. To establish the workplace performance of TVET graduates in the mineral water production industry in Uganda.

1.6 Research Questions

The study provided answers to the following queries in order to fulfill the aforementioned goals;

i. What is relationship between monetary remuneration and workplace performance of TVET graduates in mineral water production industry?
ii. What is the relationship between non-monetary remuneration and workplace performance of TVET graduates in mineral water production industry?
iii.
iv. What is the level of workplace performance of TVET graduates in the mineral water production industry in Uganda?

1.7 Rationale of the Study

The production industry contributes to employment, income generation, and export earnings to Uganda's economy. Numerous businesses, including the health sector, have extensively debated the topic of compensation and workplace performance (Koo et al., 2020; Purwanto, 2020; Sardjana et al., 2019). However, while there is sufficient research about workplace performance of TVET graduates, there is limited evidence on what actually works to improve

their performance (Kalsoom et al., 2018). In Uganda, numerous studies have been conducted concerning compensation. For instance, Zikanga et al. (2021) identified a correlation between compensation and the effectiveness of teachers in state-funded secondary institutions in Western Uganda. Additionally, Vincent et al. (2020) explored the link between salary and the productivity of staff, focusing on instructors in private secondary schools within Buikwe District. The existing gaps in literature are examined in relation to both contextual and content-specific aspects.

Most of the studies reviewed examined remuneration and employee performance, discipline, or efficiency. Consequently, there has been no research that connects compensation to job performance, especially within the production industry. This lack of understanding necessitates the current investigation. This study looked into how people who have finished TVET programs performed at work in relation to monetary and non-monetary benefits. The findings of this research are anticipated to uncover significant factors that may be obstructing the effectiveness of TVET professionals within the mineral water production sector, along with offering actionable suggestions aimed at enhancing work quality.

1.8 Significance of the Study

It is hoped that the findings of this study may be useful for policymakers, teachers, and employers in the production industry and may also add to the body of knowledge on the performance of TVET graduates in Uganda and beyond.

1.8.1 Policy Makers

The findings of this study maybe important to policymakers as they seek to make informed decisions on matters related to education and workforce development. Policymakers may develop policies and programs aligned with the industry's needs by providing understanding into the workplace performance of TVET graduates in the

production industry. For instance, the results of this study may guide the development of curricula and training programs that emphasize the key skills required in production industry.

1.8.2 TVET Institutions

TVET institutions may benefit from the findings of this study as it may provide them with understanding into the strengths and weaknesses of their training programs. They may use the findings to develop training programs more aligned with the needs of the production industry.

1.8.3 Employers in the Production Industry

The findings of this study may be valuable to employers in the production industry as it may provide them with understanding into the skills of TVET graduates. They may use the results to make informed decisions when selecting candidates for job positions. For instance, they may use the results to identify the most important skills for workplace performance in the industry and prioritize those when recruiting new employees.

1.8.4 Academicians

Academicians may benefit from this study as it may add to the knowledge of the workplace performance of TVET graduates in the production industry. The findings of this study maybe valuable for future research on related topics and contribute to the development of theories and models that can guide future studies in this area.

1.9 Scope of the Study

This section presented the geographical scope, the content scope, and the time scope.

1.9.1 Geographical Scope

The study was carried out at Namanve Industrial Park in Mukono. The park has many

mineral water production industries that employ many TVET graduates as machine operators, quality control technicians, maintenance technicians, and packaging specialists.

1.9.2 Content Scope

The study focused on investigating the relationship between remuneration and workplace performance of TVET graduates in the mineral water production industry. Specifically, it examined how specific remuneration such as monetary and non-monetary associate with workplace performance of TVET graduates in mineral water production industry.

1.9.3 Time Scope

The research spanned a duration of eight months, during which information was gathered and examined to present a momentary overview of the job performance of TVET graduates within Uganda's mineral water production sector at a designated period. This study was undertaken in 2024 and is anticipated to reach completion by the year's end.

1.10 Limitations and Delimitations of the Study

The study might face the limitations:

One of the challenges that the study encountered is the limited sample size. Due to time and resource constraints, surveying a large enough sample size to make statistically important conclusions may not be possible. However, to minimize this, the study focused solely on the workplace performance of TVET graduates in the mineral water production industry in Uganda. It did not include other industries and sectors in the study.

Also, there may be potential for self-report bias, as respondents may not be entirely forthcoming in their responses, particularly if the questions relate to their workplace

performance. Furthermore, this research is confined to the mineral water manufacturing sector in Uganda, indicating that the results may not apply to different industries or nations. To mitigate this limitation, the research exclusively concentrated on the competencies necessary for effective performance within the mineral water production industry. The study excluded other elements like personality qualities that can affect success at work.

The research is confined to a cross-sectional timeframe, which means it may not allow for the observation of variations in workplace performance as time progresses. However, the researcher only considered graduates currently employed in the mineral water production industry. The researcher also hired and trained research assistants who help in the collection of data. The study did not include graduates who are unemployed or working in other sectors.

1.11 Assumptions of the Study

The following assumptions of this study were;

i. The graduates in the mineral water production industry have completed their relevant TVET programs.
ii. Employers within the mineral water manufacturing sector effectively evaluate the job performance of their workforce..
iii. The cohort of graduates and employers chosen for this research accurately reflects the broader demographic of graduates and employers within Uganda's mineral water production sector.
iv. The self-reported perceptions of graduates and employers regarding skills accurately reflect their workplace performance.

1.11 Theoretical Framework

The Human Capital Theory guided the study was developed by economist Theodore W. Schultz in the 1960s. Schultz was a professor of economics at the University of Chicago, and he was awarded the Nobel Memorial Prize in Economic Sciences in 1979 for his pioneering work in human capital theory. Schultz's ideas were based on the belief that education and training are investments in human capital and can lead to higher productivity, better economic outcomes, and improved living standards for individuals and societies. Schultz's research on human capital theory has importantly impacted the field of economics, and his ideas continue to influence policy decisions related to education, training, and workforce development.

This theory posits that educational pursuits and skill development serve as investments in human capital, which can result in enhanced productivity and higher income within professional environments. According to this theory, individuals who invest in education and training are likely to develop skills and knowledge that are highly valued in the labor market, which can result in higher earnings and better job performance.

The theory asserts that education and training are important for acquiring knowledge and skills and for improving human capital, which refers to the abilities, knowledge, and skills individuals possess. Previous studies have used this theory to explore the relationship between education and workforce outcomes. Therefore, it is a relevant and appropriate theory to guide this study.

Abraham Maslow's 1943 introduction of the Hierarchy of Needs theory has had a profound impact on this research. This model outlines a psychological motivation theory that is structured into five levels of human requirements, typically represented in a pyramid shape. Individuals must satisfy the demands at the lower tiers of this hierarchy prior to addressing the

needs situated at the upper tiers. Commencing from the foundational level of the hierarchy, the requirements are classified into five unique groups: physiological, safety, love and belonging, esteem, and self-actualization.

1.12 Conceptual framework

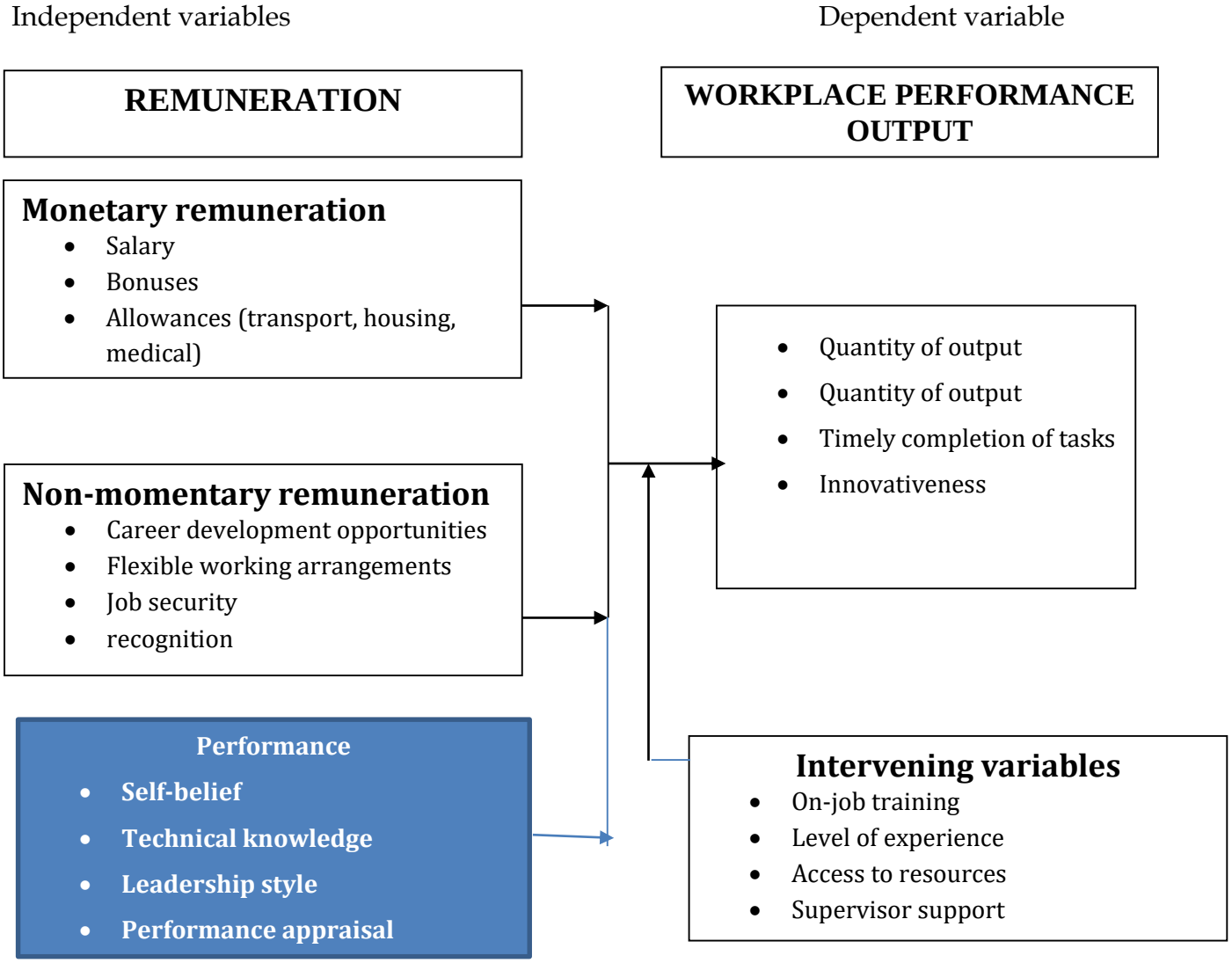

Figure 1: Conceptual Framework of the Study

Source: Modified by the researcher in 2024

This conceptual framework illustrates how remuneration, both monetary (salary, bonuses, allowances) and non-monetary (career development, flexible work arrangements, job security, recognition), impacts work performance dimensions like output quantity, output quality, timely task completion, and innovativeness. Financial incentives stimulate short-term motivation, whereas rewards that are not monetary contribute to sustained dedication and overall job fulfillment. Together, these forms of remuneration create a balanced approach that enhances overall employee performance and workplace productivity.

