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Records Creation and Administrative Staff Performance: the Moderator role of Rewards Management in chartered private universities in Uganda

By

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Abstract

The purpose of this article is to examine the interaction effect of rewards management on the association between records creation and staff performance among staff of private universities in Uganda. The article adopts a cross-sectional descriptive and analytical design. The authors employ hierarchical regression modeling to test hypotheses. Using proportionate and simple random sampling procedures, a sample size of 123 respondents was drawn from Ugandan private universities of which a response rate of 84.6 percent was obtained. The magnitude effect of records creation on staff performance depends on rewards management; implying that the assumption of non-additivity is met. The authors used a single research methodology. Researchers in the future could use interviews to triangulate. In order to boost performance of staff in private universities in Uganda, managers should always endeavor to find a viable records creation-rewards management mix that can add value to the organization. This is one of the few studies that focus on testing the moderator effects of rewards management on the records creation-staff performance association in private universities' setting.

Keywords: Uganda, Interaction Effect, Private University, Staff Performance, Records Creation, Rewards Management

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1.0 Introduction

1.1 Background

Organizations' leaders are shifting their attention from the negative employee related concepts towards building blocks for increasing organizational employee performance (Schoffstall *et al.*, 2017). Performance is a pre-requisite for feedback and goal setting processes and programs of an institution (Forth and Bryson, 2019). According to Markos and Sridevi (2010), it is something a staff leaves behind other than the purpose whose aim is to achieve organizational goal. Based on the works of Sofijanova and Zabijakin-Chatleska (2013), performance is concerned with decision making, information processing and cost-effectiveness. It is imperative to note that, in this study, performance is driven by precursor actions such as records creation and the management of rewards. Records creation is a manifestations of records management. This study focuses on the records creation aspect and explore its impact on performance of administrative staff in private universities. Records are a backbone of any organization's performance (Senabulya, 2013; Berner, 2009; Bakkabulindi and Muhenda, 2008) and hence should be well created. Continuity of any organization largely depends on the availability of its useful and reliably created records of its past, present and future activities and programs (Seniwoliba *et al.*, 2017). Senabulya (2013) postulates that records creation is the way records are received, recorded and distributed. The way records are created greatly affects the way staff performs (Senabulya, 2013). When records are well created (Akufo and Musah, 2016), they ensure the whole process is cost effective. Conversely, records creation may not fully impact performance without introduction of actions like rewards management.

Rewards Management is concerned with the formulation and implementation of strategies and policies in order to reward people equitably and consistently in accordance with their value to the organization (Armstrong and Murlis, 2007). It is a combination of actions management takes to specify the level of rewards to be offered to employees, the way they are offered and regulated (Armstrong *et al.*, 2007). Management awards employees in accordance with their skills, competence and market worth that eventually leads to high-level performance at work (Maicibi and Nkata, 2005). Incidentally, many organizations have not practically explored the contribution of the combination of records creation and rewards management such as is the case with private universities in Uganda.

1.2 Problem Statement

Staff performance is reflected in the way the staff make their decisions and process information. According to Sofijanova and Zabijakin-Chatleska (2013), the whole process should be cost effective to the organization. This situation is different in Ugandan private universities as these universities tend to fall below stakeholders' expectations (Asiku *et al.*, 2015). Besides, low performance has been evidenced in incidences of poorly processed or totally unprocessed information by administrative staff which has led to some students missing out on timely graduation (Nkumba University [NU] Academic Registrar's [AR]

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Reports, 2016; 2017 and 2018 and Uganda Christian University [UCU] Academic Registrar's [AR] Reports, 2016; 2017 and 2018). Cases in point include Nkumba University where administrative staff were unable to adequately process results for 12 graduating students in 2016; 16 students in 2017 and 21 students in 2018 (NU AR Reports, 2016; 2017 and 2018). On the other hand at Uganda Christian University, administrative staff were unable to adequately process results for 11 graduating students in 2016, 13 students in 2017 and 19 students in 2018 (UCU AR Reports, 2016; 2017 and 2018).

