

SECTION B: REWARD PROCESS OF THE NATIONAL HEALTH INSURANCE

6. NHIS has a reward process and system for its staff?

a. Strongly Agree b. Agree c. Disagree d. Strongly Disagree

7. Do you believe (think) that the criteria for reward and compensation are job related?

Yes No

8. Are you satisfied with criteria listed in employees Reward and compensation form? Yes

No

Yes No

9. Are you allowed to participate in reward and compensation process Yes No

Yes No

10. Do management of NHIS and employees hold post-reward and compensation meetings to discuss employee's reward and compensation results?

Yes No

11. If Your answer for question no 10 is yes when do post reward and compensation meetings take place (Please tick as many as you think for question number 11)

A. Immediately after reward

B. After many days of reward

C. Whenever employees request for it

D. When the management of the company feels it appropriate

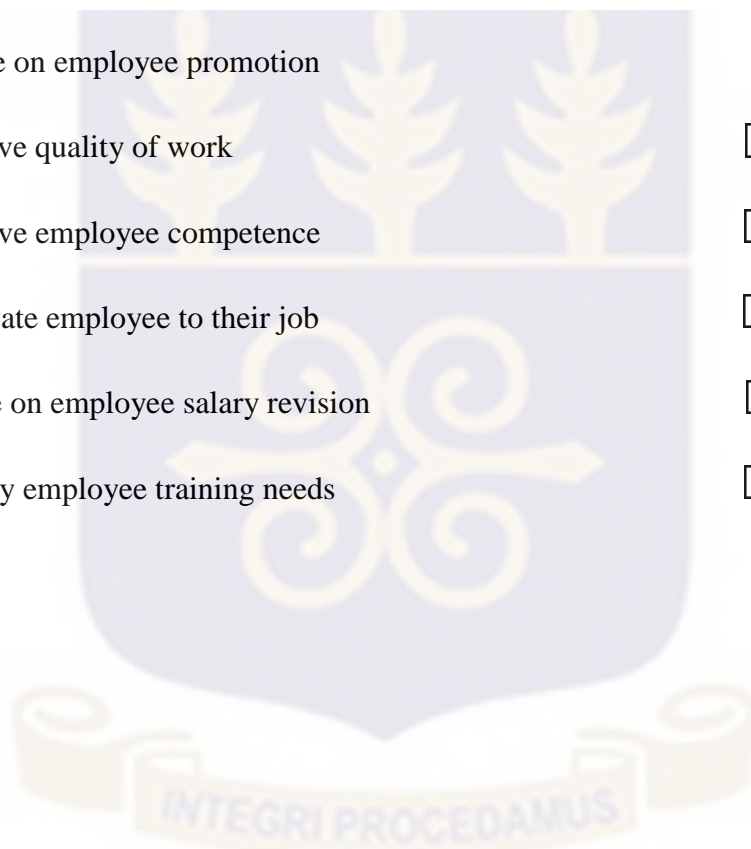
12. How often does reward and compensation conducted in your organization? A. Once a Year B. Four times a Year C. Twice a Year D. More than four times a Year

13. What ‘’ should’’ be the primary purpose of employee reward and compensation? (More Than One Answer Is Possible Here)

- A. To improve quality of work
- B. To motivate employee to their job
- C. To improve employee competence
- D. To reward out strongly competent employees
- E. To identify employee training needs and employee transfer
- F. To decide employee promotion and employee salary revision

14. The primary Purpose of the current employee reward and compensation is

- A. To decide on employee promotion
- B. To improve quality of work
- C. To improve employee competence
- D. To Motivate employee to their job
- E. To decide on employee salary revision
- F. To identity employee training needs



15. Please indicated your view on the reward processes of the organization by using the following scale: 1 = Strongly Disagree 2 = Disagree 3= Agree 4 = Strongly Agree

| PROCESSES | Strongly Disagree | Disagree | Agree | Strongly Agree |
|--|-------------------|----------|-------|----------------|
| The company finds and hires employees that are qualified to meet the goals and objectives of the company | | | | |
| The company observes their work, whether they are meeting their requirements. | | | | |
| the organization decides how to motivate its employees | | | | |
| After the reward has been distributed, the organization should analyse how it affects future performance | | | | |

16. Kindly outline other effective reward procedures of the organization

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17. How effective have the reward systems of the NHIS been?

- a. Very effective b. somehow effective c. Not effective

SECTION C: HUMAN CAPITAL ELEMENTS THAT PREDICT REMUNERATION AND PROMOTION AT THE NATIONAL HEALTH INSURANCE

18. Please indicated your view on the human capital elements that predict remuneration and promotion by using the following scale: 1 = Strongly Disagree 2 = Disagree 3= Agree 4 = Strongly Agree

| ELEMENTS | Strongly Disagree | Disagree | Agree | Strongly Agree |
|--|-------------------|----------|-------|----------------|
| Creativity and innovation | | | | |
| Knowledge and skill | | | | |
| Value added | | | | |
| Competitive advantage | | | | |
| Increasing the customer's satisfaction from the organization | | | | |

20. Which of the following human capital characteristics is highly exhibited by Staff of NHIS? (You May Tick More Than One).

