

**EFFECT OF NON-MONETARY REWARDS ON EMPLOYEE PERFORMANCE IN
HOMABAY COUNTY GOVERNMENT**

BY

APUKO BEATRICE AKINYI

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DECLARATION

By student:

I declare that this research proposal has not been presented anywhere for any award and that all sources of information have been acknowledged by means of references.

Apuko Beatrice Akinyi, REG. NO: MSC/BE/00045/2018

Sign..... Date.....

By Supervisor:

This research proposal has been submitted with my approval as the university supervisor

Dr. Ntongai Samson Jeremiah (Ph.D.)

Department of Business Administration

School of Business and Economics

Maseno University

Sign..... Date.....

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My parents and siblings, for their continued love and support.

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Last but not least, I give thanks to Otuko Joshua for his support throughout this journey.

DEDICATION

This project is lovingly dedicated to my parents who have been my constant source of inspiration. They have given me the drive and discipline to tackle any task with enthusiasm and determination. Without their love and support this project would not have been made possible.

ABSTRACT

The Constitution of Kenya among other changes allows for the establishment of forty-seven (47) County Governments which has the main mandate to give local people and communities an opportunity to make decisions and manage their own affairs through their elected leaders and representatives. Despite Homa Bay County spending 70% of its total budgetary allocation on recurrent expenditure like salaries and allowances, it was still struggling with poor service delivery and staff performance issues such as chronic absenteeism, poor working conditions, strikes and rampant corruption . This suggests that monetary rewards alone in form of salaries and allowances are not enough measures to incentivize higher staff performance and cause greater motivation among staff in county government. Literature suggests that Non-monetary rewards has a potential for improving employee performance, service delivery and contribute to achievement of organizational goals. Past empirical studies on non-monetary rewards have linked various aspects of its elements such as employee recognition, flexi time and training and development to other variables like job satisfaction, employee behaviour and attitude, organizational performance and employee motivation. None of these studies established the link between non-monetary rewards and employee performance. Consequently, the effect of employee recognition, flexi time and training and development on employee performance particularly in the context of county government is not known. Therefore, the purpose of this study is to examine the effect of non-monetary rewards on employee performance in Homa bay County. Specifically, the study sought to establish the effect of employee recognition, flexi time and training and development on employee performance. The study will be guided by Herzberg theory in correlation study design. The study population constitute 372 employees of HBCG out of which a sample of 146 respondents was selected using stratified sampling techniques. Validity of the research instrument was established through expert review while the reliability test yielded a Cronbach's Alpha coefficient of between 0.716 and 0.852. The findings revealed that non-monetary reward explained 62.7% ($R^2=0.627$) variation in employee performance. It was further revealed that only two dimensions of non-monetary reward namely: employee recognition ($B = 0.401, p = 0.00$) and Training and Development ($B = 0.422, p = 0.00$) had significant positive effects on employee performance while Flexi-Time ($B = 0.150, p = 0.100$) had an insignificant positive effects on employee performance. The study concludes that employee recognition and training and Development are both critical antecedents of employee performance in HomaBay County. Therefore, the study recommends that the practices of the employee recognition and training and development be enhanced to significantly increase the level of employee performance. The results of the study may be useful for the County Government administration human resource reward policy formulation that might enhance employee performance and effective service delivery.

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LIST OF ABBREVIATIONS

HBCG

Homa Bay County Government.

OPERATIONAL DEFINITION OF TERMS

Non-monetary rewards: Compensation given in a transaction which does not involve cash.

Employee Recognition: The acknowledgment of a company's staff for exemplary performance.

Flexi – time: A system of working a set number of hours with the starting and finishing times chosen within agreed limits by the employee

Training and development: Employee training and development implies a program in which specific knowledge, skills and abilities are imparted to the employees, with the aim of raising their performance level, in their existing roles, as well as providing them learning opportunities, to further their growth.

Employee Performance: The job-related activities expected of a worker and how well those activities are executed.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This section presents information on the background of the study, statement of the problem, and objectives of the study. It also looks at hypotheses of the study, scope of the study, justification of the study, as well as conceptual framework underpinning the study.

According to Armstrong (2010) reward management is defined “as the strategies, policies and processes required to ensure that the value of people and the contribution they make to achieving organization, departmental and team goals is recognized and rewarded”. Armstrong and Murlis (2004 p3) defined reward management “as the process of formulating and implementation of strategies and policies that aim to reward people fairly, equitably and constantly in accordance with their value to the organization. It also deals with the design, implementation and maintain of reward processes and practices that are geared towards the improvement of organizational, team and individual performance” (Armstrong and Murlis 2004).

Rewards include both monetary and non-monetary rewards. Monetary rewards enhance the direct satisfaction of employees and non-monetary rewards are helpful for the recognition of employees and that recognition is a motivational tool for the employees and leads to the work engagement (Burgess & Ratto, 2003). Non- monetary incentives are rewards other than money, for instance recognition, training and development for employee’s learning needs, and flexibility of working hours (Burgess &Ratto, 2003). The organizational performance can be raised to the highest level by offering non-monetary rewards to the workers/employees (Heyman and Ariely, 2004). In surveys of students and workers, 72 percent and 53 percent, respectively, say that “A job where I can make an impact” is very important or essential to their happiness (Net Impact 2012).

According to Nikos Andriotis (2018) Employee recognition is the acknowledgment of a company’s staff for exemplary performance. Recognition is one of the most important things you can do to increase retention and lower turn overs. In fact, research from Deloitte (2016) found that: “Organizations with recognition programs which are highly effective at enabling employee engagement had 31% lower voluntary turnover than organizations with ineffective recognition programs.” A 2012 SHRM survey found that: “Companies with strategic recognition reported a

mean employee turnover rate that is 23.4% lower than retention at companies without any recognition program. Employee recognition, according to Harrison (2005), involves the timely, informal and/or formal acknowledgement of a person's behavior, effort or business result that supports the organization's goals and values, and which clearly has been beyond normal expectations. As rightly stated by (Nyakundi, Karanja, Charles & Bisobori, 2012) the aim of employee recognition is to allow individuals to know and understand that their work is valued and appreciated, provides a sense of ownership and belongingness, improves morale, enhances loyalty and increases employee retention rate in the organization. , a study from the Hay Group indicated that factors such as recognition for a job well done, respectful treatment, and coaching through constructive feedback were considered more important than pay in terms of worker commitment (Stum, 1998).

Empirical studies on employee recognition and performance exists but in different context. For instance, Lynn (2006) studied on the impact recognition on employee's performance in Bemis Company and found that employees appear to be less satisfied in their jobs if they receive little or on recognition. Elsewhere, Njoya (2017) found that employee performance in public educational institutions was affected negatively as salaries, fringe benefits and job security were weak. Wairimu (2017) studied on the effect of motivation on employee performance in PAM limited Nairobi and found that monetary packages were not enough rewards for employees to perform as the employees also sought for better recognition systems. Selina (2013) and Tarisai (2013) looked at recognition of employees and their performance and found that recognition had a positive impact on employee performance. Elsewhere, Rashmi (2017) studied on impact of rewards on employee performance. This study however focused both on monetary and non-monetary rewards and he came up with the findings that both affect employee performance. Furthermore, the studies suffer from several limitations, for example, Njoya (2017) utilized convenience sample thereby limiting the generalizability of the result to the wider population. Wairimu (2017), Tarisai (2013) and Selina (2013) adopted descriptive survey design which may pose a risk of certain level of bias due to lack of statistical tests. Lynn (2006) only considered a sample of 31 respondents which was too low to makes global generalization of results difficult. Moreover, most studies (Njoya, 2017; Wairimu, 2017; Tarisai, 2013; Selina, 2013; Lynn, 2006 and Rashni, 2017) concentrated their analysis in other sectors such as education, service industry, companies and public sector whose contexts differ from and is not related to the context of county governments. Subsequently, none of these reviewed past studies (Njoya, 2017; Wairimu,

2017; Tarisai, 2013; Selina, 2013; Lynn, 2006 and Rashni, 2017) focused on the effect of employee recognition on the employee performance particularly in the context of county governments. Consequently, the effect of employee recognition on employee performance in county governments is not known.

Flexible work practices allow employees the freedom to work outside the standard work schedules. (Hill, Martinson, Ferris, & Baker, 2001). According to Rau (2003) flexible work practices are different forms of working schedule that enables employees to work outside the normal work day. Some of various forms of flexible work practices include – telecommuting, compressed hours, shift, flexi-time and annualized hours (Kelly & Kalev, 2008). According to Golden (2008) flexible practices is not a new concept and has been used by other organization. This has been made possible because of technological advancements. Some of Flexible work practices used in organizations today include: flexitime: this arrangements enables as to work from home or office; compressed hours: enables employees to work for extra hours in order to get an off; Part time: this is working for less time in a week; Job sharing: this enable two people to share a full time job, thus they alternate either two days in a week depending on the arrangement (Golden 2008). . According Tang and Dermid (2008) a survey carried out found that 87% of workforce preferred flexible work and this would take priority when looking for new employment. Employees' absenteeism reduces as a result of work scheduling (Kelly, Kalev, Kossek & Hammer, 2008). As a result of practicing this schedule flexibility the organizations productivity improves. Research has shown that organization using schedule flexibility tend to perform better (Combs, Hall & Ketchen, 2006.)

From the empirical studies done, it is evident that the concept of employee recognition was studied by different scholars in different context. For instance, Njiru (2016) sought to establish the effect of flexible work practices on employee performance in the ministry of interior and coordination of national government in Embu County and found a positive relationship between the two. Giovanni's (2015) studied on Flexible Employment Arrangements and employee Performance in Britain and found that indeed it had a significant influence, however it becomes insignificant for those who have low influence and implement the compressing hours employment type, while it is negative for teleworking. Kiprono ,2018; Erkurt and Funda ,2014; Osioma,Ingozi and Ifechi,2015; and Mwebi, 2015; both examined flexible working hours and employee performance on various aspects and they all had a similar finding to that of Njiru

,2016; which stated that there was a positive relationship between flexible working hours and employee performance . Sirma (2015) explored the relationship between work life balance practices and employee performance in UN women and found out that there was a positive influence of the variable in employee performance. However, the above reviewed studies are not without limitations. For instance, Sirma (2015) and Kiprono 2018 adopted descriptive design in their study. The problem with such methodology when deployed alone is that it may be affected by extreme values hence compromises the findings. Moreover, research results may reflect certain level of bias due to the absence of statistical tests and such design are not helpful in identifying cause behind described phenomenon. Some study, Erkurt and Funda (2014 adopted an online survey which can prove to be unreliable because the gadgets being used could go off there by making collection of data difficult. Furthermore, most studies reviewed (Njiru, 2016; Kiprono ,2018; SSirma, 2015; Funda, 2014; Ifechi, 2015) focused on hospitals, corporate sector, public sector and banking sector. None of the above reviewed studies looked at the county government sector despite numerous challenges associated with the performance of employees in such organizations. Moreover, all the above studies (Njiru ,2016; Kiprono, 2018; SSirma, 2015; Funda, 2014; Ifechi, 2015) looked at how flextime is related to employee performance. None of them focused on the effect of flexi time on the employee performance particularly in the context of county governments.

