

**REWARD MANAGEMENT PRACTICES AND PERFORMANCE OF
GOVERNMENTAL AGENCIES IN THE WATER SECTOR, KENYA: A CASE OF
NORTHERN WATER WORKS DEVELOPMENT AGENCY**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF LAW, ARTS AND
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DECLARATION

This project is my own original work and has not been presented for award of any degree in any University. No part of this project should be reproduced without the permission of the author or Kenyatta University.

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This research project has been submitted for the course examination with my approval as the University supervisor.

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DEDICATION

I also dedicate this to the Almighty God who provided me with good health and the gift of life. This research project is dedicated to my brother and sisters who played an instrumental role in the course of my study.

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I acknowledge the support of Prof. David Minja, my supervisor for his guidance in the course of preparing this research proposal. I further salute him for his guidance in ensuring that this task is completed within the set timelines. I acknowledge my university; Kenyatta University for the prestigious opportunity accorded to learn in such a prestigious college and for the life changing skills acquired from her high value resources. I also acknowledge my colleagues for their support and contribution.

ABSTRACT

Previous studies in the field of reward management practices concentrated on private sector firms and educational institutions. A significant number of them also happened to have been conducted outside Kenya and in particular, outside the water sector. The study reviewed presented a methodological gap on the need to use primary data and use a semi-structured questionnaire. The context on employee performance was also different from this study context on organizational performance. The study therefore, endeavored to fill this empirical knowledge gap by establishing the effect of reward management practices on performance governmental agencies in the water sector in Kenya. The study objectives were to investigate the effect of financial incentives, employee recognition, promotions and training and development affected performance in Northern Water Works Development Agency, Kenya. The study was guided by Herzberg two-factor theory, expectancy theory, and equity theory. The study used a descriptive research design and exploratory research design. Participants in the study consisted of upper-level managers and supervisors from the Northern Water Works Development Agency in Kenya. The study targeted 32 managers and 41 supervisors at Northern Water Works Development Agency, Kenya. A census study was used. Primary data was gathered with the use of questionnaires. A data collection letter was issued from graduate school at Kenyatta University. Additionally, a letter of research permission was requested from the National Commission of Science, Technology, and Innovation. Descriptive statistics (mean and standard deviation) and inferential statistics (correlation analysis and regression analysis) were used in Statistical Package for the Social Sciences 24 to evaluate the quantitative data. Data in the form of tables and figures were used to display numerical information. The analysis of financial incentives indicated a moderate to high level of agreement among respondents regarding their positive influence on performance and motivation, aligning with existing literature. Similarly, respondents perceived positive practices of employee recognition, promotions, and training, consistent with previous research emphasizing their impact on organizational performance and employee satisfaction. While areas of organizational performance strengths were identified, such as customer service and productivity, there were also areas for improvement. Despite individual factors not strongly correlating with each other, collectively, they significantly contributed to enhancing organizational performance, as confirmed by regression analysis. Consequently, policy recommendations include allocating resources to training initiatives, developing robust water management policies, investing in infrastructure projects, launching public awareness campaigns, and strengthening institutional capacity. Suggestions for further study involve longitudinal assessments of incentive schemes, comparative policy analyses, evaluations of community engagement strategies, and studies on technological innovations' adoption and impact in the water sector.

OPERATIONAL DEFINITIONS OF TERMS

Employee Recognition Employee Recognition is a non-financial reward system provided by organizations to motivate employee performance and commitment.

Financial Incentives Financial incentives are extrinsic financial rewards provided by management of an organization as a means to appreciate, motivate and increase employee performance.

Organizational Performance The ability of the water agencies to achieve the set goal of improved infrastructure, customer satisfaction and efficiency in operations.

Promotion Promotion is a form of reward practices that involves giving employee a higher position which results in higher pay as a form of reward for work done.

Reward Management Practices In this study reward management practices refers to employee promotion, employee recognition, financial incentives and training and development.

Reward Systems Reward system is defined as a policy or framework designed to show appreciation to employees for job done which in turn is intended to boost their performance and productivity. Cash Incentives, Employee Recognition, Promotion and Training were the reward practices to be studied in this research.

Training and Development Training is a form of reward implemented by organizations to boost employees' skill sets, confidence, self-esteem and commitment.