1.13 Operational Definition of Terms

In this study, the following terms were operationally defined:

Technical and Vocational Education and Training (TVET) Institutions: Institutions that provide vocational training and education, including technical skills, to students seeking employment in a particular industry.

Workplace Performance: An individual's capacity to fulfill the demands and anticipations of their role, as assessed by their manager or employer.

Production Industry: The sector of the economy that is involved in the manufacturing and production of goods, including food, textiles, machinery, and other industrial products.

Remuneration: It denotes the monetary remuneration or incentives given to a worker in exchange for their efforts and services offered to a company. This research examines it through both monetary and non-monetary practices within the mineral water production sector as they pertain to its workforce.

Non-monetary remuneration: It refers to rewards given to employees that are not in the

form of money. Non-financial incentives may encompass various elements, including adaptable work schedules, opportunities for professional growth, programs for acknowledgment, and initiatives aimed at promoting a balance between work and personal life.

Monetary remuneration: It refers to compensation provided to employees in the form of money, including wages, salaries, bonuses, and other financial incentives.

1.14 Chapter Summary

Chapter one presents outlines the fundamental ideas related to the research subject. It encapsulates the contextual information, transitioning from a global viewpoint to a more regional focus, and explicitly articulates the research's objectives. The study objectives are then developed as strategies to address the research questions. The following chapter looks at relevant research-related literature while considering the gap in the current body of knowledge. Considering the gap in the present body of research, the next chapter reviews relevant literature on the topic of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the related existing literature by previous researchers presenting related information according to the objectives of this study. From a global perspective, much work has been carried out on the remuneration and workplace performance of TVET graduates. In the next chapter, the researcher identified gaps in this study area against which appropriate data collection methods was applied during an investigative process.

2.2 Monetary Remuneration and Workplace performance in Production Industry

According to the research conducted by Ahmad and Omar (2018), financial compensation serves as a crucial determinant of both job satisfaction and the performance levels of nurses employed in public hospitals across Malaysia. Similarly, a study by Gbajumo-Sheriff and Ani (2019) in Nigeria found that competitive pay and benefits are critical in attracting and retaining healthcare workers. However, a South African study by Matjekana and Tengeh (2019) discovered that non-monetary elements including job security and prospects for professional advancement are more significant in determining workplace performance than monetary compensation. Financial compensation serves as a crucial determinant of employee performance across diverse organizations (Dawal et al., 2019; Hafez & Abdelmeguid, 2020). The two-factor theory suggests that the drive of employees and their contentment at work are shaped by two separate components: hygiene factors and motivators.. Although hygiene factors, including salary, are essential, they are insufficient on their own to ensure employee satisfaction and retention. When employees perceive their remuneration as equitable and fair, they are more likely to stay with the organization (Marimuthu et al., 2018). Most of these studies reviewed remuneration and employee performance, productivity, efficiency, or

employee productivity. Thus, no study has linked remuneration to workplace performance commitment, particularly in production firms.

A competitive monetary remuneration is essential in attracting and retaining skilled employees in the production sector. A study by Alameddine et al. (2015) on the factors affecting healthcare professionals' retention in Lebanon found that the provision of a competitive monetary remuneration was a significant factor in retaining professionals. A higher monetary remuneration reduces employee turnover rates, as employees are less likely to leave the organization for higher pay elsewhere. However, it is worth noting that the effect of monetary remuneration on workplace performance may be moderated by other factors such as job satisfaction, career growth, and work-life balance (Huang et al., 2018; Rofcanin et al., 2019).

Employee retention and monetary compensation are related, and work happiness affects this relationship, according to research by Dawal et al. (2019). Employees who perceived their salaries as fair and equitable but were dissatisfied with their jobs were still likely to leave the organization. Therefore, it is essential to consider other factors that may affect employee retention in addition to monetary remuneration. The studies in the literature reviewed used either quantitative or qualitative approach. This research employed a mixed-method strategy, where the qualitative aspect revealed the genuine emotions of the interviewees, and the quantitative component allowed the findings to be perceived as more universal due to the utilization of a substantial sample size.

A study conducted by Nguyen and Nguyen (2019) in Vietnam found that monetary remuneration is positively related to workplace performance. They argued that a higher monetary remuneration attracts and retains highly skilled employees, as they are motivated by a fair and competitive salary package. Similarly, a study by Tella, Ayeni,

and Popoola (2017) in Nigeria found that monetary remuneration is a significant predictor of employee retention, with a positive relationship between the two variables. The authors recommended that organizations should offer competitive base salaries to retain their high-performing employees.

There are also studies that have reported mixed findings regarding the relationship between monetary remuneration and workplace performance. For instance, a study by Li and Liu (2016) in China found that while monetary remuneration has a significant positive effect on workplace performance, the effect is weaker compared to other factors such as work-life balance and job security. The authors suggested that organizations should not solely rely on monetary remuneration to retain their employees but should also focus on creating a positive work environment and providing attractive fringe benefits. The studies were carried out side Uganda's context, this study was carried out in mineral water production industry in Uganda establishing data locally. When workers believe their compensation is equitable, they tend to remain in their positions for a longer duration (Tremblay, Siret, & Pelletier, 2020). This occurrence arises from the fact that fair compensation cultivates an atmosphere of trust and allegiance between the worker and the company (Milkovich, Newman, & Gerhart, 2021). Furthermore, the extent of financial compensation can significantly affect an employee's satisfaction with their job, which subsequently influences their performance in the workplace. Herzberg's Two-Factor Theory posits that monetary rewards are classified as hygiene factors; they are crucial for averting employee dissatisfaction, yet they do not intrinsically contribute to increased job satisfaction. However, when employees view their financial rewards as inadequate or unfair, it can lead to feelings of discontent, ultimately resulting in higher turnover rates over time (Milkovich et al., 2021). For example, in industries with high demand for skilled labor, such

as healthcare, offering competitive base salaries can be a key factor in retaining employees (Milkovich et al., 2021). This is particularly relevant for mineral water production industry, as it is a highly competitive industry in Uganda.

2.3 Non-monetary Remuneration and Workplace Performance in the Production Industry

Non-monetary remuneration has been identified as an important factor in employee engagement and satisfaction (Chen et al., 2018; Chang & Chen, 2019). Non-monetary rewards refer to incentives that are not financial in nature, but rather relate to social recognition, job satisfaction, and employee well-being (Kumari et al., 2019). Examples of non-monetary rewards include career development opportunities, flexible work arrangements, and employee recognition programs (Bloom et al., 2017).

Non-monetary rewards can have a significant positive impact on employee engagement (Taherdoost et al., 2018; Huang et al., 2019). In a study by Chen et al. (2018) on hotel employees in Taiwan, it was found that non-monetary rewards such as training and development opportunities, employee recognition, and work-life balance policies had a positive effect on employee engagement. Similarly, Chang and Chen (2019) found that non-monetary rewards such as job autonomy, work-life balance, and supportive leadership were positively associated with employee engagement among healthcare workers in Taiwan.

Research indicates that non-monetary incentives may prove to be more effective in boosting employee engagement compared to their monetary counterparts (Bloom et al., 2017; Taherdoost et al., 2018). According to Bloom et al. (2017), forms of non-monetary recognition, such as acknowledgment and commendation, exert a more substantial influence on employee engagement than financial incentives like bonuses or salary increases. In a similar vein,

Taherdoost et al. (2018) found that elements including career progression prospects, work-life balance, and job satisfaction greatly increase employee engagement, outweighing the impact of financial incentives. In addition, Bogaert and Van de Heyning (2017) explored how non-financial incentives contribute to enhancing employee engagement. They determined that factors like acknowledgment, opportunities for professional development, and a nurturing workplace significantly boost engagement levels among staff members. The authors suggest that healthcare organizations should focus on developing a culture of recognition and investing in the growth and development of their employees to increase engagement.

Corbí et al. (2018) investigated the effect of non-monetary rewards on employee engagement in the hospitality industry. The study found that non-monetary rewards such as training opportunities, job rotation, and career development had a positive impact on employee engagement levels. The authors suggest that hospitality organizations should invest in the development of their employees to increase engagement levels and improve job satisfaction. Li and Sun (2019) explored the impact of non-monetary rewards on employee engagement in the manufacturing industry. The study found that non-monetary rewards such as job security, recognition, and opportunities for growth had a positive impact on employee engagement levels. The authors suggest that manufacturing organizations should focus on developing a culture of recognition and investing in the growth and development of their employees to increase engagement levels and improve job satisfaction.

Non-monetary incentives are acknowledged as an effective approach to motivate employees and boost their productivity within the work environment. Such incentives are positively correlated with employee satisfaction, which raises retention rates, according to a study by Chen et al. (2018). Additionally, the research indicates that employees who are awarded

bonuses tend to view their organization as one that appreciates their efforts, fostering greater loyalty and commitment. In a similar vein, Stredwick (2017) discovered that monetary rewards correlate with heightened employee involvement, superior job performance, and elevated retention levels. The results indicate that such incentives can foster a feeling of ownership and community among staff, which in turn elevates job satisfaction and loyalty to the company.

It is essential to note that the effectiveness of non-monetary as a tool for retaining employees depends on various factors, including the type of bonus, the timing of the bonus, and the perceived fairness of the bonus distribution. A study by Suwannarat and Ussahawanitchakit (2017) found that employees perceived performance-based bonuses as fairer as and more effective in promoting retention than fixed bonuses. The research indicates that bonuses tied to performance are perceived as more impartial and are directly associated with job effectiveness, thereby enhancing their motivational and rewarding aspects. Moreover, a study by Hameed et al. (2018) found that the timing of bonuses is crucial for their effectiveness in promoting retention. The study suggests that bonuses given early in the year or at the start of an employee's tenure are more effective in promoting retention than bonuses given towards the end of the year or at the end of an employee's tenure.