Failure to process information is a dis-service to students which generally impacts negatively on the reputation of the university. Poor staff performance is also evidenced by the uncoordinated decisions taken by management and administrative staff handling academic and students' records (Osekeny, 2018), the explanation for which remains less researched in recent literature. Indicators of the apparent absence of sound rewards management support, when coupled with the inappropriately created records, may negatively impact the staff performance (Sofijanovna and Zabijakin-Chatleska, 2013). Private Universities seem to ignore rewards management (Maicibi and Nkata, 2005); yet, it is a key factor in enhancing staff performance in organizations based on creation of records. This study endeavours to establish the association between records creation and staff performance with rewards management as a moderator.

2.0 Theoretical anchoring of the study

This study anchors on both the Expectancy Theory of Motivation (Vroom, 1993) and the Records Continuum Model (RCM), (Upward, 1990). Individuals are motivated by an expected effort which leads to performance. In this theory an individual undergoes a process of choosing a way to behave over other ways. The theory assumes that if people think that putting in effort leads to good performance and that good performance brings desirable rewards that satisfy one or more of their important needs, then they would be motivated to make the effort (Vroom, 1993). The theory becomes pertinent for this study in that an assumption by administrative staff that if they put effort in practicing appropriate records creation, their performance will improve; then such staff will be motivated to take the effort to properly create the records under their jurisdiction. The theory is however hampered by the fact that it ignores the issue of managers' participation which perhaps is addressed by the RCM. Based on the RCM, activities and interactions transform documents into records, evidence and memory that are used for multiple purposes over time.

In the RCM, there is an effective management of recorded information through all stages of the continuum. The RCM can be used to explore the conceptual and practical assumptions that underpin the practice. The model is relevant for this study in that since transformed documents into records, evidence and memory can be used for multiple purposes over time; then such records are relevant for performance as a purpose.

Although the RCM explains the practice in records creation, it is limited in addressing the issues of rewarding staff; which probably the Expectancy Theory addresses. The fact that the Expectancy Theory ignores the role of management and leadership in finding out the value system of employees and leveraging it to enhance employee performance; and the fact that RCM is constrained in explaining the issues of rewarding staff, creates a theoretical limitation for either of the two theories to single handedly explain the practice in the association between records creation and staff performance. The authors hence apply a multi-theoretical approach to this study to close the gap. The authors now turn to review literature and develop hypotheses.

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3.0 Literature review and Hypothesis Development

3.1 Records creation and administrative staff performance

In this study, the researcher explored the association between records creation and staff performance. Akufo and Musah (2016), stated that records creation is the capturing of information and later putting it to use. On the other hand, Performance is a pre-requisite for feedback and goal setting processes and programs of an institution (Forth and Bryson, 2019). In this paper performance refers to staff performance. Seniwoliba et al. (2017) revealed that the approach to create electronic records is to adopt new technologies, either by adding data to a database (active) or by automated logging of system updates (passive). In their performance in service delivery, staff continue to create records in electronic mail systems, as web-based publications, and administrative information systems (Seniwoliba et al. 2017). Further, in the procedures of records creation, organizations create records and the administrative assistants, as staff, help in this process (Luyombya and Ndagire, 2020).

Akufo and Musah (2016) further argue that the process of records creation is multifarious, characterized by the conducting of several transactions ranging from admission, assessment, human resources, financial and memos. Institutions and individuals that create records in the conduct of their businesses support administrative work, ensure accountability and meet the needs of society (Shepherd, 2010). Several scholars (Bakkabulindi and Muhenda, 2008; Berner, 2009 and Sennabulya, 2013) have intimated that for institutions to have positive performance at work, there is necessity for complete, accurate and reliable created records.

According to the Information Services Group - ISG Report (2000), absolute performance of public service, including health, education, pensions, land and judicial rights, depend upon created and well-managed records. Additionally, as postulated by Okello-Obura (2011), properly created records support policy formulation, decision making, safeguards the interests of the organization, safeguards the rights of staff and students. Other scholars such as Garaba (2014), Kalusopa and Ngulube (2012) and Keakopa (2006) have indicated that the performance of organizations is a function of well created records. Basis on of the above arguments, it is hypothesized that;

H₁: Records creation is positively associated with administrative staff performance

3.2 Rewards management and administrative staff performance

Staff as employees and technically known as human resource in modern organizations, are rightly considered as the most important assets (Ong and Teh, 2017). Successful organization stems from the effectiveness of job performance of its employees (Kiruja and Mukuru, 2018; Mone and London, 2018). If employees have a limited work efficiency, capability, motivation and organization engagement, it leads to some work issues such as non-functional performance, occurrence of work relocation, and high rate of recruiting employees. Herzberg factor theory states that non- financial rewards are the cause of most employee's motivation. Thus, financial rewards are deficient to the capacity to produce the employees' emotional attachment (DuBrin, 20018).