Training is viewed as a systematic approach of learning and development that improve individual, group and organization (Goldstein& Ford, 2002) in Khawaja & Nadeem (2013). According to Manju & Suresh (2011), training serves as an act of intervention to improve organization's goods and services quality in stiff competition by improvements in technical skills of employees. According to Goldstein I. L. & Ford K. (2002) Training and development play an important role in the effectiveness of organizations' and to the experiences of people in work. Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market (McKinsey, 2006). To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also affect employee motivation and commitment (Meyer and Allen, 1991. According to (Shelley Frost 2019) When employees recognizes their organization interest in them through offering training programs, they in turn apply their best efforts to achieve organizational goals, and show high performance on job). Training affects employees' behavior and their working skills which results into employees enhanced performance as well as

constructive changes (Satterfield & Hughes, 2007). Training is most effective way of motivating and retaining high quality in human resources within an organization (Kate Hutchings, Cherrie J.Zhu, Brain K, Cooper, Yiming Zhang & Sijun Shao, 2009).

Empirical studies suggest that the concept of training and development has been studied extensively by different scholars in different context. For instance, Neelan (2014) studied on the impact of training and development and employee performance and productivity United Banks Limited in Pakistan and found out that there was positive significance between the two. Similarly, Kesen (2016) found out that extensive training plans could be used to increase employee performance. Enga (2017) studied the effect of training and development on employee performance and found out that training needs were to be identified and programs organized to address the needs as it would go a long way in improving workers performance and organizational performance too Shafiq (2017) and Abdul (2014) looked at training and development as a tool for employee performance and they had variables like on job training, off job training, job enrichment and training design. Although Abdul had a general view that T&D had a positive impact on employee performance, for Shafiq (2017) job enrichment had the most impact on employee performance. Elsewhere, Elnaga (2013) and Boadu (2014) linked employee training and development to performance and found positive relationship between the two variables. Furthermore, the studies suffer from several limitations, for example Neelan (2014), Shafiq (2017) and Raja (2011) adopted descriptive survey design which may pose a risk of certain level of bias due to lack of statistical tests. Elnaga (2013) only considered use of case studies which may not be well suited to capturing non interaction-based requirements of a system. Case studies may not be object oriented. (Neelan, 2014; Shafiq, 2017; Boadu , 2017; Abdul, 2011; and Elnaga, 2013) focused on impact of training and development on employee performance. Kesen (2016) studied on T&D and turnover, Enga (2017) on T&D on organizational performance. Moreover, most studies (Neelan, 2014; Kesen, 2014; Enga, 2017; Shafiq, 2017; Boadu ,2014; and Abdul, 2011) concentrated their analysis in other sectors such as private companies, service industries, banking and public sector whose contexts differ from and is not related to the context of county governments. Subsequently, none of these reviewed past studies Neelan (2014), Shafiq (2017) Boadu (2017), Abdul (2011), Enga (2017), and Elnaga (2013), Kesen (2016) focused on the effect of training and development on employee performance particularly in the context of county governments.

According to around (Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010) the term “employee performance” signifies individual’s work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers) . To satisfy customers, firms do much effort but do not pay attention on satisfying employees. But the fact is that customer would not be satisfied until and unless employees are satisfied. Because, if employees are satisfied, they will do more work therefore ultimately customers will be satisfied (Ahmad, 2012). Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Azar and Shafighi, 2013).

According to Gabriel Lubale (2012) the quest for a devolved system of governance in Kenya popularly referred to, as ‘ugatuzi’ has been a longstanding one. The promulgation of the Constitution of Kenya 2010 (CoK 2010) on 27 August 2010 paved way for realization of the “dream” system of governance. Chapter Eleven (CAP 11) of CoK 2010 – Devolved Government specifically provides for the setting up of the County Governments. The Constitution of Kenya among other changes allows for the establishment of forty-seven (47) County Governments which has the main mandate to give local people and communities an opportunity to make decisions and manage their own affairs through their elected leaders and representatives. The county covers an area of 3,183.3 sq. km with a population of about 963,794 people. It is located about 420km from Nairobi the capital city. Located 105km south of Kisumu and about 420km south-west of Nairobi, Homa Bay town is the headquarters of Homa Bay County. However, the delivery of services in county governments in Kenya seems to take a divergent direction and not providing the citizens with efficient services as expected and this points down to the staff employed to do this job. For services to be delivered appropriately the employees must be motivated or they must have a driving force to give back to the society. Counties are known to be some of the best employers in Kenya and this could be attributed to the permanent nature of the job, allowances that come with it and the salary that comes with it too. However, much has not been achieved as the level of commitment from the employees is down and there are a lot of scandals each new day, and one of the counties of interest is Homa Bay county government. This is because , it is one of the counties in Kenya that has been on the spotlight and is also endowed with natural resources and the best brains yet its productivity is still very low and it is also one of the counties that has staff performance issues Absenteism is a major issue affecting service delivery in Homa Bay county. A report by (Omollo 2019) showed that 30% of staffs

were not reporting to work regularly following an impromptu visit done by the deputy governor, yet 70% was spent on expenditure particularly salaries to be precise. However, the head of Homa Bay Kenya Union of Civil Servants chairman Tom Aketch appealed to the county government to conduct investigations first to know why some workers do not report to work. Aketch defended workers, arguing that the employer has on some occasions failed to provide tools for work. Poor working conditions is another issue affecting employee performance in Homa Bay county as shown by a report published by Aly Abich on February 21, 2019 11:32 (EAT) reported that the KMPDU demanded for the transfer of doctors in Homa Bay county to the National government due to poor working conditions. A report by Ouma (2019) revealed that Health workers in Homa Bay county went on strike due to poor working conditions like patients sharing beds, lack of water in the health facilities and consequently these workers were threatened that they would be dismissed hence demotivating them. Corruption scandals have overwhelmed the county hence making it not to deliver services fully to its citizens as shown by Ouko (2018).

1.2 Statement of the Problem

The Constitution of Kenya among other changes allows for the establishment of forty-seven (47) County Governments which has the main mandate to give local people and communities an opportunity to make decisions and manage their own affairs through their elected leaders and representatives. Despite the spending 70% of its total budgetary allocation on recurrent expenditure like salaries and allowances, Homa Bay County has been struggling with poor service delivery and staff performance issues such as chronic absenteeism, poor working conditions, strikes and rampant corruption. This suggests that monetary rewards alone in form of salaries and allowances are not enough measures to incentivize higher staff performance and cause greater motivation among staff in county government. Literature suggests that Non-monetary rewards has a potential for improving employee performance, service delivery and contribute to achievement of organizational goals. Past empirical studies on non-monetary rewards have linked various aspects of its elements such as employee recognition, flexi time and training and development to other variables like job satisfaction, employee behaviour and attitude, organizational performance and employee motivation. None of these studies established the link between non-monetary rewards and employee performance. Consequently, the effect of employee recognition, flexi time and training and development on employee performance particularly in the context of county government is not known. Therefore, the purpose of this

study is to examine the effect of non-monetary rewards on employee performance in Homa bay County.

1.3 Objectives of the study

1.3.1 General objectives

The purpose of this study was to assess the effects of non-monetary rewards on employee performance in county governments in reference to Homa Bay County Government.

1.3.2 Specific Objectives

The study was guided by the following specific objectives

- i.To establish the influence of employee recognition practices on employee performance in Homa Bay county government.
- ii.To determine the influence of flexible work arrangement on the employee performance in Homa Bay county government.
- iii.To analyze the influence of training and development plans on the employee performance in Homa Bay county government.

1.4 Hypothesis of the Study

To realize the outcome, the following hypotheses underpinned the study.

H₀₁ .Employee recognition does not significantly influence performance of employees in Homa Bay County Government.

H₀₂. Flexi time does not significantly influence performance of employees in Homa Bay County Government.

H₀₃. Training and development do not significantly influence performance of employees in Homa Bay County Government.

1.5 Scope of the Study

The study sought to assess the effect of non-monetary rewards in Homa Bay County Government. The study will focus on non-monetary rewards of employees in work place. The variables that the study focused on are non-monetary rewards along its three dimensions which are employee recognition, flexi time and training & development on employee performance.

1.5 Justification of the Study

This research study may be of benefit to the management of Homa Bay County Government, stakeholders and government to fully understand the effect of non-monetary rewards on organizational employee performance to enhance employee motivation so as to enhance service delivery to citizens. It may also be useful to scholars and researchers who will be carrying out similar studies and to organizations that want to improve their productivity and maintain a good position in the competitive market and also to attract and motivate their employees. The research study will also be a guide to organizations in implementing reward managements that are attractive and those that enhance employee motivation, so as to meet their competitiveness in the market. It may also be useful to scholars and researchers in doing similar studies and to organizations that want to improve their productivity and maintain a good position in the competitive market and also to attract, retain and motivate their employees. In addition, it will be of great help to the human resource management and both managers and staff of Homa Bay County Governments.