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CHAPTER ONE

INTRODUCTION

1.1 Background Information

According to Moore (2018), a reward system is a framework or policy created to express gratitude to staff members for their efforts, with the ultimate goal of improving their output and performance. According to Griffin and Moorhead (2013), reward programs can also contribute to a positive corporate reputation and perception. Reward programs are frequently employed as a strategy to increase employee engagement, retention, and motivation (Latham, 2012). There are two types of rewards: extrinsic and intrinsic. Extrinsic incentives are material benefits like money, promotions, and bonuses, but intrinsic rewards are intangible ones like verbal praise and a caring attitude from a supervisor (Jeni, Mutsuddi, Das & Momotaj, 2020). Therefore, in accordance with the equity principle, an efficient reward management strategy should include both financial and non-financial benefits.

Reward management practices consist of training and development, promotion, recognition of employees and financial incentives (Myint *et al.*, 2020). Jeni, Mutsuddi, Das and Momotaj, (2020) argued that reward management practices consist of recognition, employee promotion, training and development. Further, Obiaga (2021) argued that reward management entails promotion, recognition, training and development and financial incentives. Globally, improved organizational performance has been key for any organization to survive in the competitive world (O'Byrne, 2018). Since it is untrue that individuals are driven to work in the public sector by a desire to help others or make a good contribution to society, maintaining a motivated workforce is crucial to attaining the goals of planned changes.

As a result, appealing and competitive state agencies across the globe are actively seeking to develop reward strategies that will maximize the worth of their staff (Vipinosa, 2015). In the global business platform, state agencies in U.K are devoted, competent, and engaged in the most priceless assets through development of strategies that meet organizational 's needs (Demin, 2017).

Moreover, organizational performance in public sector in USA have seen improved quantity and quality of work output. Most of these organizations in public sector in USA are highly motivated by great impact of reward management practices (Hondeghem, 2017). This was evident in USA public sector ability to set goals, analyse goal, formulate plan and implement goals in effective and efficient manner. Maximizing workforce output has proven to be one of the most effective strategies in light of the economic crises that are affecting both the public and private sectors of the Japanese economy. Reward management practices and goal analysis are unquestionably the most crucial aspects of workforce planning as institutions mobilize in response to shifting governmental policies and market conditions (Valmorbida et al., 2017).

Many organizations in Asia, including many in China, view their organizations as the most valuable assets that are worthy of investment in order to be successful in the public sector (Lin, 2019). An average of 6 to 10 percent payback in less than a year is achieved by organizations with reward management practices in three-quarters of cases, which is a sizable return on investment. Due to their nearly fixed budgets, public organizations in China and Asia as a whole have become more aware of the need to increase organizational productivity, particularly during economic crises (Berman, 2015).

Under these circumstances, maintaining organizational performance through improved goal analysis, reward management, and successful implementation becomes a mantra for directors to keep their positions. However, despite the global economic crisis, Asian governments and the public sector are responsive to citizens' demands for more efficient services at lower prices (Daley, 2018). Due to the size of the public sector's economic contribution to any jurisdiction, a significant portion of reward management had been key.

Regionally, the public sector has historically provided some potent extrinsic motivators that might attract organizations, such as security of tenure, career and development opportunities, and the pension system, in most African countries, more specifically in Nigeria (Bowen, 2015). Reward management has been critical to attaining overall organizational success hence improved performance and has been key to many of the West African countries. Organizations who put in exceptional effort expect their efforts to meet the goal set through the process of reward management (Agbo 2016). The training and development, cash incentives, employee recognition promotions have been key enablers of increased organizational performance in public sector in Ghana significantly boosting morale and building goodwill among organizations, supervisors, and employees (Galbraith, 2018).

In East African Region, performance in public sector in Uganda and Tanzania has been affected adversely by poorly developed reward management practices (Bretz, 2017). Employee training and development, cash incentives, employee recognition and promotions have had favorable impact on the organizational s' performance in some of the state agencies in Rwanda (Gonsior, 2017). The hallmark of all these in the public sectors in East Africa has been reward system (KIPPRA, 2018).