Rewards is one of the most important strategies for improving employee performance (Randall et al., 1996). Rewards management is effectively carried out to the benefit of the people who work there based on the rewards strategies and policies in place that coordinates and controls the management of these rewards (Anku et al., 2018).

In this study, rewards constitute either monetary or non-monetary rewards. Tangible and intangible rewards, recognition or sanctions have traditionally been used to motivate employees to increase performance (Byamugisha, 2018). Rewards management is concerned

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with the formulation and implementation of strategies and policies to fairly, equitably, and consistently reward people in accordance to the organizational worth (Armstrong and Murlis, 2007). According to Armstrong (2000), Rewards Management is a combination of actions, management takes to specify the level of rewards to be offered to employees for their effort and the way they are offered and regulated. Such actions result into individual and ultimately organizational performance. Maicibi and Nkata (2005) further state that rewards management is a system that consists of an organization's integrated policies, processes, procedures and practices for rewarding its employees in accordance with their skills, competence and market worth; that eventually informs their contribution levels at work. Earlier researchers (Besigye, 2011; Kiggundu, 2009; Kohn, 1993; Guest, 1986 and Holsti, 1969) studied employee needs and made efforts to put in place what could motivate a worker to perform. They in essence made up an assortment of released employee rewards that the employer ultimately would offer. However, it is not known to what extent these rewards are offered to the administrative staff for their performance in Records creation, especially in private universities. In association with rewards, employees consider wages that enable employees to afford needs for their survival (Beardwell and Holden, 1997). For satisfaction, such needs require financial and non-financial rewards.

According to Pearson Education Limited (2008), “performance” is how well or badly someone does something. In this study, the term “performance” will refer to how efficient and effective administrative staff create records. Since rewards in many settings have always been the center piece of the employment association, the manner in which it is managed is likely to influence work outcomes (Lewis, 2001 and Keith, 1985). Harrison (2009) reiterates that good rewards serve to increase employee performance, which refers to how well an employee fulfills the job requirements. Performance depends on how much the employee is motivated to develop and increase his effort to do so which motivation may be in terms of the way rewards are managed in the organization (Zigon, 1998). Based on the above discussion, it is hypothesized thus:

H₂: Rewards Management positively associates with administrative staff performance

3.3: The Moderator role of Rewards Management

Recently, academic investigation has moved from validating relationships between precursor variables like records creation or rewards management (singularly) and outcomes such as performance; to investigating mutual interplay of such precursor variables on given outcome variables. Nonetheless, there is a dearth of literature on studies that have examined rewards management as a moderator of precursor-outcome. The few studies where the moderator role of rewards management has been studied include for example Puni and Asamoah (2018) who examined transformational leadership and job satisfaction with contingent rewards as a moderator. Also, Stewart (1996) examined rewards structure as a moderator of the relationship between extraversion and sales performance. Similarly, (Tzur *et al.*, 2016) studied the moderator role of rewards on the positive and negative effects of self-efficacy on performance. Other scholars such as (Hilton *et al.*, 2021) examined contingent rewards as a moderator of the democratic leadership - organizational performance association.

Additionally, (Voo *et al.*, 2019) examined the moderator role of rewards on the association between individual characteristics and employee innovative behavior. None of these studies has tested the moderator role of rewards management in the association between records creation and staff performance. Already, extant literature has provided an association

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NU	UCU	TOTAL
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between records creation and performance (Akufo and Musah, 2016; Garaba, 2014; Kalusopa and Ngulube, 2012 and Keakopa, 2006). Similarly, several studies have provided a link between rewards management and performance (Lewis, 2001; Keith, 1985 and Harrison, 2009). Yet according to Friedrich (1982) in occasions where two or more variables predict a dependent variable, the researcher must question an interaction effect. Therefore, based on the prior arguments that both records creation and rewards management individually predict staff performance, and Friedrich's assertion; the researchers postulate that rewards management can moderate the records creation – staff performance connection as illustrated in Figure 1. The authors hence hypothesized: *H₃: Rewards management moderates the records creation - administrative staff performance relationship*