1.6 Conceptual Framework

The conceptual framework in figure 1 shows the relationship of the variables of the study. On the left side are the independent variables while on the right side are the dependable variables. According to the framework, non-monetary rewards will be independent variables operationalized as employee recognition, flexi time and training & development whereas employee performance will be the dependent variables. It is expected or hypothesized that non-monetary rewards along its three stated dimensions will influence employee performance. However, Government policy and management styles may influence the level and the nature of non-monetary rewards that the organization may set in order to enhance the performance of their employees and thus, they are expected to intervene in the relationship between dependent and independent variables. The interplay among the study variables are illustrated in figure 1 as follows

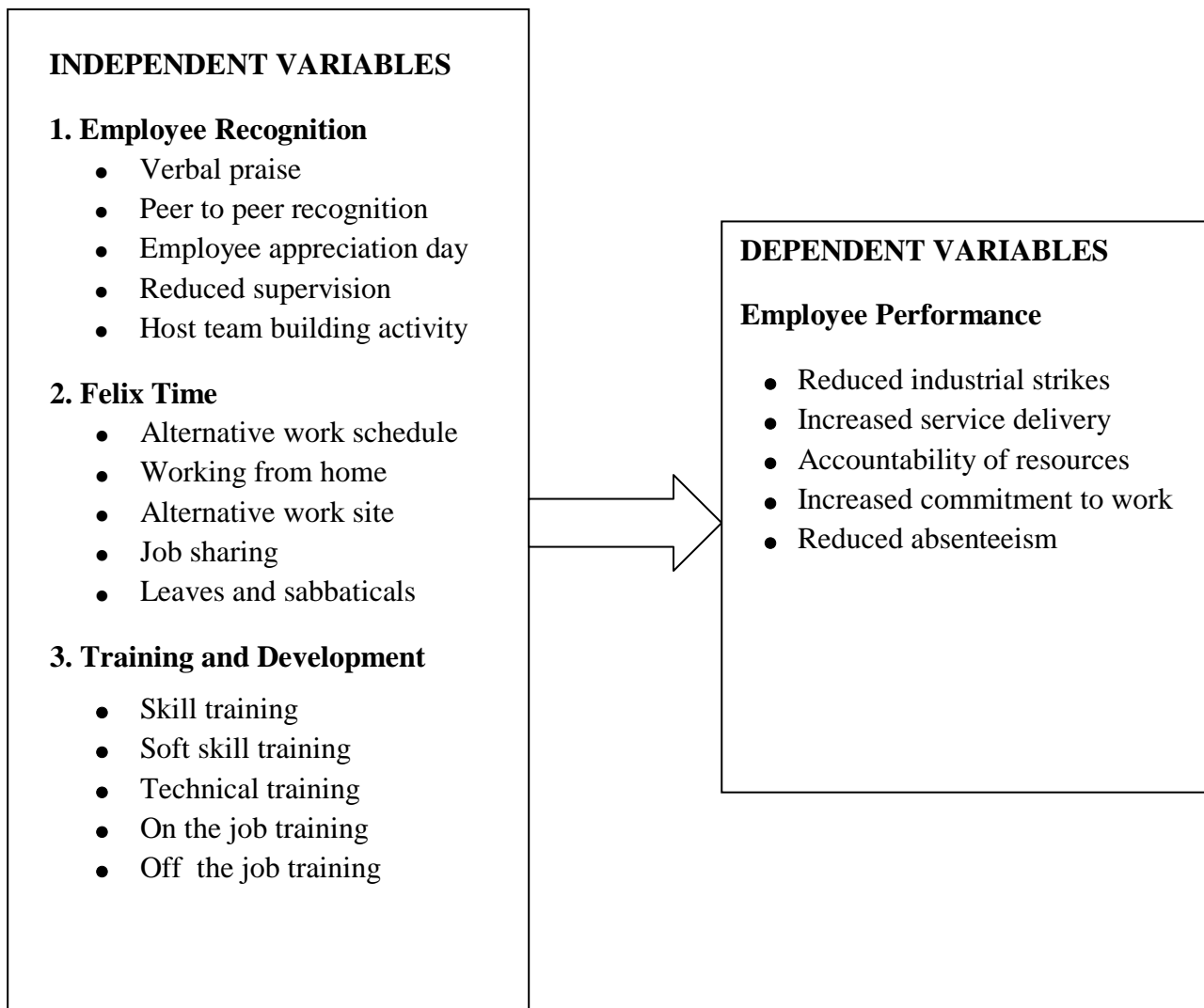


Figure 1.1: Conceptual Framework showing relationship of variables

Source: Adapted conceptualization (2019)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers literature review related to the study. It includes a review of various studies conducted by researchers on theoretical foundations, Non-monetary rewards and employee performance.

2.2 Theoretical Foundations for the Study

The study is grounded on Herzberg two –factor needs theory.

2.2.1 Herzberg Two Factor Need Theory of Motivation

Armstrong, (2007) links the two-factor theory of motivation to having been propagated by Herzberg in 1968. Herzberg, (1968) believes that an employee has two set of needs, motivation and hygiene needs. He identifies hygiene factors also known as dissatisfiers as those factors closely related to the working environment and include rates of pay, company policy, working conditions. Herzberg believed that hygiene factors do not motivate employees.

Herzberg, (1968) is of the view that these factors are perceived to be acting as motivators for individuals to reach superior performance and effort. If effectively met the employee is neither dissatisfied nor satisfied. On the other hand, motivation factors also known as satisfiers such as achievement, recognition, as well as personal growth. Steyn, (2002), identifies that these motivational factors place emphasis on the work itself by providing opportunities for higher needs attainment. These motivation factors predominantly refer to the environment and assist. To avert job frustration issues, while not having noteworthy influence on positive attitudes. Schulze, (2003), views this theory as being speculative that it is not extrinsic factors for example salary, organization benefits and job security which motivate employees, but rather intrinsic factors such as achievement, recognition and responsibility.

Herzberg reasoned that motivators are factors that produce real satisfaction. Nelson et al., (2003), argue that although hygiene factors are not motivators, they are a pre-requisite for motivation, Organizations must focus on safeguarding the suitability of hygiene factors to elude employee dissatisfaction this view is supported by Herzberg, (1968) who states that

organizations must make sure that job roles are engaging, exciting and fulfilling so that people are motivated to work.

2.3 Concepts of the Study

2.3.1 Concept of Reward Management

According to Armstrong (2010) reward management is defined “as the strategies, policies and processes required to ensure that the value of people and the contribution they make to achieving organization, departmental and team goals is recognized and rewarded”. Armstrong and Murlis (2004) defined reward management “as the process of formulating and implementation of strategies and policies that aim to reward people fairly, equitably and constantly in accordance with their value to the organization. It also deals with the design, implementation and maintain of reward processes and practices that are geared towards the improvement of organizational, team and individual performance” (Armstrong and Murlis, 2004).

2.3.2 The Concept of Non-monetary Reward

Bratton, (2007) defines rewards as referring to all monetary, non-monetary and psychological payments that an organization provides for its employees in exchange for the work they perform. Banfield et al., (2007) identifies non-monetary rewards as psychological or intrinsic rewards that people do, and their working environment. According to Herzberg, (1966), whilst financial rewards are purely hygiene factors, non-financial rewards address the psychological needs of employers and can unlock latent effort and engender greater organization commitment. Pfeiffer, (2006) identifies that non-financial rewards focus on achievement, recognition, responsibility, influence and personal growth. Non-monetary rewards are more varied and unique than monetary rewards and offer major advantages. They help meet employees’ needs for recognition, growth and responsibility and most can be relatively inexpensive. Torrington, (2002) establishes that in the organization, non-monetary rewards range from small merchandise rewards to certificates of appreciation. The technical requirements are equally varied, ranging from rewards with no documentation (certificates of appreciation) to rewards requiring management's signature (external rewards) before being submitted to the employees Armstrong et al., (1994) identifies that non-financial rewards focus on the needs most people have and they include the need for achievement, responsibility, recognition, influence and achievement.

2.3.3 The concept of Employee Recognition

Harrison (2009), defines Employee recognition is the timely, informal or formal acknowledgement of a person's or team's behavior, effort or business result that supports the organization's goals and values, and which has clearly been beyond normal expectations. Sarvadi, (2005), establishes that the key focus of recognition is to make employees feel appreciated and valued. Mason, (2001) in his research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative. For organizations to address these expectations an understanding of employee motivation is required, of which employee recognition is one of them. Beer et al, (1984) views Employee recognition programs to cover a wide spectrum of activities. They range from a spontaneous and private thank you to broad and formal programs in which specific types of behavior are encouraged and in which the procedures for attaining recognition are clearly identified. Robbins, (2005) identifies appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued. When employees and their work are valued, their satisfaction and productivity rise, and they are motivated to maintain or improve their good work. Roshan, (2005), asserts that when management send clear messages to all members of a company informing them about expected attitudes and behaviors, and praise or recognize good performance, employees feel appreciated, thus praise and recognition are essential to an outstanding workplace. Kim, (2004) views employee recognition as a fundamental aspect of employee motivation as everyone wants a pat on the back to make them feel good.

2.3.4 The Concept of Flexi Time

Flexible work practices allow employees the freedom to work outside the standard work schedules. (Hill, Mårtinson, Ferris, & Baker, 2001). According Rau (2003) flexible work practices are different forms of working schedule that enables employees to work outside the normal work day. Some of various forms of flexible work practices include – telecommuting, compressed hours, shift, flexi-time and annualized hours (Kelly & Kalev, 2008). However, this study was interested in only four types of flexible work practices namely: telecommuting, compressed work week, job sharing and flexi-time. According Tang and Dermid (2008) a survey carried out found that 87% of workforce preferred flexible work and this would take priority when looking for new employment. Organizations are more alert and seek to engage employees who are more creative. They therefore look for ways and means of attracting employees.

According to Perrin (2001) flexible work schedules are important element of Organization strategies which should be geared towards retaining a motivated workforce. Flexible work practices have been practiced in both developing and developed countries and both employers and employees have benefitted from them. Research has indicated that there are benefits associated with flexible work schedules. According to Galinsky and Halpern (2005) work flexibility enables the workers to seek a new job or employer. Therefore, labour turnover will be linked to the degree of flexibility the organization practices. Employees absenteeism reduces as a result of work scheduling (Kelly, Kalev, Kossek & Hammer, 2008). As a result of practicing this schedule flexibility the organizations productivity improves. Research has shown that organization using schedule flexibility tend to perform better (Combs, Hall & Ketchen, 2006). Research has indicated that there are benefits associated with flexible work schedules. According to Galinsky and Halpern (2005) work flexibility enables the workers to seek a new job or employer. Therefore, labour turnover will be linked to the degree of flexibility the organization practices. Employees absenteeism reduces as a result of work scheduling (Kelly, Kalev, Kossek & Hammer, 2008). As a result of practicing this schedule flexibility the organizations productivity improves. Research has shown that organization using schedule flexibility tend to perform better (Combs, Hall & Ketchen, 2006).

2.3.5 The Concept of Training and Development

Training is viewed as a systematic approach of learning and development that improve individual, group and organization (Goldstein& Ford, 2002) in Khawaja & Nadeem (2013). According to Manju & Suresh (2011), training serves as an act of intervention to improve organization's goods and services quality in stiff competition by improvements in technical skills of employees. According to Goldstein I. L. & Ford K. (2002) Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market (McKinsey, 2006). To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also affect employee motivation and commitment (Meyer and Allen, 1991). According to (Shelley Frost 2019) When employees recognizes their organization interest in them through offering training programs, they in turn apply their best employees' behavior and their working skills which results into employees enhanced performance as well as constructive changes (Satterfield & Hughes, 2007). Training is most effective way of motivating

and retaining high quality in human resources within an organization (Kate Hutchings, Cherrie J.Zhu, Brain K, Cooper, Yiming Zhang & Sijun Shao, 2009). Also added by Lowry, Simon & Kimberley (2002), training is a way of enhancing employee commitment and maximizing employee potential. According to Konings & Vanormelingen (2009), Colombo & Stanca (2008) and Sepulveda (2005) training is an instrument that fundamentally affects the successful accomplishment of organizations' goals and objectives.