A study conducted by Abdelgawad (2018) found that employees who receive fringe benefits have a lower intention to leave the organization. The study showed that fringe benefits, such as health insurance, retirement plans, and paid leave, were positively associated with employee retention. The study concluded that employers should offer fringe benefits to increase employee retention. Furthermore, a study by Rožman and Treven (2019) found that flexible working hours are essential in retaining employees.

The study showed that employees who are offered flexible working hours have a higher level of job satisfaction, and they are more likely to stay with the organization. The study also showed that employees who are given control over their work schedules tend to be more committed to their jobs.

In their research, Yang and Islam (2018) examined how fringe benefits impact employee retention and concluded that providing a well-rounded fringe benefits package effectively minimizes employee turnover. The findings indicated that employees who expressed satisfaction with their fringe benefits were more inclined to remain with their employer, suggesting that organizations can leverage these benefits to enhance employee retention. Notably, one specific fringe benefit that significantly influences retention is the availability of employee development and training programs. Liao and Chen (2018) discovered that employees who received consistent training and development opportunities were more likely to remain with their organization. The authors suggest that these initiatives cultivate a feeling of individual and career growth, which in turn boosts both job satisfaction and allegiance to the company.

2.4 Research Gap

Even with the wealth of research from many nations that has illuminated the connection between pay and job performance in a variety of industries, regarding the relevance of these discoveries to the current status of the discipline, there is still a sizable vacuum in the literature. Thus, the goal of this research is to investigate the connection between worker productivity and compensation, specifically in the mineral water production industry.

2.5 Chapter summary

The literature review explored the relationship between remuneration and workplace performance in the production sector. Studies by Ahmad and Omar (2018), Gbajumo-Sheriff and Ani (2019), Dawal et al. (2019), and Hafez and Abdelmeguid (2020) highlight the importance of fair and competitive monetary remuneration in creating workplace performance. These studies emphasize that when employees perceive their salaries as equitable and aligned with industry standards, it positively influences their job satisfaction, commitment, and motivation. Nonetheless, Matjekana and Tengeh (2019) discovered that factors not related to money, including opportunities for career advancement and job stability, have a more profound impact on workplace performance than financial compensation. This indicates that although equitable pay is essential, it may not be adequate by itself to guarantee elevated levels of performance in the workplace. The researcher intends to apply descriptive research procedures in the upcoming chapter after carefully reviewing the body of existing literature. The tools and resources used will be in line with the study's goals.

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter elaborates on the research methodologies, processes, and advancements employed in the investigation. It encompasses the study's research paradigm, design, variables, geographical focus, target demographic, sampling methodology, and sample size. It also looks at the study instruments, piloting strategies, validity and reliability metrics, data gathering methodologies, and analytical procedures. This chapter also emphasizes logistical issues and ethical problems.

3.1 Research Design

It is common to define research design as a comprehensive framework that specifies how data collection will be conducted in a research project (Leedy, 2018; Leavy, 2017). Its primary objective is to identify participants, research locations, and methods for data collection to effectively tackle the research inquiries and guarantee reliable outcomes. It functions as a tactical framework for implementing the research approach, enhancing research processes, optimizing resource allocation, and maximizing the acquisition of valuable insights (Bets, 2021). The dependability of research outcomes is significantly influenced by a meticulously crafted research design, as it provides a robust basis for the entire investigation and enhances the efficiency and effectiveness of data collection activities (Saunders et al., 2019).

The research used a descriptive study design because it allows for collecting data that accurately represents the current state (Saunders et al., 2019). Through the collection and analysis of relevant data, the descriptive research design allowed for the systematic exploration and documentation of various aspects of workplace performance, including productivity, job satisfaction, and skills utilization.

3.3 Research Paradigm

A research paradigm constitutes a fundamental philosophical framework that directs the research design, data collection, and subsequent data interpretation (Kivunja & Kuyini, 2017). According to the findings of Saunders et al. (2019), four distinct research philosophies are acknowledged: positivism, interpretivism, realism, and pragmatism.

Interpretivism, as highlighted by Scauso (2020), revolves around the belief that individuals construct reality and knowledge socially. It acknowledges the subjectivity of interpretation, emphasizing the influence of personal interests and observations. Proponents of interpretivism contend that a thorough comprehension of reality is achievable solely through personal interpretation and active involvement. They recognize that researchers inevitably shape the phenomena they study and that multiple interpretations contribute to the body of scientific knowledge.

According to Luigi (2019), positivism promotes the utilization of natural science methodologies in the examination of social phenomena. Positivists view reality as stable and objective, focusing on unbiased observation without intervention. They strive to isolate phenomena and establish relationships between constituent elements through repeatable observations and controlled manipulation of variables.

As discussed by Donya (2018), pragmatism emphasizes the relevance of concepts in driving action and problem-solving. Pragmatists acknowledge the existence of diverse interpretations and multiple realities, recognizing that no single perspective can provide a comprehensive understanding. The research question determines the choice of research philosophy, allowing for the integration of positivist an interpretivist approaches as deemed appropriate for investigating specific phenomena.

Realism, as a philosophical approach to research, asserts that an objective reality exists outside of human perception. This philosophy is divided into two main viewpoints: direct realism and critical realism. Direct realism contends that individuals experience the world in its true form, with their sensory perceptions delivering precise representations of that reality. On the other hand, critical realism acknowledges that individuals experience sensations and images of the real world while acknowledging the presence of underlying structures and mechanisms influencing these perceptions.

The study embraced a positivist research paradigm because it aims to gather empirical evidence and establish causal relationships. Positivism emphasizes scientific methods and quantifiable data to draw objective conclusions.

3.4 Study Area

The study was carried out in the mineral water production industry in Uganda. Specifically, the study was carried out at Namanve industrial park, Mukono. The park hosts many mineral water production industries.

Icy cool mineral water, Rain drop Natural minireal water, and Vero food industries at Namanve Industrial park Mukono, constituted my specific areas of study.

These companies employ many TVET graduates as machine operators, quality control technicians, maintenance technicians, and packaging specialists.

3.5 Target Population

The target population for this study included 90 TVET graduates currently employed in the mineral water production industry.

The researcher chose three mineral water production Industries, from these industries,

Individuals who have completed their education in TVET institutions and have entered the

workforce roles in the mineral water production industry were targeted.

3.6 Sampling Techniques and Sample Size

3.6.1 Sample Techniques

The researchers chose the respondents using a stratified sampling method. As noted by Saunders et al. (2012), this approach involves dividing the target demographic into distinct subgroups or strata based on particular criteria. The major objective of stratified sampling is to ensure that each subgroup is fairly represented in the sample according to its share of the overall population.

This approach divided the target population of TVET graduates and other non-TVET workers into distinct strata based on their educational backgrounds. Within the TVET strata, a random sampling technique was used to select participants, ensuring that they are represented in the sample. This allowed for a balanced and representative sample that captures the unique experiences of TVET graduates in the production industry. All TVET graduates employed at the firm had an equal chance to participate by writing their full names on paper, which was mixed in a box. Randomly, one piece of paper was drawn until the desired number of respondents is reached. Employers were asked directly to identify if an employee is from the TVET category. This approach ensured fair and equal opportunity for all employees within the company allowing for a random and unbiased selection of participants for the study.

3.6.2 Sample size

The research concluded that a sample size of 73 is suitable for this investigation, as indicated by the standard sampling table established by (Kjejcie & Morgan, 1970). (See Appendix IV).

Table 3.1. Sample Size Determination

Industry	TVET Graduates
Rain Drop Natural mineral water	24
Icy Cool mineral water	24
Vero Food Industries Limited	25
Total	73

3.7 Research instruments

Research tools denote the techniques utilized to gather information from various origins to address research questions, confirm hypotheses, or evaluate outcomes (Saunders et al., 2012). Data was collected through surveys. Surveys using questionnaires were conducted to collect quantitative data.

3.7.1 Questionnaire

The researcher used a self-administered questionnaire to collect data from TVET graduates. This method was preferred because the researcher can collect enough data quickly and cheaply (Creswell, 2003; Amin, 2005). The questionnaire included close-ended questions for specific information. The close-ended questions were expressed using a five-scale itemized rating of 1=strongly agree, 2= agree, 3= not sure, 4=disagree, and 5=strongly disagree with collecting data from respondents. This enabled the researcher to quantify the participants' views and opinions. Using a self-administered questionnaire ensures the confidentiality and anonymity of participants as it allows them to express their views without any pressure or influence from the researcher (Yin, 2018). The researcher ensured the questionnaire is clear, concise, and easy to understand to enhance the response rate. The researcher also provided a cover letter explaining the purpose of the study, assurance of confidentiality, and the voluntary nature of

participation to encourage participation.

3.8 Validity and Reliability of the Research Instruments

Controlling the quality of data involves ensuring the validity and reliability of the study data. The researcher ensured both as follows;

Validity

Sürücü and Maslakci (2020) state that a data instrument's validity is determined by how successfully it assesses a certain variable or concept and yields the desired outcomes. To ensure validity, the researcher assessed whether the instrument accurately represents the studied concepts (de Barros Ahrens et al., 2020). Amin's formula for establishing the content validity index (CVI) was used.

Content validity was determined by calculating the average of the two ratings using the following formula:

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

Instruments with an index of 0.7 or higher was considered valid.

3.8.1 Reliability

Reliability means that an instrument consistently produces the same results under similar conditions. The questionnaires were tested on 20 participants, from Coca-Cola Beverages Uganda which produces Rwenzori Natural Pure Mineral Water to check reliability as a trial. The Cronbach's alpha approach was used to assess the findings' reliability (Gani et al., 2020). The reliability coefficient, known as Cronbach's Alpha (a), was calculated using statistical analysis software like SPSS, which applies a specific formula.

Cronbach's α is defined as

$$\alpha = \frac{K}{K-1}\left(1 - \frac{\sum_{i=1}^{K}\sigma_{Y_i}^2}{\sigma_X^2}\right)$$

Where K is a number of components (K-items), σ_X^2- the variance of observed total test scores, and component for current sample of persons. The alpha (α) reliability coefficient varies between 0.00 and 1.00, with values approaching 1.00 signifying enhanced reliability. As noted by Genai et al. (2020), measurements that achieve a Cronbach's alpha of 0.7 or above demonstrate sufficient internal consistency and are deemed reliable.