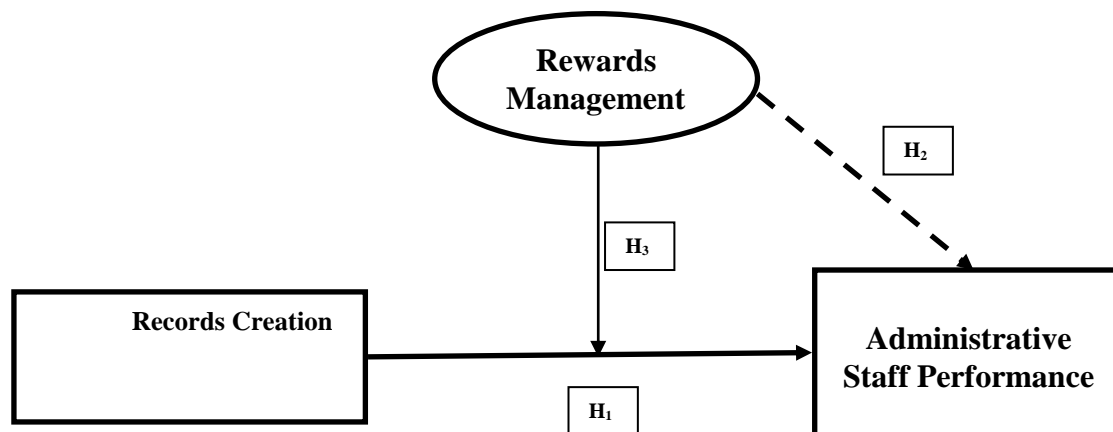


Figure 1: The Records Creation – Rewards Management - Administrative Staff Performance Model

Source: Field survey 2021

Figure 1, shows that records Creation and Rewards Management individually associates with Administrative staff Performance. Also, that Rewards Management moderates the association between Records Creation and Administrative Staff Performance.

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	Population/Sample Size	Population/Sample Size	Population/Sample Size
Top Management Office	18 (13)	05 (3)	23 (16)
Accounts Office	07 (5)	30 (21)	37 (26)
Admissions Office	08 (6)	13 (9)	21 (15)
Academic Registrar's Office	10 (7)	07 (5)	17 (12)
Academic Staff Representatives' Office	01 (1)	01 (1)	02 (2)
Secretaries	8 (6)	02 (1)	10 (07)
Administrative Assistants	05 (3)	38 (27)	43 (30)
Human Resource Department	02 (1)	08 (6)	10 (07)
Alumni office	02 (1)	02 (1)	04 (02)
Public Relations Office	01 (1)	02 (1)	03 (2)
Dean of Students' Office	01 (1)	06 (4)	07 (05)
TOTAL	63 (44)	114 (79)	177 (123)

Table 1: Population vs Sample Size

Narration: NU-Nkumba University, Entebbe; UCU- Uganda Christian University, Mukono
Of all the questionnaire copies distributed, 104 usable questionnaires were returned making a response rate of 84.6%, as shown in Table 2.

Source: Field Data 2021

4.0 Methodology

4.1 Research Design and Participants

This study used a cross-sectional research design (Mukyala *et al.*, 2017; Curran *et al.*, 2006) to establish the association between the study variables. The study adopted a quantitative approach to data collection. Data were collected from individual administrative staff in the private chartered universities in Uganda using a close-ended self-administered questionnaire. The questionnaire was anchored on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). From a population of 177 (NU HR Report, 2016 and UCU HR Report, 2016), a sample size of 123 based on Krejcie and Morgan (1970) sample size determination guidelines was obtained.

Using proportionate and simple random sampling methods, the researchers ensured that all the administrative staff from the private chartered universities were given equal opportunity to participate in the survey (Kumar, 2019) as shown in Table 1).

