

**MAKERERE UNIVERSITY**

**MAKERERE UNIVERSITY BUSINESS SCHOOL**

**NON MONETARY REWARDS, TEACHER ENGAGEMENT, ORGANIZATIONAL  
CITIZENSHIP BEHAVIOUR AND TEACHER PERFORMANCE IN PRIVATE  
SECONDARY SCHOOLS IN KAMPALA, MUKONO AND WAKISO DISTRICTS**

**BY**

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**PLAN A**

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**Declaration**

I, KIIRYA ALONE, declare that the work presented in this dissertation has never been submitted for a degree in any university of higher learning.

All the work contained is original unless otherwise stated.

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**Approval**

This is to satisfy that this dissertation has been submitted in partial fulfillment of the requirements for the award of the degree of Master of Human Resource Management of Makerere University with my approval as university supervisor.

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**Dedication**

To my Mother Nabirye Ruth, who brought me into this world. Secondly, to my Guardians Herbert kabuluku and Ruth Palomo, with out them, I would not have reached this far. My sister Elena, without her financial sacrifice, I would not have joined the field of intelligencia.

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### Abbreviations

**OCB..... Organizational citizenship behaviour**

**N. M. R.....Non monetary rewards**

**T.E.....Teacher engagement**

**T.P.....Teacher performance**

## **Abstract**

This study investigated the relationship between non-monetary rewards, teacher engagement, and organizational citizenship behavior and teacher performance in private secondary schools in Uganda. The objectives included the relationship between 1) non-monetary rewards and teacher engagement, 2) non-monetary rewards and organizational citizenship behavior, 3) teacher engagement and teacher performance, 4) organizational citizenship behavior and teacher performance. A conceptual frame work relating the independent variables to the dependent variable was developed. Across quantitative survey design was used to collect data from selected private secondary schools through use of quantitative approach.

The researcher used convenience sampling to select 520 teachers from 30 selected private secondary schools who comprised of the study. A self administered Questionnaire was used to collect data and analyzed using a statistical package for social scientists ( SPSS) software.

The findings revealed significant positive correlation between, teacher engagement and teacher performance ( $r = .592^{**}$ ), organizational citizenship behavior and teacher performance ( $r = .502^{**}$ ). There was a significant positive correlation between non-monetary rewards and teacher engagement ( $r = .718^{**}$ ), non-monetary rewards and organizational citizenship behavior ( $r = .477^{**}$ ). The study also revealed that non monetary rewards, teacher engagement, and organizational citizenship behavior predicted up to 49% of the variance in teacher performance.