2.3.6 The Concept of Employee Performance

“Employee performance” signifies individual’s work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers (Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010).

Improving performance has become one of the most important goal for several organization because higher levels of productivity leads to favorable economic growth, large profitability and better social progress (Hanaysha, 2016; Sharma and Sharma, 2014). In fact, (Hill et.al., 2014) noted that higher performance tends to maximize organizational competitive advantage through cost reductions and improvement in high quality of output (Hanaysha, 2016). Therefore, it is critically important to look at the antecedents of organizational productivity to ensure its continued survival and long-term prosperity. Everything private and public sector organization do or want to do relates to performance.

Employee performance remains a critical issue of concern to the managers of organizations, administrators, investors and scholars (Hafner et. al. 2015). Moreover, the general problems that are intrinsic in the organizational set up are low salary, asymmetrical promotional structure and lack of acknowledgment of workers accomplishments, which dampen employee morale, and consequently affect performance (MC Forson 2012). According to Mc Forson (2012) describes employee performance as the extent to which an organizational member contributes to achieving the objectives of the organization. Employee performance is an assessment of the efficiency of a worker or group of workers. In actual terms, performance is a component which directly affects the company’s profits (Gummesson, 1998; Sels et al., 2006).

Performance may be evaluated in terms of the output of an employee in a specific period of time. However, challenges affecting staff performance at HBCG has impacted negatively on effective and efficient service delivery in Homa Bay County. Reports by Ouko and Abich (2019) have

indicated staff absenteeism, numerous strikes, poor working conditions and corruption as common problems affecting service delivery to the residents of Homabay. Currently in HBCG, 70 percent is spent on recurrent (Ouko 2019) yet the level of service delivery is at 15 percent (Neto 2019).

2.4 Empirical Literature

2.4.1 Employee Recognition and Employee Performance

Lynn (2006) studied on the impact of recognition on employee performance in the HR department at Bemis Company. The survey instrument was to measure whether or not employees were receiving and if the amount of recognition was related to whether or not the employees though they were an asset to their team. The sample population was 31 employees in the HR department. Questionnaires were used to carry out the activity. The data analysis was done using the SPSS software. The findings were that employees appear to be less satisfied in their jobs if they receive little or no recognition and feel valued and satisfied in their jobs if they receive recognition on regular basis.

Ndungu (2017) sought to establish the effect of rewards and recognition on employee performance in public educational institutions. This study was conducted to determine the effects of reward and recognition on employee job performance in Kenyatta University and also factors affecting performance. A descriptive research design was used. Stratified random sampling and purposive random sampling were used in sampling design. A sample size of 272 respondents was drawn. Questionnaires were used and 51.6% were males and females were 48.4%. The results indicated that the staff members had low satisfaction with the responsibilities given. Salaries, fringe benefits and job security were found to be weak in the institution hence no motivation to the employees at all.

Wairimu (2017) sought to establish the effect of motivation on employee's performance in PAM properties limited. The research sought to establish that It is easier for an organization to achieve its goals when its employees are motivated towards their personal, professional and organizational objectives. A descriptive research design was used. The sample size was 50 respondents. Case studies and questionnaires were administered to carry out the activity. The research was analysed using the statistical package for social scientist. The findings showed that the employees were not satisfied with monetary package alone and the company partially used recognition which the employees could not feel their impact therefore the management ought to reevaluate current recognition programs and make them felt to the employees.

Tarisai (2013) looked at an evaluation of recognition on performance as a motivator. The study sought to investigate the impact of recognition on performance as a motivation strategy at an institution of higher learning in the Eastern Cape region of South Africa. Descriptive statistical tools were used to measure research variables. A total of 63 employees or 30% of the academic staff at the University were sampled out of a population of 209 academic staff. The results indicated that academic employees were most satisfied and motivated through recognition of performance and achievement. This is also in support of the Herzberg theory of motivation in studies by Backer (1982).

Selina (2013) sought to establish the relationship between employee recognition and employee contribution in the service industry. A descriptive research design was applied through the use of questionnaires. A sample of 109 respondents were used too. Regression analysis was used to analyze the data. It was found that, to overcome obstacles in service industry it is important for the management s to focus on employee recognition system that focus on employee perception.

Rashmi (2017) sought to find the Impact of Rewards on Employee Performance that is both intrinsic and extrinsic. This study aimed to see the impact of rewards on employee performance of Indian Oil Corporation, Patna region. The study measured the impact of rewards (Intrinsic and Extrinsic) on performance of employee. The respondents were the employees at managerial level and total numbers were 102. Descriptive statistics-based frequency tables and graphs were used in the study to provide information on demographic variables. The results were investigated in terms of descriptive statistics followed by inferential statistics on the variables. A total of 115 questionnaires were distributed to employees of the Indian Oil Corporation and a total of 102 employees completed the questionnaire properly. The result indicated that independent variables had a positive influence on employee work performance.

Empirical studies on employee recognition and performance exists but in different context. For instance, Lynn (2006) studied on the impact recognition on employee's performance in Bemis Company and found that employees appear to be less satisfied in their jobs if they receive little or on recognition. Elsewhere, Njoya (2017) found that employee performance in public educational institutions was affected negatively as salaries, fringe benefits and job security were weak. Wairimu (2017) studied on the effect of motivation on employee performance in PAM limited Nairobi and found that monetary packages were not enough rewards for employees to perform as the employees also sought for better recognition systems. Selina (2013) and Tarisai

(2013) looked at recognition of employees and their performance and found that recognition had a positive impact on employee performance. Elsewhere, Rashmi (2017) studied on impact of rewards on employee performance. This study however focused both on monetary and non-monetary rewards and he came up with the findings that both affect employee performance. Furthermore, the studies suffer from several limitations, for example, Njoya (2017) utilized convenience sample thereby limiting the generalizability of the result to the wider population. Wairimu (2017), Tarisai (2013) and Selina (2013) adopted descriptive survey design which may pose a risk of certain level of bias due to lack of statistical tests. Lynn (2006) only considered a sample of 31 respondents which was too low to makes global generalization of results difficult. Moreover, most studies (Njoya ,2017; Wairimu, 2017; Tarisai, 2013; Selina, 2013; Lynn, 2006 and Rashni, 2017) concentrated their analysis in other sectors such as education, service industry, companies and public sector whose contexts differ from and is not related to the context of county governments. Subsequently, none of these reviewed past studies (Njoya ,2017; Wairimu, 2017; Tarisai, 2013; Selina, 2013; Lynn, 2006 and Rashni, 2017) focused on the effect of employee recognition on the employee performance particularly in the context of county governments. Consequently, the effect of employee recognition on employee performance in county governments is not known.

2.4.2 Training and development and employee performance

Neelam Tahir (2014) sought to establish the Impact of Training and Development on Employees Performance and Productivity in United Bank Limited n Pakistan. The main objective was to investigate whether training and development had an impact on employees' performance and productivity Its main areas of focus were Job knowledge, Techniques, Skills, Ability and Competency. 8 banks were selected and 80 questionnaires were used. Descriptive statistic tools SPSS were applied on the questionnaire to see the reliability and consistency. This study revealed that banks interested is productivity and efficiency were left with no option than to adopt training and development. One major limitation of this study was that it was based only on UBL and other banks were not included

Kesen (2016) did a research on employee performance the Impact of Employee Training and Innovation on employee performance in service industry firms i.e. banks and financial institutions in Turkey. He sought to find out the relationship between T&D on employee performance. His area of interest was on training, innovation and turnover.239 employees with

36 different firms were selected. Questionnaires were used and this study adopted the descriptive research design. Data was analyzed using the SPSS tool. The finding had important implications for managers. In order to achieve success in retention of employees, they should utilize the positive impacts of training and development.

Enga Engetou (2017) studied on the impact of training and development on employee performance in National Financial Credit Bank in Kumba. This study was inspired by the fact that some organizations do not seem to care about improving the capacity of their worker but instead frown at and punish any weaknesses. The researcher also emphasized on the various training methods designed and its implementation around the world during the training and development programs. The researcher got information from 30 respondents, through questionnaires, interviews and personal observation. Generally, employees' work contribution was greatly improved due to the training methods and tools used by the company. Thus, it led to a positive impact on employee' performance and an improvement in their skills and job efficiency.

Shafiq (2017) sought to find out about the effect of training and development on employee performance in private companies in Malaysia. This study aimed to investigate the effect of training and development on employee performance. The variables that were used in this research were on job training, off job training, job enrichment and job rotation. A quantitative research approach of the data collection was adopted using a Likert – Scale questionnaire including 25 questions was formed and the number of respondents is 105 employees. This data was collected by this research and was analyzed by SPSS. The result shows that all on job training and off job training had an insignificant impact on employee performance except Job enrichment which is reported to have a significant impact on the employee performance.

Boadu (2014) researched on training and development as a tool for employee performance in District Assemblies in Ghana. Boadu (2014) attempted to rectify this position by considering training and development as a tool for employee performance in the district assemblies in Ghana. 50 employees were used and selection was done through the random sampling method. Data gathered were analysed using descriptive statistics which showed that there was a significant relationship between training and development of employees and employee performance in district assemblies.

Abdul (2011) studied on the impact of the training and development on employee performance. The focus of the study was to understand the effect of Training and Development, On the Job Training, Training Design and Delivery style on organizational performance. 100 employees were used to collect data using the Likert scale questionnaire. Analysis was done using the SPSS software and also the descriptive statistics. The study found out that Training and Development had a positive effect on Organizational Performance.

Elnaga (2013) sought to find out the effect of training and development on employee performance. The study aimed at finding out the effect of training on employee performance and to provide suggestion as to how firms could improve their employee performance through effective training programs. The research approach adopted for the study conforms to qualitative research, as it reviewed literature and multiple case studies on the importance of training in enhancing the performance of the workforce. The research affirmed the proposition that training had a positive impact on employee performance.

From the above reviewed empirical studies, the concept of training and development has been studied extensively by different scholars in different context. For instance, Neelam (2014) studied on the impact of training and development and employee performance and productivity United Banks Limited in Pakistan and found out that there was positive significance between the two. Similarly, Kesen (2016) found out that extensive training plans could be used to increase employee performance. Enga (2017) studied the effect of training and development on employee performance and found out that training needs were to be identified and programs organized to address the needs as it would go a long way in improving workers performance and organizational performance too. Shafiq (2017) and Abdul (2014) looked at training and development as a tool for employee performance and they had variables like on job training, off job training, job enrichment and training design. Although Abdul had a general view that T&D had a positive impact on employee performance, for Shafiq (2017) job enrichment had the most impact on employee performance. Elsewhere, Elnaga (2013) and Boadu (2014) linked employee training and development to performance and found positive relationship between the two variables.