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Table 2: Demographic characteristics

		Frequency	Percent (%)
University	Nkumba University	43	41.3
	UCU	61	58.7
Gender	Female	49	47.1
	Male	55	52.9
Age	18-30	31	29.8
	30-40	46	44.2
	40-50	16	15.4
	50-60	5	4.8
	60-70	5	4.8
	70 and above	1	1.0
Marital status	Married	59	56.7
	Single	42	40.4
	Divorced	3	2.9
Education	Doctorate	1	1.0
	Master's Degree	35	33.7
	Bachelor's Degree	65	62.5
	Diploma	1	1.0
	Certificate	2	1.9
Terms of employment	On contract	32	30.8
	Full-time	53	51.0
	Temporary	14	13.4
	Part-time	5	4.8
Employment period	Less than 1 year	8	7.7
	1-4 years	33	31.7
	4-9 years	33	31.7
	9-14 years	14	13.5
	14-19 years	11	10.6
	19 years and above	5	4.8
Area of specialization	Records Management	17	16.3
	Office Management	29	27.9
	Database Management	18	17.3
	Information Management	13	12.5
	None of the above	27	26.0

Narration: UCU- Uganda Christian University

Source: Field Data 2021

4.2 Measures

The authors used existing tools that have been tested and used over time to measure the study variables. Records creation was measured in terms of receiving, recording and distributing (Upward, 1990). Records receipt had items such as “*At my university, records are received*

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daily”. Records recording had items such as “*At my university, complete records are recorded accurately*”. Records distribution had items such as “*The registered records at my university are distributed to the right person, in the right format and at the right time.*” Staff performance was measured in form of decision making, information processing and cost-effectiveness, (Sofijanovna and Zabijakin-Chatleska, 2013). Decision-making included items such as “*I am involved in decision making at my university*”. Information processing had items like “*I am able to process required information to the right user*” and cost-effectiveness had items such as “*In handling records, I minimize on time-wasting activities*”. Rewards Management was measured in terms of monetary rewards based on the works of Randall et al., (1996) management which had items like “*My University provides financial Rewards to its employees*” Non-monetary rewards management had items such as “*At my university, management supports training and career development of university staff handling records*”.

4.3 Common Methods Variance and Multicollinearity

The researchers conducted Principal Component Factor Analysis using Varimax Rotation Method. Using this posthoc procedure the researchers attempted to detect whether common methods variance (CMV) was present. By suppressing factors with coefficients below 0.05, researchers sought to detect whether a single factor would emerge or one “general” factor would account for the majority of the covariance in the independent and dependent variables (Podsakoff MacKenzie and Podsakoff, 2012). Results indicate that this study does not materially have the problem of CMV, dismissing reservations by Podsakoff *et al.* (2012), that the effect of CMV has been an insistently mentioned worry in organizational investigation. In this study, the determinant for all variables was way above 0.00001; a sign of the non-existence of multicollinearity (Field, 2009).

4.4 Validity and reliability

Validity was measured in terms of convergent and discriminant validity (Saunders et al., 2007; Sarantakos, 1997). In this study, the researchers determined validity using Exploratory Factor Analysis (EFA) which sought to uncover the underlying structure of a relatively large set of items (Hair et al., 2006). While carrying out EFA, the researchers explored the Kaiser-Meyer-Olkin (KMO) assumptions which determine sampling adequacy and Bartlett’s test of sphericity that determines the significance of correlations (Field, 2006). Results indicated that the acceptable limit for KMO (Field, 2006; Tabachnick and Fidell, 2001) which is 0.70 and above was attained and Bartlett’s test was significant at $p \leq 0.05$ for all the variables - indicating acceptance for factorability. Furthermore, all Cronbach alpha coefficients for all the variables were above 0.7 indicating acceptable reliability (Nunnally, 1978) as shown in Table 3.