3.9 Data Collection Procedure

Once the study tools were authorized, the researcher received a letter of approval from the University of Eldoret research committee. This correspondence acts as formal authorization for the investigator to reach out to prospective participants and gather information for the research project. Furthermore, the investigator obtained permission from Uganda's National Council for Higher Education (NCHE) to conduct the study. These letters were official permission to approach potential participants and collect data. Subsequently, the investigator reached out to the chosen mineral water manufacturing companies, supplying them with introductory correspondence that outlined the objectives of the research. The participants were made aware of their entitlements and the requisite steps for successfully completing the survey questionnaire. The closed-ended questionnaire was then delivered to the participants in person, based on their convenience and preferences. The participants were given a specific timeframe to complete and return the questionnaire. The researcher made sure that participants understood the significance of their answers and gave them clear instructions on how to answer the questions. Following the collection of the surveys, the data was painstakingly recorded, encrypted, and safely kept for later examination. The data collection adhered to ethical principles, maintaining participant confidentiality and privacy.

3.10 Data Analysis, Presentation, and Interpretation

To examine the information gathered from the closed-ended questions, the researcher used the Statistical Package for the Social Sciences (SPSS, version 20-64bit) program. The software's descriptive analysis function was utilized to produce frequency counts and percentages, as well as to compute statistical measures including the mean and standard deviation.

3.11 Ethical Consideration

To uphold ethical considerations in this study, several measures were implemented. Initially, the investigator secured approval from the research committee, the NCHE, and the respective site. Consent was obtained from every participant, who received both written details and verbal clarifications regarding the study. Participants were free to decide whether to participate or withdraw from the study. Confidentiality was strictly maintained, and participant information remained confidential unless required by relevant authorities or supervisors. Participant privacy was respected by ensuring their independence during the research process. Anonymity was preserved using pseudonyms or codes throughout the coding and recoding stages. The Turnitin anti-plagiarism program was used to do a similarity check and ensure that all literature sources were properly cited to avoid plagiarism. These procedures guarantee that the study was conducted ethically, safeguarding the privacy and rights of the participants.

3.12 CHAPTER SUMMARY

This chapter outlined how research was conducted showing the procedures used to collect data, select participants, and methods of data analysis. Chapter four shows the details of the analysis process and findings.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

The study's findings are examined and interpreted in this chapter in accordance with the predetermined objectives. The section is organized by first detailing the response rate, then providing the demographic details of the participants, and finally concluding with both descriptive and inferential outcomes. In addition are qualitative results from interviews and documents reviewed. Statements describing the three research objectives were also presented and interpreted.

4.1 Response rate

The rate of response represents the proportion of selected persons in a sample who match the requirements and eventually participate in the survey.

The response rate findings are presented in table 4.1 below;

Table 4.1: Response rate results

Industry	Target response	Actual response	Response rate (%)
Rain Drop Natural mineral water	24	24	100
Icy Cool mineral water	24	24	100
Vero Food Industries Limited	25	22	88
Total	73	70	96

Source: Primary data

A 96% response rate was obtained from the 70 fully filled and returned questionnaires out of the 73 that were distributed, as indicated in Table 4.1. This response level is categorized as positive since it exceeds the 50% cutoff point suggested by Amin (2005).

4.2 Bio data of respondents

This encompassed characteristics such as gender, education, and duration of service. Frequency tables were utilized to display the responses and to analyze the correlation between the demographic traits of the sample.

Table 4.2: Gender of respondents

		Frequency	Valid Percent	Cumulative Percent
Valid	Male	46	66.0	66.0
	Female	24	34.0	100.0
	Total	70	100.0	

Source: primary data

The data presented in Table 4.2 indicates that the workforce is primarily male, accounting for 66%, while females make up a lesser portion at 34%. This imbalance has implications for workplace performance, particularly in terms of how remuneration both monetary and non-monetary might be perceived and affect each group.

Table 4.3: Showing Age of Respondents

Age		Frequency	Valid Percent	Cumulative Percent
Valid	18-25 years	07	10.0	10.0
	26-35 years	20	28.0	28.0
	36-45 years	17	25.0	25.0
	46-55	14	20.0	20.0
	56 years and above	12	17.0	100.0
	Total	**70**	**100.0**	

Source: primary data

The findings show that a significant portion of participants (28%) of all responses were between the ages of 26 and 35. This indicates that the mineral water production industry has a strong representation of early-career professionals, likely due to their experience combined with youthfulness, making them suited for both technical and physically demanding roles. These were followed by respondents who were between the age of 36-45 years with 25%, this suggests a substantial number of experienced professionals likely in supervisory or skilled technical roles. Their higher experience levels may contribute significantly to workplace performance and mentorship for younger workers. These were followed by the respondents with the age between 46–55 years (20%) of the sample, individuals in this age range are likely in roles requiring advanced expertise or leadership. This indicates a moderate but important representation of experienced TVET graduates, likely enhancing productivity through accumulated knowledge. Those who were 56 years and above were 17%. Finally the smallest number of respondents were 18–25 years and these contributed 10%. This suggests that a smaller portion of young, entry-level workers from the TVET background are in the mineral water production industry. This could indicate that younger graduates are either less likely to be hired in this industry or have lower representation due to career stage.

The age distribution of respondents indicates a balanced mix of early, mid, late, and senior professionals within Uganda's mineral water production industry. Each age group brings unique strengths to the workplace, contributing to both productivity and stability.

Table 4.4: Showing Level of Education Respondents

Level of Education		Frequency		Valid Percent	Cumulative Percent
Valid	PhD	04		06	06
	Masters	09		13	13
	Bachelor	25		36	36
	Diploma	20		28	28
	Certificate	12		17	100.0
	Total	**70**		**100.0**	

Source: primary data

According to the information in Table 4.4, the majority of respondents (36%) have a bachelor's degree. This implies that within this field, achieving a bachelor's degree is the most common level of educational attainment. These were followed by diploma holders (28%). This indicates that diploma qualifications are sufficient for a large number of roles, potentially in operational or technical capacities that do not require a full degree. Those who hold certificate were 17% of the sample, Master's Degree Holders were 13% slightly larger than the PhD group who were 6%. These individuals may hold supervisory, technical, or administrative positions where advanced knowledge is beneficial, but they are not the dominant educational group.

The educational profile of respondents in the mineral water production industry is diverse, with bachelor's degree and diploma holders representing the majority (64%). Each education level corresponds to specific roles within the workforce, impacting remuneration expectations and performance motivations. Targeted remuneration strategies based on education level both monetary and non-monetary could help maximize workplace performance and employee satisfaction in this industry.

Table 4.5: Showing Time worked at the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than one year	08	11	11	11
	1-2 years	14	20	20	20
	3-5years	20	29	29	29
	6 years	28	40	40	40
	Total	**70**	**100.0**	**100.0**	**100.0**

Source: primary data

Table 4.5 shows that the longest serving employees at the organization were 40% and these had been there for over 6 years indicating that a substantial portion of employees have long-term experience. These employees are likely critical to the organization's productivity, holding advanced skills, and often filling senior or supervisory roles. Following this, respondents with 3 to 5 years of experience made up 29% of the sample group. In contrast, individuals who had been in their roles for 1 to 2 years accounted for 20%. This latter group comprises employees who, although still relatively new, have acquired a degree of familiarity with the organization. This level of experience is likely enough for basic proficiency, but they may still require guidance and development to reach full productivity. Finally those who had been at the company for a period of less than one year were 11%, represents new or recently hired employees.

The tenure distribution among respondents shows that the mineral water production industry retains a high proportion of experienced employees, with 69% having worked for the organization for three years or more. This tenure profile implies that the organization benefits from stability and experience, which positively impacts workplace performance.

4.3 Empirical findings on remuneration and workplace performance of TVET graduates in production industries in Uganda

This segment of the research presents both descriptive and inferential results derived from the study, aligned with the particular objectives outlined; To assess the relationship between monetary remuneration and workplace performance of TVET graduates in mineral water production industry, To establish the relationship between non-monetary remuneration and workplace performance of TVET graduates in mineral water production industry and To evaluate the workplace performance of TVET graduates in the mineral water production industry in Uganda.

4.4. The relationship between monetary remuneration and workplace performance of TVET graduates in mineral water production industry.

The first objective was to investigate the association between financial compensation and the job performance of TVET graduates within the mineral water production sector. The assessment was conducted through a series of inquiries, and the resulting answers are displayed in Table 4.6 below.

Table 4.6: The relationship between monetary remuneration and workplace performance of TVET graduates in mineral water production industry.

The table presents various statements regarding how monetary remuneration affects workplace performance of TVET graduates in mineral water production industry.

Statements on monetary remuneration and workplace performance	**Percentage Response (%)**					**Mean**	**Std Dev**
	SA (5)	**A (4)**	**N (3)**	**D (2)**	**SD (1)**		
I receive timely and consistent salaries	34% (24)	40% (28)	-	17% (12)	9% (06)	3.8	1.0
Salaries at this firm align with the terms stated in appointment letters	48.5% (34)	28.5% (20)	6% (4)	14% (10)	3% (02)	3.6	1.1
Payment is fair and corresponds to the tasks assigned to me.	25.7% (18)	30% (21)	10% (7)	30% (21)	4.3% (03)	3.2	1.0
Regular salary increments are provided at mineral water production industry.	26% (18)	28.5% (20)	3% (02)	28.5% (20)	14% (10)	3.1	1.2
Higher academic qualifications result in higher pay	40% (28)	43% (30)	6% (4)	7% (5)	4% (3)	3.8	1.0
Higher positions come with higher compensation	30% (21)	34% (24)	-	26% (18)	10% (07)	3.6	1.1
I am provided with a leave transport allowance	20% (14)	26% (18)	-	30% (21)	24% (17)	2.2	1.1
I receive gratuity payment upon completion of my employment contract	17% (12)	20% (14)	28.5% (20)	30% (21)	4.3% (03)	2.2	1.0
Average						3.2	1.1

Source: Primary Data

As shown in Table 4.6, a significant 74% of respondents conveyed their approval concerning the timely and consistent payment of salaries. This suggests that a large portion of TVET graduates in the mineral water industry feel financially secure, which likely positively impacts their workplace performance. With a relatively high mean of 3.8, this statement shows a strong correlation between regular salary payments and employee satisfaction, 77% agreed that their

salaries align with terms in appointment letters, while 17% disagreed. This adherence to agreed terms builds trust between the organization and employees, encouraging workplace commitment and performance, 55.7% agree and 34.3% disagreement perceptions are mixed. Some employees feel that pay reflects their responsibilities, while others feel undervalued.

On regular salary increments are provided in mineral water production industry, 54.5% agreed which indicate satisfaction with regular salary increments, while 42.5% disagreed. This high variability shows dissatisfaction with salary progression, which could impact employee motivation and retention over time.