Furthermore, the studies suffer from several limitations, for example Neelan (2014), Shafiq (2017) and Raja (2011) adopted descriptive survey design which may pose a risk of certain level of bias due to lack of statistical tests. Elnaga (2013) only considered use of case studies which

may not be well suited to capturing non interaction-based requirements of a system. Case studies may not be object oriented. (Neelan, 2014; Shafiq, 2017; Boadu, 2017; Abdul, 2011; and Elnaga, 2013) focused on impact of training and development on employee performance. Kesen (2016) studied on T&D and turnover, Enga (2017) on T&D on organizational performance. Moreover, most studies (Neelan; 2014, Kesen; 2014, Enga; 2017, Shafiq; 2017, Boadu 2014 and Abdul 2011) concentrated their analysis in other sectors such as private companies, service industries, banking and public sector whose contexts differ from and is not related to the context of county governments. Subsequently, none of these reviewed past studies (Neelan , 201; Shafiq ,2017; Boadu ,2017; Abdul ,2011; Enga ,2017; Elnaga ,2013; and Kesen ,2016) focused on the effect of training and development on employee performance particularly in the context of county governments.

2.4.3 Flexi Time and Employee Performance

Njiru (2016) sought to establish the effect of flexible work practices on employee performance in the ministry of interior and coordination of national government in Embu County. Flexible work schedules covered in this study were telecommuting, compressed hours, job sharing and flexi-time. The study was carried out at the Ministry of Interior and Coordination of National Government and a descriptive survey design was adopted. The study targeted all the 50 employees in the Institution. The study further sought to establish whether flexi time affected employee performance, it was found out that indeed flexi time affected employee performance positively to a 'very large extent' 95.7%.

Giovanis (2015) studied on Flexible Employment Arrangements and employee Performance in Britain. In this study the relationship between teleworking and compressed hours and employee performance was examined. The study utilized a descriptive research design on a population of 137 employees. A sample of 41 respondents was selected using a stratified sampling technique. The findings of this study suggested that there was a positive effect on performance from both teleworking and compressing hours. On the other hand, it becomes insignificant for those who have low influence and implement the compressing hours employment type, while it is negative for teleworking.

Sirma (2015) explored the relationship between work life balance practices and employee performance in UN women. The study adopted descriptive research design. The population of the study consisted of 100 UN Women employees in Nairobi. Stratified sampling was used to

determine the sample size of 64 employees from the total population. Data was collected using structured questionnaires based on the research questions. Descriptive statistics used to analyze data included frequencies and percentages distribution tables, and mean. In conclusion, study findings indicated a strong positive relationship between UN Women annual leave policy, which includes annual leave, sick leave, and parental leave. The study findings revealed that teleworking arrangements impacted positively to employee performance, and overall organizational performance.

Kiprono (2018) studied on flexible working arrangements on employee performance in Kericho county referral hospital in Kenya. The study was guided by Vroom's Expectancy Theory. The study adopted descriptive research design. The target population was stratified into top management, doctors, clinical officers, nurses and subordinates consisting of 111 employees of Kericho County Referral Hospital. A sample of 104 staff of Kericho referral hospital was selected using stratified sample techniques and from each stratum simple random sampling was used. The data was collected using closed and open-ended questionnaire. The finding indicated that flexi working strategies was significant to performance of employees in an organization. It was noted that the performance contributed by flexi working methods were 22.9% while other factors which was not measured was 77.1%.

Erkurt and Funda (2014) did a study on Effects of Flexible Working Method on Employee Performance in Turkey. The goal of this study was to measure the effects of the flexible working method on employee performance. Relationships between flexible working hours and work satisfaction and work performance were examined. The study population included, suitability of work to flexibility, attitude against flexible working hours employees working in various sectors across Turkey, and 200 individuals participated in the survey. The survey was conducted online via the survey.com website. A link was created for the survey form and sent to employees asking them to participate. The data collected were evaluated via survey.com using Microsoft Excel and SPSS, and the hypotheses were evaluated using regression and multi-correlation analysis. It was found that the employees of organizations that adopt flexible working practices have high organizational loyalty, and thus, their work performance is positively affected.

Mwebi (2015) researched on Effects of Flexitime Work Arrangement on Employee Performance in Nairobi CBD Commercial Banks. This study sought to establish the effects of flexitime work arrangement on employee performance in Nairobi central business district commercial banks

where this arrangement was popular given the demanding nature of the banks in this area. This research adapted a descriptive design, specifically the survey kind. The target population was all the 1074 Nairobi CBD commercial banks employees where proportionate stratified sampling method was used to get a sample of 291 respondents from different strata (management, supervisory, clerical and secretarial as well as the support staff). Descriptive statistics was used to summarize the data via SPSS and further analysis was done by inferential statistics. From the findings, the study showed that flextime work arrangement influenced employee performance positively in Nairobi central business district commercial banks.

Osisoma, Ingozi and Ifechi (2015) examined flexible working hours and employee performance in selected hospitals in Awka Metropolis, Nigeria. This study examined the nature of relationship between the flexible working hours and employee performance in selected hospitals in Awka Metropolis. This study employed the descriptive survey design to determine the nature of relationship between flexible working hours and employee performance in selected Hospitals in Awka. The target population of the study comprised the employees of three hospitals randomly selected with staff strengths of 20, 15, and 12 respectively, giving a total population size of Forty-Seven (47). The results revealed that there was a positive relationship between flexible working hours and employee performance.

From the above reviewed empirical studies, it is evident that the concept of employee recognition was studied by different scholars in different context. For instance, Njiru (2016) sought to establish the effect of flexible work practices on employee performance in the ministry of interior and coordination of national government in Embu County and found a positive relationship between the two. Giovanni's (2015) studied on Flexible Employment Arrangements and employee Performance in Britain and found that indeed it had a significant influence, however it becomes insignificant for those who have low influence and implement the compressing hours employment type, while it is negative for teleworking. (Kiprono,2018;Erkurt and Funda ,2014; Osisoma, Ingozi and Ifechi ,201; and Mwebi, 2015) both examined flexible working hours and employee performance on various aspects and they all had a similar finding to that of Njiru (2016) which stated that there was a positive relationship between flexible sworking hours and employee performance . Sirma (2015) explored the relationship between work life balance practices and employee perfomance in UN women and found out that there was a positive influence of the variable in employee performance.

However, the above reviewed studies are not without limitations. For instance, Sirma (2015) and Kiprono 2018 adopted descriptive design in their study. The problem with such methodology when deployed alone is that it may be affected by extreme values hence compromises the findings. Moreover, research results may reflect certain level of bias due to the absence of statistical tests and such designs are not helpful in identifying cause behind described phenomenon. Some study, Erkurt and Funda (2014 adopted an online survey which can prove to be unreliable because the gadgets being used could go off there by making collection of data difficult. Furthermore, most studies reviewed (Njiru, 2016; Kiprono, 2018; SSirma, 2015; Funda ,2014; and Ifechi, 2015) focused on hospitals, corporate sector, public sector and banking sector. None of the above reviewed studies looked at the county government sector despite numerous challenges associated with the performance of employees in such organizations. Moreover, all the above studies ((Njiru ,2016; Kiprono, 2018; SSirma, 2015; Funda, 2014; and Ifechi, 2015) looked at how flexitime is related is related to employee performance. None of them focused on the effect of flexi time on the employee performance particularly in the context of county governments.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents information on the research design, study area, target population, sample design, data collection instruments, and data collection procedures. It also looks at data analysis techniques and ethical considerations.

3.1 Research Design

The study employed correlation research design. According to Mugenda and Mugenda (1999), research design can be used to study a wide range of variables and their interrelationship. It also allows the application of inferential statistics. As such it is suitable for the current study since the current study will use inferential statistics to establish relationships among study variable and draw generalizations. As such it is justified for the current study.

3.2 Area of the Study

The study was conducted in Homa Bay Town, in the County of Homa Bay in Kenya. Homa Bay County is located in the former Nyanza Province, along the south shore of Lake Victoria's Winam Gulf. The county covers an area of 3,183.3 sq km with a population of about 963,794 people. It is located about 420km from Nairobi the capital city. Located 105km south of Kisumu and about 420km south-west of Nairobi, Homa Bay town is the headquarters of Homa Bay County.

3.3 Target Population

Target population as described by Borg and Gall (2009) is a universal set of study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The target population of this study comprised 330 employees of HBCG. As per HBCG's records in 2018, there were 10 top management staff, 12 middle management who include section heads of both commercial and technical department and non-managerial staffs of about 350. Mugenda and Mugenda (2009) explained that the target population should have observable characteristics to which the researcher intends to generalize the result of the study. This definition assumes that the population is not homogeneous.

Table 3.1: Target population

	Population	Percentage (%)
1.Top level management	10	3
2.Middle level management (sections heads of commercial and Technical Department)	12	3
3. Non-managerial Staff (Subordinates)	350	94
Total	372	100

Source: HBCG, HR Department (2019)

3.4 Sample Size and Sampling Techniques

A sample size is the number of items to be selected from the population to constitute a sample (Kothari, 2004). Due to the vast size of the population, a sample was selected from the entire population using stratified simple random sampling technique in order to classify the entire population of 372 respondents into three strata; top level managers, Middle level management staff and lower cadre employees. The arrival at sample size is based on 95% level of confidence and a margin of error of 5%. For most business and management researches, a margin of error of 3-5% will be deemed sufficient to estimate the population characteristics (Saunders, et al,2007). Using the formula suggested by Corbett (2003), the sample size if there is no previous study or estimate available, then 0.5 for p and q can be used, as these are the values which will give the largest sample size, and it was better to have too large of a sample size and come under the maximum error of the estimate than to have too small of a sample size and exceed the maximum error of the estimate.

Equation 3.1 Sample size formula

$$\frac{\left(\frac{Z\alpha}{2}\right)^2 Pq}{E}$$

Where E is the margin of error, Z is the z-value of the normal distribution, P is the proportion of population and q= (1-p). When this formula was applied and adjusted for a finite population N=372, then the sample size n=146. According to Mugenda (2009), this technique ensures that subgroups that constitute the majority of population were represented proportionately. The resulting sample size is presented in Table 3.2 below. A sample size of 146 respondents represents about 39.25 % out of the population of 372. According to Freud (1988); and Cooper and Schindler (2003), 30% of a given population under study is sufficient for generalization in

social science research. The arrival at the sample sizes of individual categories is based on proportionate allocation. Singh & Smith, (2006) noted that this will ensure that the cases in each category had equal chance of being chosen and that sample of responding employees is representative of the broader population.