- a. knowledge b. creativity c. innovation d. energy e. learning

21. To what extent does the human elements of the organization predict remuneration and reward?

- a. Very large extent b. large extent c. Low extent
 d. Very low extent

22. Kindly outline human elements that predict remuneration and reward in the organisation

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Section D Relationship between human capital and reward

1. Since joining this organization, have you been promoted YES NO?
2. What can you say is the reason for your promotion?
3. With the exception of annual salary increment have you received any benefit
(reward)for work done in this institution YES NO
4. If yes in what form was the compensation (reward).....

Kindly state your views on the following statements

5. Generally, the reward system here is based on merit Agree Disagree
6. Generally the reward system here are based on political reasons Agree
Disagree

SECTION E: RECOMMENDATION

23.. Kindly give recommendations on how the human capital can further enhance remuneration and rewards in NHIS

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THANK YOU

APPENDIX B

ASSESSING HUMAN CAPITAL AS AN ELEMENT THAT INFORMS
REMUNERATION AND PROMOTION (REWARDS)

A CASE STUDY OF THE NATIONAL HEALTH INSURANCE AUTHORITY

MANAGEMENT INTERVIEW GUIDE

Dear respondent

This study is designed for academic purpose. The study seeks to assess the human capital as an element that predicts remuneration and promotion (rewards) a case study of the national health insurance scheme. You are however assured that information provided to complete this questionnaire would be treated with the strictest confidentiality.

1. For how long have you worked with this institution.....
2. What is your role here?.....
3. What is your position?.....

REWARD PROCESS OF THE NATIONAL HEALTH INSURANCE

4. Do you think that employees have a procedure for pursuing their grievances and having them addressed objectively in this institution? Yes No

If yes explain.....

If no explain.....

5. Do you think the system of reward and compensation of your organization enables it to maintain and promote its employees? Please explain.....

.....
.....

6. Do you think that the current reward system in this organization is appreciated or abortive?

A. If appreciated why?

B. And B. If abortive why?

7. In relation question 6 will you recommend some ways on how it will be redesigned?.....

8. What are the main purposes of reward and compensation in your organization?
.....
.....

9. In what range do performance ratings of the majority of workers in your organization often fall?
.....

10. Which reward and compensate technique do you use in organization?.....
.....

11. What kind of evaluation criteria (form) do you use in your organization to compensate and reward and promote your employees?.....
.....

HUMAN CAPITAL ELEMENTS THAT PREDICT REMUNERATION AND PROMOTION AT THE NATIONAL HEALTH INSURANCE

12. What human elements do you look for in compensating and promoting your employees in this organization?.....
.....
.....

13. What will your recommend to improve the reward and compensation system in this organization?.....
.....

THANK YOU

Appendix C

Table Relationships between employees reward and human capital elements

| | | knowledge | creativity | innovation | energy | learning | technical | promotion | compensation |
|--------------|---------------------|-----------|------------|------------|--------|----------|-----------|-----------|--------------|
| Knowledge | Pearson Correlation | 1 | | | | | | | |
| | Sig. (2-tailed) | | | | | | | | |
| Creativity | Pearson Correlation | .052 | 1 | | | | | | |
| | Sig. (2-tailed) | .703 | | | | | | | |
| Innovation | Pearson Correlation | -.018 | .094 | 1 | | | | | |
| | Sig. (2-tailed) | .893 | .489 | | | | | | |
| Energy | Pearson Correlation | .019 | .009 | .140 | 1 | | | | |
| | Sig. (2-tailed) | .890 | .948 | .304 | | | | | |
| Learning | Pearson Correlation | .190 | -.073 | .043 | -.015 | 1 | | | |
| | Sig. (2-tailed) | .160 | .593 | .755 | .914 | | | | |
| Technical | Pearson Correlation | -.121 | .198 | -.033 | -.050 | -.262 | 1 | | |
| | Sig. (2-tailed) | .376 | .143 | .809 | .715 | .051 | | | |
| Promotion | Pearson Correlation | .030 | .020 | .078 | .094 | .090 | .106 | 1 | |
| | Sig. (2-tailed) | .825 | .886 | .571 | .494 | .513 | .440 | | |
| Compensation | Pearson Correlation | .083 | -.143 | -.094 | -.175 | -.031 | -.202 | -.156 | 1 |
| | Sig. (2-tailed) | .543 | .294 | .492 | .197 | .820 | .136 | .250 | |

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

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