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Table 3: Construct Validity and Reliability

Variable	Factors generated by EFA	Cumulative % of variance explained	KMO	Bartlett's Test of Sphericity	df	Sig	Determinant	Chronbach Alpha Co-efficient
Records Creation	3	68.51	.789	205.53	28	.000	0.13	.828
Rewards Management	2	60.18	.865	280.01	28	.000	0.60	.903
Administrative Staff Performance	3	66.63	.835	937.00	105	.000	0.01	.908

Narration: EFA – Explanatory Factor Analysis; KMO – Kaiser Mayor Olkin; df – Degree of Freedom; Sig - Significant

Source: Field Data 2021

Table 4: Correlation analysis, Mean and SD

	Mean	SD	1	2	3
RC(1)	3.125	1.20	1		
RM(2)	3.510	1.42	.155	1	
ASP(3)	3.633	.62	.473**	.498**	1

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

Narration: RC-Records creation; RM-Rewards management; ASP-Administrative staff performance; SD – Standard Deviation

Source: Field Data 2021

4.5 Descriptive statistics and Correlation analysis

The authors provided the Pearson product-moment correlation matrix among the study variables to show whether or not there were associations (Field, 2009). In comparison to the mean, the standard deviation range from 0.62 to 1.42 as shown in Table 4. These are small relative to the mean indicating that the data points are close to the mean, an expression that the mean represents the data observed. Results indicate a positive and significant association between records creation and administrative staff performance ($r = 0.473$, $p \leq 0.01$). This means that improvements in records creation are associated with improvements in the performance of administrative staff. The implication is that a change of 1SD in records creation is associated with a positive change of .498 SDs in administrative staff performance. Again, results have shown that rewards management and administrative staff performance ($r = 0.498$, $p \leq 0.01$) are positively and significantly associated. This means that improvements in rewards management are associated with improvements in the performance of administrative staff. In other words, a change of 1SD in rewards management is associated with a positive change of .498 SDs administrative staff performance. There was no significant association between records creation and rewards management ($r = 0.155$, $p > 0.05$). Other than indicating the direction, strength and significance of the associations, the correlation results provide evidence of support for hypotheses 1 and 2.

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5.0 Results

5.1 Regression Analysis

The researchers further carried out hierarchical regression analysis (Table 5). The analysis aimed at testing hypotheses 1, 2 and 3 as developed in literature review.

Table 5: Hierarchical Regression Analysis

	Model 1	Model 2	Model 3
Predictors	RC	RCandRM	RC, RM and RC*RM
<i>Step 1</i>			
Constant	2.872***	2.314***	1.075***
RC	.473***		
<i>Step 2</i>			
RC		.406***	
RM		.435***	
<i>Step 3</i>			
RC			.322***
RM			.339***
RC*RM			.506***
R	.473	.639	.803
R ²	.224	.409	.645
Adj.R ²	.216	.397	.635
R ² change	.224	.185	.237
F-change	29.427	31.529	66.816
Sig of F-change	.000	.000	.000
Regression	8.867	16.180	25.562
Residual	30.736	23.424	14.042
Total	39.604	39.604	39.604

***. Correlation is significant at the 0.001 level (2-tailed)

Narration: RC: Records Creation; RM: Rewards Management; RC*RM: Interaction term
Dependent Variable: Administrative Staff Performance

Source: Field Data 2021

The researchers entered records creation in the 1st model to predict administrative staff performance. Furthermore, the researchers added rewards management to records creation in the 2nd Model to predict administrative staff performance. In the 3rd model, the researchers added the interaction term (Records Creation* Rewards Management) to both records creation and rewards management to predict administrative staff performance. In Table 5 model 1, RC ($\beta = .473$, $p \leq 0.001$) predicted ASP. When RM was entered in model 2 and added to RC to predict ASP, both RC ($\beta = .406$, $p \leq 0.001$) and RM ($\beta = .435$, $p \leq 0.001$) emerged significant predictors of ASP. In model 3, when the interaction term was added, not only did RC ($\beta = .322$, $p \leq 0.001$) and RM ($\beta = .339$, $p \leq 0.001$) remain significant predictors of ASP but also the interactive term i.e. RC*RM ($\beta = .506$, $p \leq 0.001$), emerged a positive and significant predictor of ASP. Besides, the regression coefficients in model 1 (Adj.R² = .216, $p \leq .0001$), model 2 (Adj.R² = .397, $p \leq 0.001$) and Model 3 (Adj.R² = .635, $p \leq 0.001$) of the independent variables on the dependent variable, ASP, varied at an increasing rate. Certainly, these results provide sufficient evidence that first, H₁ which states that records creation and administrative staff are positively associated, is supported. This implies that positive changes that occur in

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records creation may result into positive changes in administrative staff performance. Second, **H₂** which states that rewards management and administrative staff are positively associated is also supported. This implies that positive variations that occur in rewards management may improve positive variations in administrative staff performance. Third, **H₃** which states that rewards management moderates the relationship between records creation and administrative staff performance is supported. The results demonstrate that the interaction term boosts the main effects (Records Creation and Rewards Management) to explain the variance in administrative staff performance. Consistent with Friedrich (1982), the regression model used to test the hypothesis implies that the contribution of records creation is dependent on the contribution of rewards management in explaining performance among administrative staff in private chartered universities.