Table 3.2: Sample size and sample frame (n)

Category	Population	Sample	Percentage (%)
1.Top level management	10	4	2.74%
2.Middlelevel management (sections heads of commercial and Technical Department)	12	6	4.11%
3.Non-managerialStaff (Subordinates)	350	136	93.15%
Total	372	146	100%

Source: Field survey, (2019)

3.5 Data Collection

3.5.1 Sources of Data

The two mostly used sources of data involve collecting primary data and secondary data. The researcher will use both primary data and secondary data for this study. Primary data was collected using pre-validated questionnaires. On the other hand, secondary data was collected from newspapers, published books, journals, magazines and company handbook. According to Mugenda and Mugenda (2008), primary data is data the researcher collects from the original source and is considered more reliable and up to date. Cooper and Schindler (2003) indicated that secondary data involves collection and analysis of published material and information from other sources such as annual reports, published data. Cooper and Schindler (2003) further explain that secondary data is a useful qualitative technique for evaluating historical or contemporary confidential or public records, reports, government documents and opinions.

3.5.2 Data Collection Procedure

The researcher collected data using a self-administered questionnaire. Prior to data collection, the researcher informed the respondents that the instruments being administered is for research purpose only and the responses from the respondents will be kept secret and confidential. At the preliminary stage, the researcher obtained an introductory letter from the University to collect

data from HBCG. Data collection exercise was assisted by two research assistants who was trained on data collection procedures one week before the commencement of the actual field work. The researcher then adopted drop and pick later method in which research assistants were expected to make regular follow up to check and collect the ones that were already filled. The research team were regularly monitored to ensure that they achieve 100% response rate.

3.5.3 Instrument for Data Collection

Mugenda and Mugenda (2003) defines data collection instrument as a device used in research for measuring a given phenomenon or concept of interest. Mugenda and Mugenda noted that an ideal instrument results to pertinent, precise, unbiased, subtle and efficient measures. To collect primary data, a semi-structured questionnaire with both close ended and open-ended questions will be used. Kombo and Tromp (2006) indicate that semi-structured questionnaire makes use of already prepared questions during the study. Further, questionnaire is preferred in this study because respondents of the study are literate and quite able to answer questions asked adequately. Also, information required can easily be described in writing as indicated by (Oso, 2009). The questionnaire was developed in accordance with the research objectives. Questions to address each research question was included. In order to ensure uniformity in response and to encourage participation, the questionnaire was kept short and structured with mostly multiple-choice selections in a Likert scale.

3.5.4 Reliability Test for Data Collection Instrument

Reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method. Including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures increases reliability. Reliability gives the internal consistency of data collected. This ensures that the data has certain internal consistent pattern. When no pattern is found in the responses, this indicates that probably the test is too difficult and as a result the respondents just guess the answers randomly.

Dillman (1978) suggested that the expected respondents conduct a piloting to ensure clarity and proper interpretation of the questionnaire. To test for reliability, the data collection instrument will be administered to conveniently selected respondents. A pilot study was carried out in HBCG. The researcher conveniently selected a pilot group of 25 individuals to test the reliability of the research instrument. According to Cooper and Schindler (2003), the pilot group can range from 25 to 100 subjects but it does not need to be statistically selected.

The pilot data was not included in the actual study. The pilot study allows for pre-testing of the research instrument. The clarity of the instrument items to the respondents was established so as to enhance the instrument's validity and reliability. The pilot study enabled the researcher to be familiar with research and its administration procedure as well as identifying items that require modification. Pilot study helped the researcher to correct inconsistencies arising from the instruments, which ensured that they measure what is intended. This reliability estimate was measured using Cronbach's Alpha coefficient (α). Nunnally (1978) recommends that instruments used in research should have reliability of about 0.70 and above.

Table 3.3 below shows the reliability results for multi-item Likert scale

Table 3.3: Internal consistency of scale

Constructs	No. of Items	Cronbach's alpha
1. Employee Recognition	8	0.716
2. Flexi-Time	8	0.743
3. Training and Development	7	0.832
4. Employee Performance	6	0.852

Source: Survey Data, (2017)

As shown in Table 3.3, the reliability test for all items yielded a Cronbach's Alpha coefficient of between 0.716 and 0.852. Since all items had alpha coefficient ($\alpha > 0.7$), then the scale was regarded as reliable for measuring the four main constructs of the study (Meller, 2001).

3.5.5 Validity Test for Data Collection Instrument

According to Bridget and Lewin (2005), validity is the degree by which the sample of test items represents the content the test is designed to measure. Saunders et al., (2007) indicated that content validity is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept as intended. Therefore, validation of the research instrument was important to this study as it ensures that the study collects relevant information to answer the research questions. Mugenda and Mugenda (2003) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. To establish the validity of the research instrument, the researcher solicited for the opinions of experts in the field of study especially the researcher's supervisor and lecturers. This facilitated the necessary revision and modification of the research instruments thereby enhancing validity.

3.6 Data Analysis

The researcher edited the completed questionnaires for completeness and consistency. Data clean-up followed; this process involves editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis. The data will then be analyzed using descriptive statistics. The descriptive statistical tools (SPSS and Excel) helped the researcher to describe the data. The Likert scale was used to analyze the mean score and standard deviation. To test the hypothesis, the study employed a multivariate regression model to study the relationship between non-monetary rewards and employee performance. The research deems regression method to be useful for its ability to test the nature of influence of independent variables on a dependent variable. Regression is able to estimate the coefficients of the linear equation, involving one or more independent variables, which best predicted the value of the dependent variable. The researcher used linear regression analysis to analyze the data. The regression model was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where: Y = Employee performance;

β_0 = Constant Term;

$\beta_1, \beta_2, \beta_3$ and β_4 = Beta coefficients;

X_1 = employee recognition;

X_2 = flexi- time;

X_3 = training and development;

ε = Error term

(adapted conceptualization).

3.7 Data Presentation

The findings were presented using tables and graphs for further analysis and to facilitate comparison, while explanation to the table and graphs will be given in prose. This generated quantitative reports through tabulations, percentages, and measure of central tendency.

CHAPTER FOUR

RESULTS AND DISCUSSION

This part is divided into two main sections. The first section addresses the descriptive aspects of the data such as the demography of the sample data while the second part deals with the quantitative or inferential statistics. It basically shows the extent of the adoption of employee recognition practices, Flexi-Time and Training and development plans, the observed relationship between these three variables and employee performance in HomaBay County Government, using direct entry regression techniques. Therefore, this chapter will address the specific objectives of the study.

4.1 Socio Demographic Information of Respondent

Primary data was collected by means of self-administered questionnaires, of which out of 146 expected respondents, 120 of the questionnaires were completed, a response of 82.19% which was deemed sufficient. According to Sekaran (2008), a response rate of 60% is considered adequate for analysis in social science research. The response rate is summarized in Table 4.1 below.

Table 4.1: Response rate

Description	Numbers
Number of Respondents Targeted in the Survey	146
Actual Number of participants who took part in the survey	120
Number of Non-responses.	26
Percentage response rate	82.19%

Source: Survey Data (2019)

The gender summary of the respondents was as per Table 4.2 of which 66 were male representing a sample of 55 % of the total study population while 54 were female with 45 % of the total population. This therefore means that there were slightly more Male respondents than female respondents during the study.

Table 4.2: Gender of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	66	55	55	55
Female	54	45	45	100.0
Total	120	100.0	100.0	

Source: Survey data (2019)

From the Table 4.3, majority of the respondent sampled have a strong relationship to the formal education, 52.5 % comprised Bachelor’s degree levels while 35.8% comprised Advance Diploma level. Only 11.7 % comprised Master’s Degree level. This means that the highest percentages of the respondents are degree holders and on the other hand the lowest percentages of the respondents are Masters Holders. This therefore imply that majority of the participants have acquired formal education and are well versed with the issues the study was interrogating.

Table 4.3: Distribution of respondents based on highest level of education

	Frequency	Percent	Valid Percent	Cumulative Percent
Advanced Diploma	43	35.8	35.8	35.8
Bachelor Degree	63	52.5	52.5	88.3
Masters Degree	14	11.7	11.7	100.0
Total	120	100.0	100.0	

Source: Survey Data, (2019)

Table 4.4 below shows the distribution of sampled respondents based on the duration worked at the HomaBay County Government. According to the Table 4.4, majority of respondents (47.5 %) reported that they worked for a period of between 0-5 years. Only 6.7% reported that they worked for the County Government for below 11-15 years. However, this category of staffs have previously worked for the national Government before they were seconded to work in the devolved units of County system. This infers that most respondents in the study area have worked for considerably longer time duration in HomaBay County.

Table 4. 4 Distribution of respondents based on duration at work

	Frequency	Percent	Valid Percent	Cumulative Percent
0-5 years	57	47.5	47.5	47.5
6-10 years	55	45.8	45.8	93.3
11-15 years	8	6.7	6.7	100.0
Total	120	100.0	100.0	

Source: Survey Data (2019)

Table 4.5 below shows the distribution of sampled respondents based on the position held at the HomaBay County Government. According to the Table 4.5, majority of respondents (53.3 %) reported that they hold middle level management position in the devolved unit while 31.7%

reported that they work at lower management carder. The remaining 15% reported that they are part of top management in the County governance structure. This infers that most respondents who participated in the study are employees who hold middle management position.

Table 4.5: Distribution of respondents based on position held in the Homabay County Government

	Frequency	Percent	Valid Percent	Cumulative Percent
Senior level Management	18	15.0	15.0	15.0
Middle level management	64	53.3	53.3	68.3
Lower Level Management	38	31.7	31.7	100.0
Total	120	100.0	100.0	

Source: Survey Data (2019)

4.2 Extent of Employee Recognition Practices in HomaBay County Government

In the study, while trying to address the study objectives, an attempt was made by the researcher to use descriptive statistics to address the extent to which employee recognition practices was prevalent in Homabay County Government. This finding was shown in Table 4.6.

Table 4.6: Descriptive statistics on the extent of employee recognition practices in Homabay County Government

	N	Min	Max	Mean	Std. Dev.
Management uses verbal praise as a tool for employee recognition.	120	1	5	3.36	1.352
Peer to peer recognition is used to motivate employees.	120	1	5	3.17	1.176
There is Reduced supervision for employees as they work.	120	1	5	3.29	1.133
The management holds team building activities for its employees.	120	1	5	2.59	1.357
There is Employee Appreciation Day organized by the management.	120	1	5	2.17	1.331
Team bulletin board with photos of best performing employees are pinned.	120	1	5	2.16	1.414
Enhancing safe working environment	120	1	5	3.18	1.261
Management gives power and responsibility to employees to do their work efficiently	120	1	5	2.73	1.322
Overall mean	120			2.83	1.293

Source: Survey Data (2019)

The results for descriptive statistics as shown in table 4.6 above, with N = 120 as the total number of respondents indicate the following as the findings. Overall, employee recognition practices have been reported to be prevalent to a moderately low extent as shown by the overall mean value of 2.84 and a standard deviation value of 1.293 in sampled respondents. This therefore imply that the Homabay County Government has adopted employee recognition practices to a moderately low extent. However, the finding of the moderately low adoption rate of employee recognition practices in the study area suggests that more emphasis should be given to this practice if its impact on employee performance is to be enhanced.