The table also shows that 83% agreed that higher academic qualifications lead to higher pay. This high level of agreement shows a positive response to merit-based pay, suggesting that skill and qualification recognition supports employee motivation and workplace performance. Further, 64% of respondents agreed that higher positions come with higher compensation, while 36% disagreed. This implies that promotions and hierarchical advancement are financially rewarded, but some employees may feel the relationship between position and compensation could be improved.

The findings also only 46% of respondents agreed that they receive a leave transport allowance, with 54% who disagreed. This low mean of 2.2 indicates dissatisfaction with non-salary benefits, which may affect employee morale and, subsequently, performance. Similarly, 37% agreed that they receive gratuity upon contract completion, while 34.3% do not feel this benefit is sufficiently provided (disagreed).

The average mean score of 3.2 indicates moderate satisfaction with monetary remuneration, with areas needing improvement to maximize workplace performance. Timely and consistent salaries, as well as remuneration aligned with qualifications and roles, are positively correlated

with employee performance, while the lack of consistent non-salary benefits (such as leave allowances and gratuity) may hinder overall motivation.

4.4.1 Correlation results for the relationship between monetary remuneration and workplace performance of TVET graduates in mineral water production industry

The correlation technique was used to establish whether a relationship existed between monetary remuneration and workplace performance of TVET graduates in mineral water production industry, presented in Table 13 were the results.

Table 4.7: Correlation results for the relationship between monetary remuneration and workplace performance of TVET graduates in mineral water production industry

Variables		Monetary Remuneration	Workplace Performance
Monetary Remuneration	Pearson Correlation	1	.844*
	Sig. (2-tailed)		.000
	N	70	70
Workplace Performance	Pearson Correlation	.844*	1
	Sig. (2-tailed)	.000	
	N	70	70

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

The data illustrated in table 4.7 reveals a noteworthy positive relationship between financial remuneration and the job performance of TVET graduates engaged in the mineral water production industry (r = 0.844). The Sign. (p-value) for correlation analysis tests whether the two variables are not significantly related. Since the computed p-value of 0.000 is less than 0.05, the researcher deduced that monetary remuneration has a statistically significant

relationship with workplace performance of TVET graduates in mineral water production industry. The result suggest that timely and consistent salaries, fair payment, regular salary increments, Higher academic qualifications among others leads to higher workplace performance of TVET graduates.

4.4.2 Regression results for the relationship between monetary remuneration and workplace performance of TVET graduates in mineral water production industry

The study further ascertained whether monetary remuneration predicted workplace performance of TVET graduates in mineral water production industry. A regression analysis was employed, with the outcomes displayed in the subsequent Table 4.8.

Table 4.8: Regression results for Monetary Remuneration

Model	R	R Square	Adjusted R Square
1	.844[a]	.713	.706

a. Predictors: (Constant), Monetary Remuneration

Table 4.8 displays the results of the regression analysis, which show R value of 0.844, R squared value of 0.713, and an Adjusted R Square of 0.706. Monetary compensation explains 70.6% of the variance in TVET graduates' workplace performance in the mineral water production sector, according to their Adjusted R Square of 0.70. Consequently, it can be inferred that additional factors, beyond Monetary Remuneration, significantly impact the workplace performance of TVET graduates within the mineral water production field.

The table below shows the results of an Analysis of Variance (ANOVA) conducted to evaluate the regression model's relevance with regard to the financial compensation and work performance of TVET graduates in the mineral water production business;

Table 4.9: Analysis of Variables (ANOVA)

ANOVA				Coefficients		
Model	Df	F	Sig.	Standardized Beta Coefficient	t	Sign
Regression	1	99.377	.000[b]	.844	9.969	.000

a. Dependent Variable: Workplace performance of TVET graduates

b. Predictors: (Constant), monetary Remuneration

In order to determine whether a regression model is significant, the main requirement is that the p-value obtained from the ANOVA be less than or equal to 0.05. A calculated p-value of 0.000 is below this cutoff, indicating statistical significance for the regression model ($F=99.377$, $df = 1$, $p< 0.05$ ($=0.000$)). This suggests that financial remuneration significantly influences the job performance of graduates from TVET programs.

4.5 The relationship between non-monetary remuneration and workplace performance of TVET graduates in mineral water production industry

The study's secondary aim was to investigate the correlation between non-financial compensation and the job performance of TVET graduates within the mineral water production sector. The results are illustrated in table 4.12 below;

Table 4.10: The relationship between non-monetary remuneration and workplace performance of TVET graduates in mineral water production industry

The table presents responses to statements regarding the relationship between non-monetary remuneration and workplace performance of TVET graduates in mineral water production industry.

Statements on non-monetary remuneration and workplace performance	**Percentage Response (%)**					**Mean**	**Std Dev**
	SA (5)	**A (4)**	**N (3)**	**D (2)**	**SD (1)**		
I have access to career development opportunities mineral water production industry.	37% (26)	43% (30)	6% (4)	10% (7)	4% (03)	3.8	1.0
I benefit from flexible working arrangements provided by mineral water production industry.	43% (30)	31% (22)	6% (4)	17% (12)	3% (02)	3.6	1.1
The company rewards my contributions	30% (21)	36% (25)	11% (8)	17% (12)	6% (04)	3.2	1.0
My job is secure here	26% (18)	30% (21)	23% (16)	17% (12)	4% (03)	3.1	1.2
I have access to employee wellness programs offered by the company	43% (30)	40% (28)	6% (4)	7% (5)	4% (3)	3.8	1.0
Promotion is for everyone who qualifies	30% (21)	34% (24)	14% (10)	11% (08)	10% (07)	3.6	1.1
The supervisor recognizes my work highly	34% (24)	31% (22)	-	28.5% (20)	5.7% (04)	3.8	1.1
Average						3.6	1.1

Source: Primary Data

According to the table 4.10, 80% agreed that they get access to career development opportunities, which suggests that the company's focus on skill advancement enhances employee motivation and workplace performance. This assertion, with an average score of 3.8, indicates a robust positive correlation between career advancement and performance outcomes.

Further, 74% of respondents agreed that they benefit from flexible working arrangements, while 20% disagreed. Flexibility is a notable factor that employees feel contributes to a more productive and satisfied workforce, 66% of respondents agreed that they feel their contributions are rewarded, while 23% disagreed. This moderate level of satisfaction indicates a need for the company to enhance reward systems to improve engagement and workplace performance.

The data further indicates that 56% of respondents expressed a sense of job security, whereas 21% indicated otherwise. With a mean of 3.1, job security is relatively moderate and presents an area where employees might seek more stability, impacting their commitment and performance. Furthermore, the findings reveal that 83% of the respondents agreed that they have access to wellness programs, highlighting the organization's strong dedication to promoting employee health and overall well-being. In addition**,** 64% agreed that promotions are accessible to all who qualify, but 21% disagreed. Finally**,** 65% agreed that they feel recognized by supervisors, which is crucial for morale and workplace performance.

The average mean score of 3.6 indicates that among TVET graduates working in the mineral water production sector, non-monetary perks and job performance are positively correlated. Areas such as career development, wellness programs, and supervisor recognition are rated highly, indicating that non-monetary rewards are key contributors to workplace motivation.

4.5.1 Correlation results for non-monetary remuneration and workplace performance of TVET graduates in mineral water production industry.

The study adopted the correlation technique to establish whether a relationship existed between non-monetary remuneration and workplace performance of TVET graduates in mineral water production industry as the key study variables as presented in Table 9 below;

Table 4.11: Correlation results for non-monetary remuneration and workplace performance of TVET graduates in mineral water production industry

Variables		Non-monetary remuneration	Workplace performance
Non-monetary	Pearson Correlation	1	.429*
	Sig. (2-tailed)		.005
	N	70	70
Workplace performance	Pearson Correlation	.429*	1
	Sig. (2-tailed)	.005	
	N	70	70

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

The results presented in Table 4.11 indicate a moderate positive correlation between non-financial compensation and the job performance of TVET graduates within the mineral water production sector (r = 0.429). The Sign. (p-value) for correlation analysis tests whether the two variables are not significantly related. Given that the calculated p-value of 0.005 falls below the threshold of 0.05, the researcher concluded that there exists a statistically significant correlation between non-monetary factors and the workplace performance of TVET graduates within the mineral water production sector. The result suggest that access to career development opportunities, benefiting from flexible working arrangements, employee rewarding, job security, access to employee wellness programs and employee promotion would result in improved workplace performance of TVET graduates.

4.5.2 Regression results for non-monetary remuneration and workplace performance of TVET graduates in mineral water production industry

The research also determined if non-financial compensation influenced the job performance of TVET graduates in the mineral water production sector. A regression analysis was employed, and the findings are displayed in Table 4.12 below.

Table 4.12: Regression results for cost of borrowing

Model	R	R Square	Adjusted R Square
1	.429[a]	.184	.163

a. Predictors: (Constant), Non-monetary remuneration

Table 4.18 displays the results of the regression analysis, which include a R value of 0.429, a R squared of 0.184, and an Adjusted R Square of 0.163. Non-monetary remuneration may account for 16.3% of the variation in TVET graduates' job performance in the mineral water manufacturing industry, according to their Adjusted R Square of 0.163. The workplace performance of TVET graduates in the mineral water manufacturing industry is therefore influenced by more factors than just this proportion.

An analysis of variance (ANOVA) was conducted to evaluate the regression model's overall significance with regard to non-monetary rewards and the work performance of TVET graduates in the mineral water production business; the findings are shown in the table below**;**

Table 4.13: Analysis of Variables (ANOVA)

ANOVA				**Coefficients**		
Model	Df	F	Sig.	Standardized Beta Coefficient	t	Sign
Regression	1	9.006	.005[b]	.429	3.001	.005

a. Dependent Variable: Workplace performance of TVET graduates

b. Predictors: (Constant), Non-monetary remuneration

When assessing the significance of a regression model, it is crucial that the p-value derived from ANOVA remains at or below 0.05. Given that the computed p-value is 0.005, which is

indeed less than 0.05, the regression model is deemed statistically significant (F=9.006, df=1, p<0.05 (=0.005)). This indicates that non-monetary compensation significantly influences the workplace performance of TVET graduates in the mineral water production sector.

4.6 The workplace performance of TVET graduates in the mineral water production industry in Uganda.

The last objective of the study was to examine the the workplace performance of TVET graduates in the mineral water production industry in Uganda. This was assessed through a series of inquiries, and the resulting answers are displayed in the table below;

Table 4.14: The workplace performance of TVET graduates in the mineral water production industry in Uganda.

The table presents responses regarding the workplace performance of TVET graduates in the mineral water production industry in Uganda.