Locally, organizational performance in Public sector in Kenya are indeed the vehicle's engine, while reward management is the fuel. Without its personnel, no business can fulfill its stated goals. According to Nnaji-Ihedimma (2015), reward management play an important part in motivating organizations in the public sector in Kenya. Employees in public sector in Kenya switch jobs often for purposes of identifying themselves with the goal of a particular organization (Musenze, Mayendesifuna, Buteeme, & Lubega, 2017). There is widespread understanding in business and the professions that their organizations' abilities must be regularly developed and increased through reward management processes. Faced with competition from both domestic and foreign opponents, the better organizations are allocating greater resources to ongoing training and development, employee recognition and job promotions (Ogedobu 2016). However, there are different views in regard to the state corporations when it comes to the application of the reward management practices.

As a State Corporation under the State Corporations Act and the Water Act 2002, the Northern Water Works Development Agency (NWWDA) was first established as Northern Water Services Boards through a Kenya Gazette Notice No. 1716 dated March 12, 2004. The Ministry of Water, Sanitation & Irrigation established nine (9) Water Works Development Agencies (WWDA), and this one is one of them. The company's vision is for everyone to have access to sustainable, safe water and sanitation. Through appropriate infrastructure development, the mission is to ensure that more people have access to high-quality, long-lasting, and reasonably priced water and sanitation services. The company's core values are honesty, dedication to the needs of the customer, originality, and professionalism.

1.1.1 Organizational Performance in the Public Sector

According to Simatupan and Sridharan (2018) performance is the degree to which previously stated goals and objectives are realized. It is the link between the actual and intended performance of any human activity. In addition, he emphasizes that organizational performance is the link between planned and actual resources necessary to achieve the stated goals and objectives and their associated activities, referring to planned and actual expenses. The operationalization of organizational performance by many researchers have factored in market share, customer outreach, sustainable infrastructure, customer satisfaction, quality products and cost reduction (Kariuki & Wabala, 2021; Kwabena, Essuman & Owusu, 2020).

Performance of public sector means the extent to which organizations have achieved the agreed revenue collection targets, quality service delivery, infrastructure development, efficiency and effectiveness. Thomas & Palfrey (2016) conceive that citizens are the clients and main beneficiaries of public sector operation and therefore should be involved in the process of performance evaluation. Evaluation of the performance of Public agencies entails the rating of actual achievements against performance targets negotiated and agreed upon at the beginning of the financial year. The resultant differences are resolved into raw scores, weighted scores and ultimately denominated into composite scores.

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard (2019) organizational performance encompasses three specific areas of firm outcomes. Financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.).

An organization performance is tested against the commitment that the management made in management system. It measures the management plans of whether social, economical and ecological goals are being achieved.

According to Guralnik and David (2004) performance is achievement which is often used to show the ability or “the show” which is commonly used to show up the performance, or it also means “doing the task that shows someone’s action in working. On the other hand, Bernardin & Russel (2009) argued that performance public sector performance is the result which is gained from the function of certain work or certain activities in certain period of time. Many organizations are employing multiple measures of performance as opposed to a single measure that might have been used in the past. Organization performance can be done by introducing organization management system. There are a number of major movements and methods that could increase performance of an organization such as use of the balanced score cards, best practices and quality circles. Each of these methods includes regular recurring activities that are used to establish the goal of the organization. These activities are required to monitor the progress of the organization toward the set goals; they are used to make adjustments to achieve the desired targets more effectively and efficiently. The current study will use; customer satisfaction, customer outreach and sustainable infrastructure.

1.1.2 Northern Water Works Development Agency

The Agency is in charge of creating, managing, and maintaining the water and sewage infrastructure in the 244,860 km² (counties) of Garissa, Wajir, Mandera, Isiolo, Laikipia, and Marsabit, which are home to 4.05 million people and 70% of Kenya's livestock.

The Water Act of 2016 provides the NWWDA Works Development Agency with its mandate, which includes ownership and custodianship of water and sewerage investments, planning, development, and expansion of water and sewerage assistance infrastructure, the appointment of viable and well-managed water service providers, and ensuring that they have the necessary systems to, among other things: enforce water quality and ensure efficient and effective maintenance procedures and processes to minimize interruptions. The development of WSPs' capacities to adopt effectiveness, responsibility, and obligation in service delivery, as well as monitoring and oversight of WSPs' provision of water and sewage services, are additional mandates (NWWDA report, 2021). The key to success in majority of the state corporations has been reward management practices. Reward system is the incentives given to employees to encourage high performance at the workplace.