4.3 Extent of adoption of Flexi-Time in HomaBay County Government

In the study, while trying to address the study objectives, an attempt was made by the researcher to use descriptive statistics to address the extent to which Homabay County has adopted Flexible work arrangement as part of their Human Resource policies. This is seen in Table 4.7.

Table 4.7: Description statistics on the extent of adoption of flexi-time in Homabay County

	N	Min	Max	Mean	Std. Dev
There are Alternative work schedules or employees	120	1	5	2.90	1.411
Employees are allowed to work from home by the management.	120	1	5	2.35	1.164
HBCG gives alternative work site to their employees.	120	1	5	2.70	1.234
The management allows job sharing of work for their employees.	118	1	5	3.42	1.164
Management gives Leaves and sabbaticals to their employees.	118	1	5	3.94	1.065
Teleworks are allowed by the management for their employees	118	1	5	2.48	1.225
Compressed work hours are used as a tool for flexi time.	118	1	5	2.42	.955
Parental leaves are allowed by the management for their employees.	118	1	5	3.73	1.203
Overall mean	118			2.99	1.177

Source: Survey Data, (2019)

The results for descriptive statistics as shown in table 4.7 above, with N =120 as the total number of respondents indicate the following as the findings. Overall, flexi-Time indicators have been reported to be prevalent to a moderate extent as shown by the overall mean value of 2.99 and a standard deviation value of 1.177 among the sampled respondents in HomaBay County. This,

therefore imply that the HomaBay County has adopted flexible working arrangement practices to a moderate extent. Further, the finding of moderate extent of adoption of flexible working arrangement suggests that more needs to be done if its full potential in terms of contributing to employee performance is to be realized in county service delivery process.

4.4 Extent of adoption of Training and Development practices in Homabay County

In order to address the study objectives, the researcher used descriptive statistics to address the extent to which HomaBay County Government engage in Training and development practices. This result is illustrated in Table 4.8.

Table 4.8: Extent of prevalence of training and development practices in Homabay County

	N	Min	Max	Mean	Std. Dev
HBCG offers Soft skills training to its staff members.	117	1	5	3.24	1.337
HBCG offers Skills training to its staff members.	117	1	5	3.09	1.095
HBCG offers Technical training to its staff members.	117	1	5	2.84	1.137
HBCG offers On the job training to its staff members.	116	1	5	3.10	1.308
HBCG offers Off the job training to its staff members.	116	1	5	2.78	1.062
HBCG employees are allowed to rotate around their jobs.	116	1	5	2.60	1.179
HBCG offers Lectures and seminars to their staff to improve their performance.	116	1	5	2.97	1.208
Overall mean	115			2.95	1.189

Source: Survey Data, (2019)

The results for descriptive statistics as shown in Table 4.8 above, with N = 115 as the total number of respondents indicate the following as the findings. Overall, Training and development practices have been reported to be prevalent to a moderate extent as shown by the overall mean value of 2.95 and a standard deviation value of 1.189 in HomaBay County. This, therefore imply that Homabay County Government has adopted training and development practices to a moderate extent even though more still needs to be done in its full implementation.

4.5 Extent of Employee Performance in HomaBay County Government

The study also sought to establish the extent of employee performance in Homabay County Government. This was necessary as it will lay foundation for the subsequent analyses of relationship between employee recognition, flexi-time, training and development and employee performance. The findings are in Table 4.9.

Table 4.9: The extent of employee performance in Homabay County Government

	N	Min	Max	Mean	Std. Dev
The level at which employees can rate service delivery.	116	1	5	2.18	1.100
Extent to which customer satisfaction is measured.	116	1	5	2.39	1.086
Extent to which accountability of resources is ensured.	116	1	5	2.05	1.012
Extent to which absenteeism is reduced by the management	116	1	5	2.68	1.035
Extent of service delivery to the citizens	116	1	5	2.54	1.099
Extent to which management ensures that there is increased commitment to work from the employees.	116	1	5	2.67	1.214
Valid N (listwise)	116			2.42	1.092

Source: Survey data (2019)

The results for descriptive statistics as shown in table 4.9 above, with N = 166 as the total number of respondents indicate the following as the findings. Overall, the level of employee performance Homabay County stood at a slightly low extent as shown by a mean value of 2.42 and a standard deviation value of 1.092.

4.6 Effect of Non-Monetary Rewards on Employee Performance

To actualize the study objectives, a regression analysis between the three dimensions of non-monetary rewards namely: employee recognition, Flexi-Time, Training and Development practices and the dimensions of employee performance was undertaken. The direction and magnitude of influence or effect of each of the dimensions of non-monetary reward on the employee performance was eventually established using the regression model whose findings were presented in Tables 4.10, 4.11 and 4.12.

Table 4.10 gives the model summary which shows that the proportion of variance in the employee performance that is explained by the independent variables (non-monetary rewards) is 62.7% ($R^2 = .627$, $p < 0.001$). The coefficient of determination ($R^2 = 0.627$) and the model is acceptable since the F-statistic is significant and suggests that the independent variables jointly influence the dependent variable. The value of Durbin-Watson is 1.706. Generally, the value of the Durbin-Watson statistic ranges from 0 to 4. As a rule of thumb, the residuals are uncorrelated if the Durbin-Watson statistic is approximately 2. A value close to 0 indicates strong positive correlation, while a value of 4 indicates a strong negative correlation. The computed value is also close to 2, which indicates the absence of serial correlation.

Table 4.10: Estimated model of employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.792 ^a	.627	.617	.57180	.627	64.980	3	116	.000	1.706

a. Predictors: (Constant), TRAINING_DE, FLEXI_TIME, Employee Recognition

b. Dependent Variable: EMPLOY_PERF

Source: Survey Data (2019)

Table 4.11 shows ANOVA results of the estimated model. The data test revealed that $F(3, 11) = 64.980$ at $p < 0.01$, an indication that the model fits the research data well. The researcher can therefore, deduce that all the independent variables (i.e. Employee recognition, flexi-time and Training and development) jointly explain employee performance of Homabay County Government.

Table 4.11: ANOVA Results on estimated employee performance model

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	63.736	3	21.245	64.980	.000 ^b
	Residual	37.927	116	.327		
	Total	101.663	119			

a. Dependent Variable: EMPLOY_PERF

b. Predictors: (Constant), TRAINING_DE, FLEXI_TIME, Employee Recognition

The regression model was in the form $Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \epsilon_i$ and by adding regression coefficient as was shown in Table 4.13. This was later transformed into:

$$Y = -.250 + 0.401 X_1 + 0.150 X_2 + 0.422 X_3 \dots \dots \dots \text{equation 4.1}$$

$$R^2 = 0.627 (62.7\%)$$

Table 4.12: Estimated regression coefficient for variables in employee performance model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
	(Constant)	-.250	.227		-1.102	.273	-.699	.199	
Employee Recognition	.401	.088	.353	4.540	.000	.226	.576	.532	1.880
FLEXI_TIME	.150	.091	.118	1.658	.100	-.029	.330	.639	1.565
TRAINING_DE	.422	.076	.435	5.555	.000	.272	.573	.525	1.903

a. Dependent Variable: EMPLOY_PERF

Source: Survey Data (2019)

4.6.1 Establish the Effect of Employee Recognition on Performance of Employees in HomaBay County

The first objective of the study was to establish the influence of employee recognition on performance of employees in Homabay County. In this regard, employee recognition was found to have a significant positive influence on employee performance at ($B = 0.401$, $p = 0.000$) thereby rejecting the null hypothesis H_{01} , which state that employee recognition does not significantly influence performance of employees in HomaBay County. This means that a unit change in employee recognition practices causes 0.401-unit change in employee performance and the change is significant. Therefore, this implies that employee recognition practice is a significant determinant of employee performance at Homabay County Government

The finding that employee recognition has exerted significant positive influence on employee performance has received some support from theoretical literature as well as past empirical studies. For instance, Lynn (2006) studied the impact recognition on employee's performance in Bemis Company and found that employees appear to be less satisfied in their jobs if they receive little or on recognition. Similarly, Rashmi (2017) collaborate with finding of the current study by stating that both monetary and non-monetary rewards can affect employee performance. In addition, more support for the current finding was offered by Selina and Tarisai (2013) who looked at recognition of employees and the impact it will have on the performance and found that recognition had a positive impact on employee performance.

However, some studies reviewed earlier has several weaknesses. For example, Njoya (2017) utilized convenience sample thereby limiting the generalizability of the result to the wider population. Wairimu (2017), Tarisai (2013) and Selina (2013) adopted descriptive survey design which may pose a risk of certain level of bias due to lack of statistical tests. Lynn (2006) only considered a sample of 31 respondents which was too low to makes global generalization of results difficult. Moreover, most studies (Njoya ,2017; Wairimu, 2017; Tarisai, 2013; Selina, 2013; Lynn, 2006 and Rashni, 2017) concentrated their analysis in other sectors such as education, service industry, companies and public sector whose contexts differ from and is not related to the context of county governments. Subsequently, none of these reviewed past studies (Njoya ,2017; Wairimu, 2017; Tarisai, 2013; Selina, 2013; Lynn, 2006 and Rashni, 2017) focused on the effect of employee recognition on the employee performance particularly in the

context of county governments. Consequently, the effect of employee recognition on employee performance in county governments is not known.

The current study however was a great milestone in terms of hypothesizing, empirically testing and establishing the link between employee recognition as a facet of non-monetary reward and employee performance that hitherto remained unexplored especially in the context of Devolved units called County Government.

4.6.2 The Effect of Flexi-Time on Employee Performance at HomaBay County

The second objective of the study was to examine the influence of Flexi-Time on employee performance at Homabay County. In this regard, Flexible working arrangement was found to have insignificant positive influence on performance ($B = .150$, $p = .100$) thereby accepting the second null hypothesis H_{02} , which states that flexi-time does not significantly affect performance of employees in HomaBay County Government. This implies that flexi-Time is not a significant predictor of employee performance in the context of the study areas. The finding that flexi-Time has exerted insignificant positive influence on employee performance is at variance with many other previously reviewed studies. For instance, the current result differed from that of Njiru (2016) who sought to establish the effect of flexible work practices on employee performance in the ministry of interior and coordination of national government in Embu County and found a positive relationship between the two. Similarly, the current study differed from Giovanni's (2015) study who analyzed Flexible Employment Arrangements and employee Performance in Britain and found that indeed it had a significant influence. Despite drawing a sharp contrast in terms of findings, the current study however has made enormous contribution to new knowledge in terms of hypothesizing, empirically testing and establishing the link between flexi-time and performance that hitherto remained unexplored especially in the context of County Government structure.