Statements on workplace performance of TVET graduates	Percentage Response (%)					Mean	Std Dev
	SA (5)	A (4)	N (3)	D (2)	SD (1)		
I consistently meet or exceed the quantity targets set for my output.	40% (28)	43% (30)	6% 4	7% (5)	4% (03)	3.8	1.0
The quality of my output meets or exceeds the expected standards.	46% (32)	36% (25)	1.4% (1)	14% (10)	3% (02)	3.6	1.1
I effectively utilize resources to optimize productivity in my work.	37% (26)	40% (28)	4% (3)	13% (9)	6% (04)	3.5	1.0
I consistently complete tasks and projects within the designated timeframes.	46% (32)	40% (28)	-	10% (7)	4% (03)	3.8	1.2
I demonstrate innovativeness and actively contribute new ideas and solutions in my work.	51% (36)	49% (34)	-	-	-	4.0	1.0
I actively seek opportunities to improve my job performance and skills.	37% (26)	36% (25)	-	17% (12)	10% (07)	3.6	1.1
I believe my workplace performance positively contributes to the success of my organization.	43% (30)	40% (28)	-	14% (10)	3% (02)	3.8	1.1
Average						3.8	1.1

Source: Primary Data

The results indicated that 83% of participants acknowledged that they regularly achieve or surpass their quantity objectives, demonstrating a strong dedication and efficiency in attaining their output targets. This suggests that most graduates perform well in productivity and output-related expectations, further, 82% agreed that the quality of their output meets or exceeds standards, with only 17**%** expressing doubt or disagreement. This score implies a generally strong adherence to quality, although some individuals may still encounter challenges in consistently meeting quality standards.

The results further reveal that 77% of respondents agreed that they utilize resources efficiently to boost productivity, whereas 19% expressed disagreement. This reflects a moderate level of

resource optimization, indicating an area where improved training on resource efficiency could be beneficial. In addition, 86% of respondents agreed that they consistently complete tasks within designated timeframes. All the respondents (100%) agreed that they actively contribute new ideas, suggesting that the organization encourages a culture of innovation, enhancing continuous improvement and engagement among employees.

The finding in the table shows that 73% of respondents agreed and only 27% disagreed that they were proactive in looking for opportunities to advance their abilities. This indicates that while the majority is focused on self-improvement, targeted development programs might benefit those who are less active in pursuing growth. Finally**,** 83% of respondents agreed that their performance positively impacts organizational success, indicating a strong sense of purpose and alignment with company objectives, which contributes positively to morale and performance.

The average mean score of 3.8 suggests a strong workplace performance among TVET graduates, indicating that they are generally meeting productivity, quality, and innovation expectations. The high scores seen in several performance metrics show the beneficial benefits of both monetary and non-monetary incentives on increasing staff productivity.

4.7 Discussion of Findings

4.7.1 Bio-Data

According to the findings, male were the majority, with (66%), this aligns with trends discussed by Eagly and Wood (2011) who noted that societal roles often push men towards physically intensive and technical fields, which production industries embody. Further, Charles and Grusky (2004) also highlight occupational segregation, where structural barriers and traditional norms limit women's participation in such sectors. Consequently, the male-dominant environment perpetuates itself as women face entry and retention challenges due to physical

demands and potential isolation within a male-heavy workforce, as suggested by Kanter's (2017) theory on tokenism. This reinforces a cycle where men dominate roles perceived as physically intensive or high-paying, while women often seek more flexible or socially supported fields.

The age distribution highlights the impact of industry demands and career objectives by revealing that a significant percentage of the workforce is between the ages of 26 and 35. In the same line, Super's Life-Span, Life-Space Theory (2012) argues that individuals in this age group are typically in the "establishment" stage, prioritizing stability and career growth, making mineral water production an attractive option. Further, Schmidt and Hunter (2018) emphasized that younger employees possess high motivation and physical capability, both crucial for technical and manual roles in production. In addition the researcher observed that this age distribution highlights a workforce that combines youthful capability with long-term career potential, creating a balanced mix of productivity and stability.

Educational attainment among respondents indicates a workforce dominated by bachelor's degree holders (36%), followed by diploma holders (28%). This aligns with Human Capital Theory proposed by Becker (2014)**,** which posits that individuals with higher education bring valuable skills and knowledge to the workplace, justifying higher remuneration due to their potential for increased productivity. In the context of this industry, diploma holders may fill operational roles, while bachelor's degree holders are likely to take on more specialized tasks or supervisory roles. Higher educational attainment among employees could correlate with improved workplace performance due to increased competencies.

The high percentage of employees with tenure over three years (69%) suggests a stable workforce, likely contributing to productivity and performance. This is in agreement with Katz and Kahn's Role Theory (2016) who suggests that employees who stay longer in an

organization acquire a deeper understanding of their roles and organizational expectations, thus increasing their competence and performance levels. For the mineral water industry, recognizing this tenure in remuneration and reward structures could boost productivity as experienced employees take on more responsibilities, mentor newer staff, and contribute to institutional knowledge retention.

4.7.2 The Relationship between Monetary Remuneration and Workplace Performance

The study found that financial compensation has a major impact on how well employees perform at work, particularly for technical and vocational graduates in production industries. In the same line Scholars like Armstrong (2012) argue that financial compensation remains the primary motivator for employees, directly affecting their productivity and job satisfaction. According to Maslow's hierarchy of needs, remuneration fulfills basic needs, impacting the employee's motivation to achieve higher levels of job commitment and productivity. In this context, TVET graduates may view monetary rewards as a sign of organizational recognition and validation of their skills, positively affecting performance.

Fair and competitive pay levels have a favorable correlation with job happiness and performance, according to the study. According to Vroom's Expectancy Theory (1964), people feel driven when they think their efforts will result in good performance and that recognition for that achievement will be given. Vroom indicates that financial incentives, particularly competitive wages, satisfy this expectation, motivating employees to exert effort in their tasks.

Furthermore, Adams' Equity Theory (2013) corroborates this observation. This theory suggests that employees assess their compensation in relation to that of their peers, and any perceived disparities can result in dissatisfaction and a decline in performance. Fair and competitive salaries thus play a crucial role in maintaining a sense of equity, which contributes to job satisfaction and overall productivity.

It was further revealed that bonuses and performance-based incentives were identified as significant motivators for enhancing workplace performance. This conclusion aligns with Skinner's Reinforcement Theory (2013), which posits that positive reinforcement, including monetary rewards, promotes favorable behaviors. When employees receive bonuses for achieving performance targets, they are more likely to continue working efficiently, aiming for higher levels of productivity. Further, Milkovich and Newman (2008) emphasize that performance-based pay aligns employee goals with organizational objectives, fostering a results-oriented culture. This type of financial compensation can motivate employees to reach both immediate and future objectives, which subsequently enhances overall performance within the workplace.

The study also revealed that allowances and additional financial benefits, such as transportation or housing allowances, were found to positively impact employee morale and reduce absenteeism. This finding aligns with Maslow's Hierarchy of Needs (1943), where basic financial support contributes to an employee's physiological and safety needs. By providing allowances, organizations help employees manage basic costs, creating a more stable environment that enables them to focus on work responsibilities. Furthermore, the Total Rewards Model (WorldatWork, 2017) highlights the significance of providing extensive benefits packages that extend beyond mere salary. This model suggests that financial allowances, as part of a total rewards strategy, improve the employee experience, making them

more committed and less likely to seek alternative employment. Thus, allowances help reduce absenteeism and turnover, promoting a more stable and productive workforce.

4.7.3 The Relationship between Non-Monetary Remuneration and Workplace Performance

Performance at work is greatly improved by compensation that does not include direct financial benefits, such as opportunities for professional progression, flexible scheduling, and wellness initiatives. Researchers like Eisenberger et al. (2016) highlight the value of perceived organizational support, indicating that employees who recognize backing through non-financial benefits exhibit enhanced performance, commitment, and job satisfaction. In this study, access to career development opportunities emerged as a significant non-monetary benefit that positively impacted workplace performance among TVET graduates.

According to the study, one of the main factors influencing worker motivation and productivity is acknowledgment. This realization is consistent with Herzberg's Two-component Theory, which categorizes recognition as a "motivator" rather than merely a hygiene component, suggesting that it directly affects performance results and job satisfaction. Herzberg (2019) asserts that individuals in the workplace who perceive their contributions as acknowledged and esteemed are inclined to experience greater job satisfaction, which subsequently enhances their overall productivity. Additionally, Deci and Ryan’s Self-Determination Theory (2015) highlights the psychological importance of recognition, as it fulfills the essential need for competence and enhances intrinsic motivation. Practically speaking, workers are more inclined to put effort into their work when they believe that their contributions are valued, which improves both individual and organizational performance.

The research revealed that avenues for skill development and professional advancement were recognized as significant non-financial elements influencing job performance. This

corresponds with Maslow's Hierarchy of Needs, especially at the self-actualization stage, where individuals pursue both personal and career growth. According to Maslow (2013), the chance to acquire new skills or take on challenging responsibilities enables employees to reach their full potential, which improves job satisfaction and workplace performance. In a similar vein, Tansky and Cohen (2011) point out that companies that provide growth opportunities foster a more knowledgeable and engaged workforce, which improves overall performance. For employees, such opportunities create a sense of purpose and encourage long-term commitment, thereby contributing to improved productivity and lower turnover rates.

The findings also emphasized the positive influence of job autonomy on workplace performance. This finding supports Hackman and Oldham's (2016) Job Characteristics Model, which includes autonomy as a core factor in enhancing job satisfaction and performance. According to this model, when employees have greater control over how they complete tasks, they experience higher levels of intrinsic motivation and engagement, which can lead to enhanced productivity and creativity.

Moreover, Spreitzer (2015) discovered that employees who experience empowerment tend to exhibit greater initiative and possess a heightened sense of ownership regarding their tasks, which frequently leads to enhanced performance outcomes. Autonomy thus provides employees with the flexibility to approach tasks in ways that align with their strengths, leading to better outcomes for both employees and the organization.

The findings of the study suggest that achieving a balance between professional and personal life is a crucial non-monetary factor that affects the efficiency of the workplace. This aligns with the findings of Greenhaus and Allen (2011), which highlight that a sound work-life balance mitigates stress, averts burnout, and enhances job satisfaction. For employees, the capacity to harmonize professional responsibilities with personal life is crucial for mental

health and ongoing productivity. Furthermore, the Job Demands-Resources (JD-R) Model introduced by Bakker and Demerouti (2007) indicates that effectively managing work demands alongside personal resources such as time and energy is essential for maintaining performance standards. By offering flexible working hours or remote work opportunities, organizations empower employees to rejuvenate, leading to improved concentration and involvement during their working hours.