1.2 Statement of the Problem

According to NWWDA report (2021), employees in Northern Water Works Development Agency have insufficient infrastructure compared to the other water works development agencies in the country. The organizational' poor performance have been reflected in their inability to meet annual targets and untimely delivery of services in various departments. According to Ministry of Water and Irrigation (MWI) (2020), there exists undesirable organizational performance in water development agencies resulting from poor strategic goals, and formulation of goals which is categorized by poor and insufficient infrastructure and poor service conveyance.

Previous studies in the field of reward management practices concentrated on private sector firms and educational institutions. A significant number of them also happens to have been conducted outside Kenya and in particular, outside the water sector.

Rotich (2020) studied the effect of reward management practices on employee retention in telecommunication firms in Kenya. The study found that reward management practices significantly affects employee retention. The study context was on employee retention in Telecommunication industry. The recommended policy may not be application to performance of water agencies in Kenya. A study by Oboreh and Arukaroha (2021) studied reward management and employee performance of universities in Edo State. The study found that salary increase, cash bonus, promotion, recognition and career development have significant effect on employee performance. The study operationalization of variable was diverse from the proposed study. The study was also on employee performance which is a different context from the proposed study. A study by Nurul, Sabiroh and Nazir (2021) studied the effects of reward system on employees' performance in Malaysia. The variable tested in the study included salary, bonuses, appreciation and medical benefits and the study was on desktop review. The study presents a methodological gap on the need to use primary data and use a semi-structured questionnaire. The context on employee performance was also different from the proposed study context on organizational performance. The study therefore, endeavored to fill this empirical knowledge gap by establishing the effect of reward management practices on performance governmental agencies in the water sector in Kenya.

1.3 Study objectives

- i. To examine the effect of financial incentives on performance in Northern Water Works Development Agency, Kenya.
- ii. To examine the effect of employee recognition on performance in Northern Water Works Development Agency, Kenya.
- iii. To examine how employee promotions affects performance in Northern Water Works Development Agency, Kenya.
- iv. To determine how employee training affects performance in Northern Water Works Development Agency, Kenya.

1.4 Research Questions

- i) What are the effect of financial incentives on performance in Northern Water Works Development Agency, Kenya?
- ii. How does employee recognition affect performance in Northern Water Works Development Agency, Kenya?
- iii. How do employee promotions affects performance in Northern Water Works Development Agency, Kenya?
- iv. What are the effect of employee training on performance in Northern Water Works Development Agency, Kenya?

1.5 Justification and Significance of the Study

According to the Ministry of Water and Irrigation (MWI) (2020), there existed undesirable organizational performance in water development agencies resulting from poor strategic goals, and formulation of goals which was categorized by poor and insufficient infrastructure and poor service conveyance.

Northern Water Works Development Agency had insufficient infrastructure compared to the other water works development agencies in the country. The organizational' poor performance had been reflected in their inability to meet annual targets and untimely delivery of services in various departments (NWWDA report, 2021). Reward systems had been associated with organizational performance but there was scanty statistical empirical literature to support the relationship especially in water works development agency, Kenya.

This study helped the key central and national government in understanding the inherent relationship between the reward management and the organizational performance. Additionally, the national government and water service boards were in a position to develop appropriate strategies which aimed at efficient service delivery in the public sector. Based on the background of the study analysis, it was evident that there was a study gap which arose due to the fact that little had been researched in regard to the variable of the study with key reference to the institution. Therefore, this study helped research in identifying research gap on reward management practices. It helped in developing theories relating to reward management practices and organizational performance. In the same line, the organization had been faced by the performance dynamics which called and necessitated for investigation which helped the managers and organizations of Water Works Development Agency in understanding the relationship between reward management strategies and organizational performance. Future scholars and academicians would be able to develop research gaps from the results of the study.