4.6.3 The influence of Training and Development on Employee Performance

The third objective of the study was to establish the effect of training and development on employee performance in Homabay County. In this regard, Training and Development practices were found to have significant positive influence on employee performance ($B = 0.422$, $p = .000$) thereby rejecting the third null hypothesis H_{02} , which states that training and development practices does not significantly influence employee performance in Homabay County. This means that a unit change in Training and Development practices will cause 0.422 unit change in

performance and the change is significant. This implies that Training and Development is indeed a significant determinant of employee performance In HomaBay County Government. It further suggests that compared to the other two variables, Training and Development exert the greatest significant influence on employee performance in HomaBay County as was shown by high value of B-statistics. The finding above concurs with other theoretical literature as well as past empirical studies. For instance, the current findings concurs with that of Neelam (2014) study which sought to analyze the impact of training and development and employee performance and productivity United Banks Limited in Pakistan and found out that there was positive significance between the two. Similar finding was offered by Kesen (2016) whose study revealed that training plans could be used to increase employee performance. Enga (2017) agreed with the result of the current study by stating that training needs were to be identified and programs organized to address the needs as it would go a long way in improving workers performance and organizational performance too. Similarly, Shafiq (2017) and Abdul (2014) looked at training and development as a tool for employee performance. Although Abdul had a general view that T&D had a positive impact on employee performance, for Shafiq (2017) job enrichment had the most impact on employee performance. Elsewhere, Elnaga (2013) and Boadu (2014) linked employee training and development to performance and found positive relationship between the two variables.

However, the studies reviewed have several weaknesses. For example, Neelan (2014), Shafiq (2017) and Raja (2011) adopted descriptive survey design which may pose a risk of certain level of bias due to lack of statistical tests. Elnaga (2013) only considered use of case studies which may not be well suited to capturing non interaction-based requirements of a system. Case studies may not be object oriented. (Neelan, 2014; Shafiq, 2017; Boadu, 2017; Abdul, 2011; and Elnaga, 2013) focused on impact of training and development on employee performance. Kesen (2016) studied on T&D and turnover, Enga (2017) on T&D on organizational performance.

Moreover, most studies (Neelan; 2014, Kesen; 2014, Enga; 2017, Shafiq; 2017, Boadu 2014 and Abdul 2011) concentrated their analysis in other sectors such as private companies, service industries, banking and public sector whose contexts differ from and is not related to the context of county governments. Subsequently, none of these reviewed past studies (Neelan ,201; Shafiq ,2017; Boadu ,2017; Abdul ,2011; Enga, 2017; Elnaga, 2013; and Kesen ,2016) focused on the

effect of training and development on employee performance particularly in the context of county governments.

The current study however, has made enormous contribution to new knowledge in terms of hypothesizing, empirically testing and establishing the link between Training and Development practices and performance that hitherto remained unexplored especially in the context of Small and Medium enterprises.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter provides a summary of the study findings based on each research objective. It also covers conclusions and recommendations emanating from the results.

5.1 Summary of Findings

The first objective of the study was to analyze the influence of employee recognition on performance of employees in Homabay County. The corresponding null hypothesis was that employee recognition does not significantly affect Performance of employees in HomaBay County. The study finding revealed that employee recognition was found to have a significant positive influence on employee performance at HomaBay County.

The second objective of the study was to determine the influence of Flexi-Time on performance of employees in Homabay County. The corresponding null hypothesis was that flexi-Time does not significantly affect employee Performance at HomaBay County Government. The study finding revealed that flexi-time was found to have insignificant positive influence on employee performance at HomaBay County.

The third objective of the study was to establish the effect of Training and development on performance of employees in Homabay County. The corresponding null hypothesis was that Training and Development practices does not significantly affect employee Performance in HomaBay County Government. In this regard, Training and development practices were found to have significant positive influence on performance of employees in HomaBay County. The study finding further revealed that Training and Development practices exerts the greatest significant positive influence on performance of employees when compared to non-momentary reward practices.

5.2 Conclusions

On the first objective which sought to analyze the influence of employee recognition on performance of employees in HomaBay County, the study concludes that employee recognition practice is a critical antecedent of employee performance in HomaBay County. On the second objective of the study which sought to determine the influence of flexi-Time on performance of employees in HomaBay County, the study concludes that flexi-Time has insignificant positive influence on employee performance HomaBay County Government. Therefore, it is not a

significant determinant of employee performance in HomaBay County. On the third objective of the study which was to establish the effect of Training and development practices on performance employees in HomaBay County, the study concludes that there is a statistically significant positive relationship between training and Development practices and performance of employees in Homabay County.

5.3 Recommendation

Based on the foregoing findings and conclusions the study therefore recommends the following. First of all, since a significant positive relationship exists between recognition and employee performance, County administration particularly the Department of Human resource should lay more emphasis on the employee recognition practices to a greater extent as it was found to positively influence performance of organizations. Specifically, they should focus on activities like verbal praise, Peer to peer recognition, Employee Appreciation Day, reduced supervision and hosting team building activities among other practices.

Secondly, because Flexi-Time exerts the positive insignificant effect on employee performance, the county administration should de-emphasis the activities of flexi-time as it will not significantly enhance employee performance. Perhaps more effort and resources should be dedicated to implementation of the other two dimensions of reward management namely training and development and employee recognition. Thirdly, since the study revealed that Training and development practices exerts the greatest significant positive influence on performance of employees in HomaBay County, Management in County Administration should focus their attention towards the following aspects of training namely: Skills training, soft skills training, technical training, on the job training, off the job training.

5.4 Limitations of the Study

While this research offers insights into how various non- momentary rewards influence performance of employees in Homabay County, this work is not without limitations. Specifically, the sample size was limited due to time and cost constraints but this weakness was remedied by thorough literature review to compensate the inadequacy that was caused by data limitations.

5.5 Areas for Further Research

Based on the foregoing conclusions on the findings of this study, the researcher suggested the following future research directions in the field non-Monetary and employee performance. First, this study used cross-sectional data to test the hypothesis on the perceived relationship between the non-monetary rewards and employee performance. It only provided a snapshot picture at a single point in time. Therefore, there is need to conduct a longitudinal study to provide even more conclusive evidence to the above relationship.

Finally, the hypotheses in the current study were tested using data obtained from employees of HomaBay County. There is therefore need to test the results in different national cultures and economic contexts to be able to establish global generalizability of the findings.

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APPENDICES

Appendix 1: Questionnaire

Code: _____

Preamble

My name is Betty Akinyi Apuko, currently a final year MSc. Human Resource Management student at the Maseno University. *This study is being carried out in order to examine the **Effect of non-monetary rewards on employee performance in HBCG** and is strictly for academic purposes only. Neither you nor your business organization shall be identified with the information you provide. All information provided shall be treated with utmost confidentiality.*

Section A: Demographic Profile

Please tick the most appropriate answer for each of the following questions.

1. Gender: Male Female
2. Highest education qualification
 - a) Advanced Diploma
 - b) Bachelor Degree
 - c) Master's Degree
 - d) Others Specify.....
3. How long have been working for HBCG?
0-5 years 6-10 years 11-15 years 16-20 years years 21-25
Over 25 years
4. What is your position in HBCG?
Senior Level Management
Middle Level Management
Lower Level Management

SECTION B: NON- MONETARY REWARDS

1. You are asked to indicate the extent to which you agree or disagree with each statement

Using 5 Likert Scale Response Frameworks.

Likert Scale indicator: 1= Strongly Disagree (SD) 2= Disagree (D) 3= Neither Agree nor Disagree (N) 4= Agree (A) 5= Strongly Agree (SA)

Please circle one number per line to indicate the extent to which you agree or disagree with the following statements.

Employee Recognition

Employee Recognition	Strongly agree 5	agree 4	Neutral 3	disagree 2	Strongly disagree 1
Management uses verbal praise as a tool for employee recognition.					
Peer to peer recognition is used to motivate employees.					
There is Reduced supervision for employees as they work.					
The management holds team building activities for its employees.					
There is Employee appreciation day organized by the management.					
Team bulletin board with photos of best performing employees are pinned.					
Enhancing safe working environment					
Management gives power and responsibility to employees to do their work efficiently					

Please tick one number per line to indicate the extent to which you agree or disagree with the following statements.

FLEXI- TIME

Flexi time	Strongly agree 5	agree 4	Neutral 3	disagree 2	Strongly disagree 1
There are Alternative work schedules or employees					
Employees are allowed to work from home by the management.					
HBCG gives alternative work site to their employees.					
The management allows job sharing of work for their employees.					
Management gives Leaves and sabbaticals to their employees.					
Teleworks are allowed by the management for their employees					
Compressed work hours are used as a tool for flexi time.					
Parental leaves are allowed by the management for their employees.					

Please tick one number per line to indicate the extent to which you agree or disagree with the following statements.

TRAINING AND DEVELOPMENT

Training and development	Strongly agree 5	agree 4	Neutral 3	disagree 2	Strongly disagree 1
HBCG offers Soft skills training to its staff members.					
HBCG offers Skills training to its staff members.					
HBCG offers Technical training to its staff members.					
HBCG offers On the job training to its staff members.					
HBCG offers Off the job training to its staff members.					
HBCG employees are allowed to rotate around their jobs.					
HBCG offers Lectures and seminars to their staff to improve their performance.					

Please tick one number per line to indicate the extent to which you agree or disagree with the following statements.

The extent of Employee Performance

Perception on employee performance	Very low (0-20%)	Low (2) (21%-40%)	Moderate (3) (41%-60%)	High (4) (61%-80%)	Very High (5) (81%-100%)
The level at which employees can rate service delivery	1	2	3	4	5
Extent to which customer satisfaction is measured.	1	2	3	4	5
Extent to which accountability of resources is ensured.	1	2	3	4	5
Extent to which absenteeism is reduced by the management	1	2	3	4	5
Extent of service delivery to the citizens	1	2	3	4	5
Extent to which management ensures that there is increased commitment to work from the employees.					

Appendix II: Work Plan

Activity	May-2019	July-2019	August-2019	Sept-2019
Proposal Writing				
Proposal Presentation				
Data Collection				
Data Analysis				
Report Writing				
Report Submission				

Appendix III: Research Budget

Item	Quantity	Cost (Kshs)	Total (Kshs)
1. Personnel			
	1	@ 5,000.00	5000.00
2. Materials			
Photocopy paper	2 reams	@ 550.00	1,650.00
Ball pens	5	@ 15.00	90.00
Foolscap	1 ream	@ 300.00	300.00
Calling card (Telkom)			1,000.00
Air time			2,000.00
Internet browsing			2,000.00
3. Travel expenses			
2 field assistant			14,000.00
4. Data analysis			
Statistical analysis			6,000.00
5. Report Preparation			
Typing			5,000.00
Printing			
Binding			
Total			36,450.00