6.0 Discussion, Conclusion, Implications, Limitations and Recommendations for future studies

6.1 Discussion

The authors in **H₁** sought to examine the records creation - administrative staff performance relationship. Results revealed a positive and significant connection between the two. This suggests that administrative staff's endeavor to create records on a daily basis, may ultimately result into performance of staff. The study validates that for administrative staff to make fitting decisions, process appropriate information for use and enable the university to run cost-effectively; appropriate records creation may play a wide-ranging part. In this study it is imperious to note that by administrative staff receiving, recording and distributing information using pen and paper, computer or other storage devices, they create complete records. Such action may perhaps be suitable for performance to take place in form of decisions taken or savings made for the organization.

The findings are consistent with scholars such as Shepherd (2010) who asserts that institutions and individuals that create records in the conduct of their business ensure accountability and meet the needs of society. The study further argues that performance of administrative staff may well be a function of records creation that is accurate and centralized with a supervising or coordinating responsibility. By staff following the right procedures in the creation of records, they make them reliable which may augment arrangements like taking informed decision or making the institution become cost effective in its operations. The study extends the RCM, (Upward, 1990) which broadly assumes that, a continuum of activities and interactions transform documents into records, evidence and memory that are used for multiple purposes over time; in this case the performance of administrative staff.

The researchers also sought to test the association between rewards management and staff performance in **H₂**. The findings proved a positive and significant association. The implication is that, when private universities management provide financial rewards to its employees such as attractive salaries and benefits, the staff are likely to demonstrate increased performance. Such performance may be in form of the ways they take decisions; process information or render the organization cost effectiveness. The study further argues that performance indications of properly processed information or well taken decisions may be a function of the perception of staff in private universities' that the salary paid to them is the same as that paid to those employees at their levels whether internally or in competing institutions.

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This study hence proves the fact that a staff is contented with the salary one gets, the likely result is improved performance. It is worth noting that some rewards may not be monetary. Based on this study, private university management endeavours to recognize staff sustained outstanding performance over a long period of time most likely create a staff that is able to take informed decisions, act within the guidelines to enable the organization be cost effective and probably appropriately process information. The study further demonstrates that by management recognizing staff efforts for making a difference in how they perform their roles, the overall performance of the individual and the organization improves. Some other way staff in private universities could be rewarded is by management offering annual bonus in appreciation of its output achievement. This also may enhance performance.

The results confirm those of earlier scholars such as Maicibi and Nkata (2005) who argued that rewards management eventually informs individuals' contribution levels at work. In this study, it is proved that management engagements in providing non-monetary rewards like management support in training and career development to university staff increases performance. The study demonstrates that for staff to take appropriate decisions or act cost effectively, giving them responsibility at work or inviting them to attend meetings pays a significant role. This study also validates the fact that when management in private universities rewards its administrative staff differently according to their contribution, results into increased performance. Additionally, the study authenticates, performance is a consequence of actions by management in private universities such as providing training as a form of education to develop staff knowledge and skills.

In **H₃** the authors sought to examine the moderating effect of rewards management on the relationship between records creation and administrative staff performance. The results attest to this effect. Since the multiplicative term in the regression model was significant, it implied support for **H₃** which states that rewards management moderates the association between records creation and staff performance. This means that the contribution of records creation depends on the contribution of rewards management in the performance of administrative staff in private universities. These results indicate that records creation and rewards management pose a magnitude effect on staff performance among administrative staff in private universities; hence meeting the assumption of non-additivity (Jose, 2008; Bennet, 2000; Aiken and West, 1991; Friedrich, 1982).