1.6 Scope of the study

The study was carried out in Northern Water Works Development Agency located in Garissa County. The purpose of the study was to ascertain how the reward management practices affected organizational performance in Kenya's Northern Water Works Development Agency. The independent variables; financial incentives, employee recognition, employee promotions, and training and development were used while organizational performance was the dependent variable. When analyzing quantitative data, descriptive analysis was used, while content analysis was used for qualitative data. Cross-sectional data was gathered for the study using a questionnaire.

1.7 Limitations of the study

One of the limitations anticipated for this research was the untimely response from respondents expected due to the busy schedule of the targeted population, which could lead to a prolonged study period. This limitation was managed by the researcher by making prior arrangements to engage the respondents during their free time. Another limitation was that the respondents may have been reluctant to fill the questionnaire due to the sensitivity of the data being collected. There may have existed insurmountable challenges in collecting data from all the respondents. However, the researcher obtained a letter from Kenyatta University authorizing the collection of data, which stated that the data would be used only for educational purposes.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Introduction

The chapter presents the theoretical and empirical literature review related to the study variables.

2.2 Empirical Review

2.2.1 Financial Incentives and Organizational Performance

Okoth (2014) sought to reveal the effect of reward management on employee performance in hotels in the North Coast of Kenya. The study utilized descriptive cross-sectional survey in the assessment of the employees' performance. The primary data gathered was gotten by making use of structured questionnaire which was distributed in all the twenty-seven (27) beach resorts in North Coast of Kenya. The analysis of the data collected was done by using mean and standard deviation. The study discovered that there is a great complementary relationship between the employees' performance and the reward being given to them. The study further revealed that the employees' performance in the hotel was positively influenced due to the high reward management in the hotel.

Jean, Ngui and Robert (2017) assessed the effect of compensation strategies in employee performance in Mombasa Cement Limited in East Africa by using one hundred and fifty-three (153) employees of Mombasa cement. The respondents used were selected by the means of stratified sampling method. The primary data was obtained quantitatively using descriptive statistics and Pearson's Correlation Method. The independent variables such as cash incentives, bonuses, promotion and allowances were found to positively influence the performance of the employees.

The study then concluded that the cash incentives given to employees motivates them and helps the company to attract and retain employees.

Sitati (2017) carried out a study on the effects of incentives practices on employee retention in the hotel industry in Kenya. The study encompassed two hundred and thirteen (213) hotels registered in Kenya and a total of one hundred and thirty-seven (137) of them were chosen from each of the regions using the stratified random sampling method. The primary data were obtained with the use of a questionnaire and the analysis done was carried out by the use of descriptive and inferential statistics. The study concluded that reward management and remuneration have a positive and significant effect on the employee retention in the hotel industry. Thus, adequate and attractive remuneration can enhance and increase the chance of employee retention in the hotel industry.

Mendis (2017) investigated on how incentives influence the turnover intention of employees in logistic industries of Sri Lanka. The study made use of independent variables such as cash incentives, remuneration, employee recognition and balance to determine the turnover intention between the non-executive staff of the logistic industry of Sri Lanka. Data was obtained from ninety-seven (97) non-executive staffs with the use of a self-administered questionnaire. The study revealed that cash incentives, remuneration, employee recognition etc. were significantly and negatively correlated with the turnover intention. The study then concluded that there should be an improvement in the mode of rewarding employees both financially and non-financially and it should also be made more appealing so as to reduce the turnover intention of employees.

However, the aforementioned study was based on the turnover intention of employees carried out in Sri Lanka while this present study focused on reward systems and employee performance of universities using the Technical University of Kenya as a case study.

Noozarem, Sabri and Nazir (2021) examined the effects of incentives on employees' performance in Malaysia. The study made use of independent variables such as salary, bonuses, appreciation and medical benefits. The study adopted the use of convenience sampling and distributed one hundred and thirty-two (132) sets of structured questionnaires using a quantitative approach to some certain participants. The data obtained was analyzed using correlation and regression analysis as well as SPSS software. The study came to a conclusion that all the independent variables aforementioned have a significant effect on the performance of the employees. Therefore, if the independent variables are improved efficiently, it will positively influence the employees' performance.