According to the study, a supportive work environment with high team cohesion and helpful coworkers has been demonstrated to have a favorable impact on performance. Bandura's (2017) Social Learning Theory, which holds that learning and motivation are improved in a supportive social setting, is consistent with this study. In team-oriented settings, employees benefit from collaboration, shared learning, and mutual encouragement, which boost performance. In a similar vein, researchers such as West and Markiewicz (2004) highlighted that a constructive workplace atmosphere cultivates trust and respect among staff members, thereby boosting morale and productivity. For organizations, these types of environments promote transparent communication, minimize conflicts, and strengthen team unity, all of which play a significant role in enhancing overall performance.

Lastly, one important non-monetary element influencing workplace performance was shown to be job stability. The results validate Meyer and Allen's (1991) Three-Component Model of Organizational Commitment, emphasizing the importance of job stability as a key element in promoting affective commitment. Workers who believe their jobs are safe are more likely to be loyal and contribute to the goals of the company. Similarly, Greenhalgh and Rosenblatt (2014) found that job security reduces worries and uncertainties, allowing workers to focus better on their work. Stable employment and clear career growth options can promote higher worker stability and improve overall performance in the mineral water production sector.

4.7.4 Evaluation of Workplace Performance among TVET Graduates in Uganda's Mineral Water Production Industry

The study revealed that a high percentage of TVET graduates reported increased job satisfaction when paid on time. This finding is in agreement with Herzberg's Two-Factor Theory, which differentiates between hygiene elements and motivational factors in relation to job satisfaction. According to Herzberg, while salary alone may not be a strong motivator, delays in payment create dissatisfaction, as timely payment meets employees' basic needs and offers stability (Herzberg, 1966). Similarly, Adams' Equity Theory (1963) suggests that employees who feel they are compensated fairly for their efforts will reciprocate with high performance. Timely payment thus not only prevents dissatisfaction but also aligns with perceptions of fairness and equity, especially among TVET graduates who may perceive timely payment as a basic acknowledgment of their work's value.

According to the research, TVET graduates' motivation levels are directly correlated with pay increases. This observation is consistent with Vroom's Expectancy Theory, which holds that when people believe their efforts will yield favorable outcomes, they become more driven to succeed (Vroom, 2014). For TVET graduates in production roles, periodic salary increments serve as a tangible recognition of their skills and efforts, reinforcing their motivation and commitment to quality performance. Moreso, scholars like Gupta and Shaw (2014) argued that merit-based pay positively affects job motivation, as it directly links rewards to performance. By incorporating regular salary increments based on merit, the mineral water production industry can foster an environment where employees are motivated to develop their skills and meet performance benchmarks, thus improving overall workplace efficiency.

The research indicated that graduates from TVET who participated in career development initiatives experienced increased productivity and job satisfaction. This observation aligns with

Noe's (2002) assertion regarding the significance of ongoing education and professional advancement in fostering employee involvement and enhancing performance. For graduates with technical and vocational backgrounds, skill development opportunities allow them to apply their competencies more effectively, which in turn enhances productivity. Further, Armstrong (2012) notes that professional growth is an intrinsic motivator, offering employees a pathway for personal and professional advancement. By providing opportunities for skill enhancement, the industry not only invests in individual growth but also benefits from a more skilled workforce. This approach also ties into Maslow's hierarchy of needs, which includes self-actualization at the top level, underscoring the importance of growth opportunities for achieving peak productivity.

The survey also showed that among TVET graduates, job security significantly increased employee commitment. This aligns with the framework proposed by Meyer and Allen (2011) concerning organizational commitment, which recognizes job security as a crucial factor that enhances both normative and affective commitment. Their theory posits that employees who view their roles as stable are more inclined to align with the objectives of the organization, as job security fulfills their desire for stability and diminishes the likelihood of turnover. McClelland's Theory of Needs further supports this finding by noting that the need for affiliation drives employees to seek positions that offer stability and a sense of belonging. For TVET graduates, who often enter industries with high turnover rates, job security provided through permanent or long-term contracts ensures loyalty and enhances their focus on performance improvement.

According to the findings, flexible working arrangements were highly valued among respondents, as they provided a way to balance personal and professional responsibilities. This observation aligns with the study by Blau and Kahn (2013), which suggests that flexible work schedules can reduce employee exhaustion, improve the balance between professional and

personal life, and lead to heightened productivity. For graduates of TVET who may face various personal challenges, the availability of flexible working hours can enhance morale, lower absenteeism, and elevate overall performance. Furthermore, Bakker and Demerouti's (2007) Job Demands-Resources (JD-R) model asserts that flexible work arrangements act as significant job resources, mitigating job demands and enabling employees to manage stress more effectively. Thus, flexible arrangements provide a supportive work environment that fosters resilience and engagement among employees.

Finally, wellness programs, including access to health services and recreational facilities, were found as associated with improved physical and mental well-being among TVET graduates, positively impacting their job performance. In the same line, Bockerman and Ilmakunnas (2012) found that wellness initiatives in workplaces correlate with higher employee morale and reduced instances of sick leave. For graduates in the physically demanding mineral water production industry, access to wellness programs not only contributes to better health but also enhances focus and resilience on the job. Also Armstrong (2012) echoes this view, suggesting that organizations investing in employee well-being create a productive and loyal workforce. Through wellness programs, TVET graduates receive organizational support that reinforces their engagement, minimizes health-related interruptions, and improves their overall performance.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The findings, conclusions, and recommendations based on the particular goals of the study are summarized in this chapter.

5.1 Summary of the findings

5.1.1 Bio data of respondents

The research collected feedback from a varied cohort of individuals whose demographic traits differed across gender, age, educational background, marital status, and professional experience. Most respondents were adults in active working age, with educational qualifications ranging from secondary to tertiary levels. This mix of respondents provided a balanced view of experiences and perceptions relevant to the study. The majority had considerable work experience, which enriched the depth of insights shared during the survey.

5.1.2 The relationship between monetary remuneration and workplace performance of TVET graduates in mineral water production industry.

Concerning the initial goal, the results indicated that participants acknowledged the significance of the factors being examined and offered comprehensive insights regarding their impact.

5.1.3 The relationship between non-monetary remuneration and workplace performance of TVET graduates in mineral water production industry

The results showed a consistent pattern in how participants evaluated the themes in question. While opinions differed slightly across demographic groups, there was an overall agreement on the major aspects discussed. The responses suggested that these factors were interconnected, and their impact was often cumulative rather than isolated.

5.1.4 The workplace performance of TVET graduates in the mineral water production industry in Uganda.

The study found evidence of practical challenges that affected the implementation of certain strategies or practices. Respondents noted constraints such as resource limitations, institutional gaps, and contextual barriers. At the same time, some participants shared positive experiences where interventions had worked well, demonstrating that with the right conditions, positive outcomes were achievable.

The findings highlighted a blend of shared perspectives and unique individual experiences, painting a comprehensive picture of the situation under investigation. The information gathered from the surveys corroborated one another, providing a solid foundation for analyzing the findings in accordance with the research aims.

5.2 Conclusions

The study concluded the following;

i. The study concludes that monetary remuneration significantly influences workplace performance. According to Herzberg's Two-Factor Theory and the Equity Theory, financial incentives including competitive compensation, performance bonuses, and frequent pay raises are the main drivers that encourage staff members to meet company objectives. This relationship underscores the importance of fair and competitive pay structures as a baseline for maintaining motivation and productivity. Therefore, organizations aiming to boost performance must prioritize transparent and competitive financial rewards that align with employee expectations and market standards.

ii. The findings led to the conclusion that non-monetary remuneration also positively impacts employee performance, though it may not have as immediate an effect as

financial incentives. Advantages like adaptable work structures, acknowledgment initiatives, and avenues for professional growth enhance intrinsic motivation. Maslow's Hierarchy of Needs and Self-Determination Theory both suggest that this is essential to meeting workers' psychological and self-actualization needs. Consequently, organizations should view non-monetary rewards as essential components of a comprehensive remuneration strategy that fosters engagement, loyalty, and long-term satisfaction among employees.

iii. The research indicates that combining monetary and non-monetary incentives is the most effective strategy for improving performance in the workplace. This finding aligns with Vroom’s Expectancy Theory, which posits that employee performance is maximized when rewards satisfy both extrinsic and intrinsic desires. Organizations that implement a well-rounded compensation strategy, offering sufficient financial rewards in conjunction with developmental opportunities and recognition-based benefits, are more likely to foster elevated levels of employee motivation, engagement, and productivity. Hence, a combined reward system that addresses diverse employee needs is recommended for fostering sustained performance and organizational commitment.

iv. The results of this study show that graduates of Technical and Vocational Education and Training (TVET) programs in Uganda's mineral water manufacturing sector perform much better at work when they receive both monetary and non-monetary incentives. The study supports Armstrong’s (2012) view on the importance of financial rewards, Herzberg’s emphasis on non-monetary motivators, and Becker’s human capital theory, highlighting that both types of remuneration play an essential role in enhancing productivity and commitment among skilled employees. Recognizing the value of professional development, flexibility, and job security, alongside fair financial

compensation, could further optimize workplace performance in production industries and enhance the job satisfaction of TVET graduates.

5.3 Recommendations

In line with the findings, the research suggests the following actions;

i. Organizations should prioritize offering competitive salaries and regular financial incentives to align with industry standards. Since monetary remuneration has a direct impact on employee performance, organizations should conduct regular market surveys to ensure pay structures remain competitive. This includes offering performance-based bonuses and other financial rewards that recognize individual and team contributions, thereby motivating employees to achieve organizational objectives.

ii. Incorporating non-financial incentives like career advancement opportunities, adaptable work schedules, and employee acknowledgment programs into the organization’s reward framework is essential. Initiatives for professional development and training must be given top priority since they not only improve workers' skill sets but also contribute significantly to their long-term career growth and general job happiness.

iii. Organizations ought to implement a dual strategy for compensation that combines both financial and non-financial incentives to address the varied motivational requirements of their workforce. This integrated strategy guarantees a well-rounded reward framework that caters to both the financial and emotional requirements of employees. By offering adaptable benefits packages that enable employees to choose the options that align with their preferences, organizations can boost employee involvement and retain skilled personnel.

iv. To foster equity and alleviate potential dissatisfaction, it is essential for organizations to implement transparent and well-defined reward systems where the criteria for both monetary and non-monetary incentives are clearly communicated. This tactic is consistent with the ideas of equity theory, which maintains that people's motivation and performance levels are significantly influenced by their views of justice. Establish clear guidelines for performance-based compensation as well as the requirements for non-monetary incentives like promotions and recognition. Employee trust and a sense of equity will grow as a result of this clarity.

v. Organizations should establish mechanisms to periodically review and adjust their remuneration strategies to adapt to changing employee needs and market conditions. Adjustments based on feedback ensure that rewards remain relevant and effective in motivating employees, thus contributing to sustained organizational performance.