The results imply that records creation and rewards management must co-exist to influence staff performance in Ugandan private universities. In other words, staff performance improves as records creation and rewards management levels increase, further implying that a multiplicative effect of records creation and rewards management is significant for staff performance in Ugandan private universities. The study results depict that combining the two elements (records creation and rewards management) will enrich performance and catalog into higher staff performance than what one of the variables would have single-handedly recorded. The findings of this study have therefore proved the interplay of records creation and rewards management as material in influencing staff performance in private universities in Uganda.

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6.2 Conclusion

Both records creation and rewards management have emerged positive and significant predictors of staff performance. Irrefutably, the significant multiplicative effects of records creation and rewards management on staff performance attest to a conditional connection; thus satisfying **H₃**. Also, the interaction term is non-additive and its inclusion in the model gave rise to monotonic interactions. Subsequently the interaction term amid records creation and rewards management is multiplicative; implying there is more to envisage than simply the main effects of each of the independent variables. Since the results are based on a cross sectional study, the authors maintain that the application of these study findings be used with maximum caution in other sectors.

6.3 Implications

6.3.1 Practical implications

Principally, the study has introduced an absolute understanding of the consequence of records creation and rewards management on performance among administrative staff in private universities. The study hence endorses management efforts in private universities to improve staff performance which can be facilitated through the appropriate records creation and rewards management. Management in private universities needs to appreciate that the records creation and rewards management in the private education sector is inevitable, given the competitive forces that are ravaging the contemporary globe.

Accordingly, management can strengthen ingenuities to increase understanding and reception of the records creation and rewards management mix that boosts staff performance in private universities in Uganda. It is high time that private universities altered their management panaches and outdated management replicas that do not capture appreciation of records creation and rewards management as a major component. Outstandingly, present and imminent university management must know that private organizations including universities are changing so rapidly that everything is dependent on their policies on records creation and rewards management. Provided the fact that the interactive term, records creation and rewards management was found to be significant and non-additive, prominence should be put in refining policies that heighten suitable records creation and rewards management since they make worthwhile blends that forecast staff performance. The study exhibits that private universities' emphasis on apt policies for records creation and rewards management would enrich staff performance.

In study, the authors aver that in order to increase staff performance in private universities in Uganda, management should attempt to establish and implement a feasible records creation and rewards management blend that increases staff performance. Management in private universities should explore ways and means to create a conducive climate for their employees to appropriately create records. Illustratively, private universities management may introduce programs that involve employees to take part in decisions that relate to records creation in the organization. Correspondingly, it is also vital to work on the precursors of rewards management as it moderates the relationship between records creation and staff performance. These results similarly hold far-reaching inferences for Human Resource Managers. Professionally, they need to grab the chance to assist with appraisal tools that render institutions tick. Instead of the predictable and apparently impartial approach that has characterized performance appraisals to date, assessing of employees' performance should be tailored towards instant and clear-cut measures that entail the institutions' contribution in form of records creation and rewards management.

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6.3.2 Theoretical implications

The study has tried to confirm or disconfirm whether the theoretical bedrocks of records creation and staff performance are empirically upheld in private universities. Subsequently, the study has contributed to both the Expectancy Theory and the RCM debate in the private education sector. In spite of different scholars' contradictory opinions on what constitute records creation and rewards management, this study conveyed the true configuration of records creation and rewards management, in Ugandan private universities' setting. Also, the study has thrown more light on the multiplicative upshot of records creation and rewards management on staff performance in the private universities' setting. These findings on non-additive effect of records creation and rewards management on staff performance have consequently revealed the matter of diverse predictors that amalgam to explain staff performance; hereby permitting this study to address the misperception or inconsistencies that exist in prevailing literature.

6.4 Limitations and proposals for further study

The study bases its findings on a sample of two private universities. This may not be fully representative for all private universities. It hence requires that the study be replicated in other universities - private or public; with different socio-economic backgrounds so as to generalize the research findings. It is obvious that the creation of records and management of rewards differs from institution to institution. The study is also affected by the methodology used for measuring records creation and rewards management. Although the concepts have been defined as accurately as imaginable by illustrating pertinent literature and authenticated by experts, the dimensions applied may not seamlessly epitomize all the dimensions of each variable. Future studies could implement the study in terms of a longitudinal research design.

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