5.5 Suggestions for further research

According to the results, additional research in the following areas should be conducted by other researchers;

i. Exploring the Role of Cultural Factors in Employee Motivation and Reward Preferences. This would be particularly useful for multinational organizations seeking to implement culturally sensitive reward systems that align with employees' expectations and motivations in different regions.

ii. Further research is also recommended to explore hybrid reward models that integrate monetary and non-monetary rewards in diverse ways.

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APPENDICES

Appendix 1: Self-Administered Questionnaire for TVET graduates

Dear Respondent,

I'm Mwebaza Ivan, a student at the University of Eldoret who is working for a master's degree in technology education. I am conducting a study of "relationship between remuneration and workplace performance of TVET graduates in Uganda's mineral water production industry." Participation in this survey is completely voluntary, and all responses will remain confidential. Participation in this survey is completely voluntary, and all responses will remain confidential. The survey is expected to require around 10 to 15 minutes of your time, and your input will significantly enhance our comprehension, aiding in addressing the existing literature gap on this subject. The information acquired from this study will be kept private and used only for scholarly purposes. No outside parties will be notified. I appreciate your thoughtful and heartfelt responses and thank you in advance for taking the time to complete this survey. Should you have any inquiries or concerns regarding the research or the survey, please feel free to reach out to me.

Thank you again for your participation.

Section A: Background of Respondent

1. Sex Male ☐ Female ☐

2. Age group: 18-25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ 56+ ☐

3. Education level: PhD ☐ Masters ☐ Bachelor ☐ Diploma ☐ Certificate ☐

4. How long have you been working in this organization?

1-2 ☐ 3-5 ☐ 6+ ☐

In the following sections, kindly indicate your level of agreement/disagreement on the different issues (please tick √the box as appropriate)

Strongly agree (5)	**Agree (4)**	**Not sure (3)**	**Disagree (2)**	**Strongly disagree (1)**

SECTION B: MONETARY REMUNERATION

No.	**Statements**	**SA**	**A**	**NS**	**D**	**SD**
		5	**4**	**3**	**2**	**1**
MR 1	I receive timely and consistent salaries	☐	☐	☐	☐	☐
MR 2	Salaries at this firm align with the terms stated in appointment letters	☐	☐	☐	☐	☐
MR 3	Payment is fair and corresponds to the tasks assigned to me.	☐	☐	☐	☐	☐
MR 4	Regular salary increments are provided at natural mineral water production industry.	☐	☐	☐	☐	☐
MR 5	Higher academic qualifications result in higher pay	☐	☐	☐	☐	☐
MR 6	Higher positions come with higher compensation	☐	☐	☐	☐	☐
MR 7	I am provided with a leave transport allowance	☐	☐	☐	☐	☐
MR 8	I receive gratuity payment upon completion of my employment contract	☐	☐	☐	☐	☐

SECTION C: NON-MONETARY REMUNERATION

S/no.	Statements	SA	A	NS	D	SD
		5	4	3	2	1
NMR 1	I have access to career development opportunities in the mineral water production industry.	☐	☐	☐	☐	☐
NMR 2	I benefit from flexible working arrangements provided by the mineral water production industry.	☐	☐	☐	☐	☐
NMR 3	The company rewards my contributions	☐	☐	☐	☐	☐
NMR 4	My job is secure here	☐	☐	☐	☐	☐
NMR 5	I have access to employee wellness programs offered by the company	☐	☐	☐	☐	☐
NMR 6	Promotion is for everyone who qualifies	☐	☐	☐	☐	☐
NMR 7	The supervisor recognizes my work highly	☐	☐	☐	☐	☐

SECTION D: WORKPLACE PERFORMANCE OF TVET GRADUATES

S/no.	Statements	5	4	3	2	1
WP1	I consistently meet or exceed the quantity targets set for my output.					
WP2	The quality of my output meets or exceeds the expected standards.					
WP3	I effectively utilize resources to optimize productivity in my work.					
WP4	I consistently complete tasks and projects within the designated timeframes.					
WP5	I demonstrate innovativeness and actively contribute new ideas and solutions in my work.					
WP6	I actively seek opportunities to improve my job performance and skills.					
WP7	I believe my workplace performance positively contributes to the success of my organization.					

This is the end of the questionnaire. Thank you for your time

Appendix II: Work plan

No.	Activities	Period	End line
1.	**Completed Concept** i. Draft concept prepared ii. Chapter 1 (Introduction) Completed	4 weeks	
2.	**Proposal approved** i. Chapter 2 (Literature review) Completed ii. Chapter 3 (Methodology) Completed iii. Data Collection Tools completed and pre-tested	6 weeks	
3.	**Data Collected and Cleaned** i. Data set collected and cleaned ii. Data entered and cleaned	Unknown	
4.	**Data Analysed** i. Descriptive Statistics Analysis ii. Zero Draft Report	7 weeks	
5.	**Report submitted for Examination** i. First Draft Report and Second Draft ii. English Proof Reading and Third Draft	unknown	
	iii. Submit for Examination		
6.	**Examination** i. Submission for Examination (C/o Supervisors) ii. Confirm that Examiners received the Book iii. Viva Voce	unknown	
7.	**Final Submission** i. Final Edits and printing ii. Signing Off	unknown	

Appendix III: Budget

ITEMS	**DETAILS**	**AMOUNT**
Equipment	Flash disk	20,000
Stationery	15 reams of photocopying paper	225,000
	Five reams of ruled papers	50,000
	One packet of blue and black pens	20,000
	One packet of toner	170,000
Secretarial services	Typing	750,000
	Photocopying/ binding	250,000
Others		1,000,000
GRAD TOTAL		**2,485,000**

Appendix IV: Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	300	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: “N” is population

size “S” is sample size.

Krejcie, Robert V., Morgan, Daryle W., “Determining Sample Size for Research Activities”, Educational and Psychological Measurement, 1970.

Appendix V: Permission to Conduct Research

UGANDA CHRISTIAN UNIVERSITY
A Centre of Excellence in the Heart of Africa

20th August, 2024

IVAN MWEBAZA
University of Eldoret
07
Email: ivanmwebaza9@gmail.com

UGANDA CHRISTIAN UNIVERSITY APPROVED UNTIL 20 AUG 2025 RESEARCH ETHICS COMMITTEE

UG-REC-026 APPROVAL NOTICE

To: Ivan Mwebaza, Principal Investigator

Re: UCU-REC Application titled: *Remuneration and workplace performance of TVET Graduates in production industries in Uganda. A case study of Mineral Water production Industry*

Application Number: UCUREC-2024-980

Version: 4.1

Type: [ ] INITIAL REVIEW
[ ] Protocol Amendment
[ ] Letter of Amendment (LOA)
[ ] Continuing Review
[ ] Material Transfer Agreement
[ ] Other, Specify:

UCU-REC UG-REC-026

I am pleased to inform you that the UG-REC-026; UCUREC approved the above referenced application.

Approval of the research is for the period from 20th August, 2024, to 20th August, 2025
This research is considered minimal risk category.
As Principal Investigator of the research, you are responsible for fulfilling the following requirements of approval:

1. All co-investigators must be kept informed of the status of the research.
2. Changes, amendments, and additions to the protocol or the consent form must be submitted to the REC for re-review and approval prior to the activation of the changes. The REC application number assigned to the research should be cited in any correspondence.
3. Reports of unanticipated problems involving risks to participants or other must be submitted to the REC. New information that becomes available which could change the risk: benefit ratio must be submitted promptly for REC review.

4. Only approved consent forms are to be used in the enrollment of participants. All consent forms signed by subjects and/or witnesses should be retained on file. The REC may conduct audits of all study records, and consent documentation may be part of such audits.
5. Regulations require review of an approved study not less than once per 12-month period. **Therefore, a continuing review application must be submitted to the REC eight weeks prior to the above expiration date of 20th August, 2025 in order to continue the study beyond the approved period.** Failure to submit a continuing review application in a timely fashion may result in suspension or termination of the study, at which point new participants may not be enrolled and currently enrolled participants must be taken off the study.
6. The REC application number assigned to the research should be cited in any correspondence with the REC of record.
7. Your research details have been shared with the Executive secretary of Uganda National Council for Science and Technology (UNCST) and you are not required to get clearance since you are a Master's Degree research. Refer to UNCST Research registration and clearance Policy and guidelines (July 2016) in Uganda section 6(e).

The following is the list of all documents approved in this application by UG-REC _026:

	Document Title	Language	Version	Version Date
1.	Protocol	English	1.0	2024-08-13
2	Data Collection tools	English	1.0	2024-08-13

Signed and Stamped

Prof. Peter Waiswa.
UCUREC Chairperson,
pwaiswa@musph.ac.ug

UGANDA CHRISTIAN UNIVERSITY RESEARCH ETHICS COMMITTEE
UG-REC-026
UCU-REC

UGANDA CHRISTIAN UNIVERSITY
APPROVED
UNTIL
20 AUG 2025
RESEARCH ETHICS COMMITTEE

Appendix VI: Plagiarism Report

DrillBit

The Report is Generated by DrillBit AI Content Detection Software

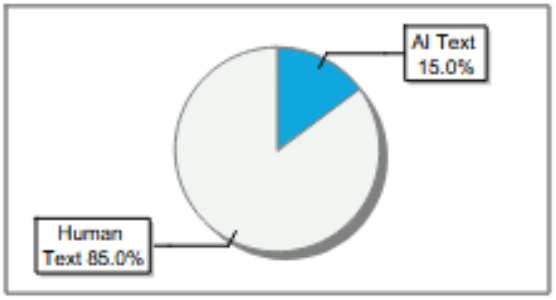
Submission Information

Author Name	MWEBAZA IVAN SEDU/TED/M/013/22
Title	THE RELATIONSHIP BETWEEN REMUNERATION AND WORKP..
Paper/Submission ID	4654808
Submitted By	titustoo@uoeld.ac.ke
Submission Date	2025-11-10 15:22:16
Total Pages	90
Document type	Thesis

Result Information

AI Text: 15 %

Content Matched



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* The content detection system employed here is powered by artificial intelligence (AI) technology.
* Its not always accurate and only help to author identify text that might be prepared by a AI tool.
* It is designed to assist in identifying & moderating content that may violate community guidelines/legal regulations, it may not be perfect.