2.2.2 Employee Recognition and Organization Performance

Tessema *et al.* (2013) assessed the effects of employee recognition, pay and benefits on job satisfaction in United States of America (USA), Vietnam and Malaysia. The study sought for respondents from Malaysia, USA and Vietnam and sampled one thousand one hundred and ninety-five (1195) students from the three (3) mid-western universities in USA, Vietnam and Malaysia with the aid of a questionnaire. Most of the respondents from the countries used were junior and senior business majors. The primary data obtained were analyzed using descriptive statistics such as mean, standard deviation and Analysis of variance (ANOVA). The result of the study revealed that the independent variables which includes employee recognition, pay and benefits have a significantly positive effect on the satisfaction derived by Job employees.

However, the aforesaid study assessed the effect of employee recognition on job satisfaction in some selected Universities in USA, Vietnam and Malaysia.

Meena, Girijja and Visagamoorthi (2019) analyzed the influence of recognition on employees' motivation and job performance of banks in India. The research adopted the use of a descriptive research design by sampling one hundred and fourteen (114) respondents through the administration of a questionnaire. Only one hundred and ten (110) questionnaires were made use of due to the fact that the others contained certain errors. The research utilized a descriptive method to assess the attitude of the respondents. The data obtained were analyzed with Path analysis. The study discovered that the independent variables used in the research such as rewards and recognition influenced the employees' motivation positively and in turn influences the performance of the employees as well as their outputs in banks. As a result, the aforesaid study is widely related to the influence of rewards and recognition of employees' motivation and job performance of banks in India.

Hussain, Khaliq, Nisar, Kambih and Ali (2019) investigated the role of employee rewards, recognition and job-related stress towards employee performance in Lahore, Pakistan. The study made use of two hundred (200) questionnaires which were distributed among the employees of three (3) call centers in Lahore by random sampling. Out of the two hundred (200) questionnaires that were shared, one hundred and eighty (180) were gotten back from the respondents of the call centers for filling the questionnaires correctly. The primary data collected were then analyzed by the use of Confirmatory Factor Analysis (CFA) and Structure Equation Modelling (SEM).

The study revealed that employee recognition and rewards significantly affects the employees' performance positively and stress significantly affects the employees' performance negatively. Thus, the study concluded that employee recognition has a positive influence on how an employee performs efficiently.

Orajaka (2021) conducted a research on organizational performance and its effects to employee recognition and job satisfaction in some selected public universities in the South East of Nigeria. The research utilized the use of a survey research design to obtain data with the use of a questionnaire from five (5) states in Nigeria which includes; Abia, Anambra, Ebonyi, Enugu and Imo. The primary data gotten from the aforementioned states were derived from all non-academic staff of the universities that were chosen. The data were analyzed by the use of descriptive statistics, correlation tools and Mean Likert to determine the significant relationship between the variables. The research then showed that between the employee recognition and employee performance, there exists a significantly positive relationship between the non-academic staff in the university. The previous study was conducted in Nigeria and the research findings are mainly related to some selected universities.

2.2.3 Employee Promotions and Organization Performance

Saharrudin (2016) explained in a study on the effect of promotion and compensation towards working productivity through job satisfaction and working motivation of employees in the department of water and mineral resources energy in North Aceh District in Indonesia that the independent variables such as promotion and compensation significantly affects the satisfaction, moral and productivity derived by an employee positively.

The study examined ninety-one (91) civil servants' employees with the aid of a random sampling method in the department of water and mineral resources energy in Indonesia. The data obtained were analyzed statistically using the Statistical Package for the Social Sciences (SPSS). The result of the study showed that the above mentioned independent variables impacted the work productivity of the employees significantly and positively.

Ngure and Waiganjo (2017) researched on the factors influencing retention of health workers in the public health sector in Kenyatta National Hospital, Kenya. The research adopted the use of a case study research design and sampled four thousand nine hundred and fifty-five (4955) employees of the clinical and non-clinical staff of the Kenyatta National Hospital with the use of multistage sampling for the first stage and random sampling for the second stage. Structured questionnaires were distributed to the various staff selected as the respondents. The analysis used for analyzing the obtained data was descriptive statistics with the usage of graphs. The research concluded that promotion influences the retention rate of the health workers as well as their leadership style. Although, the previous study was carried out in Kenya, it only focused on the public health sector in Kenya.

Razak, Sarpan and Ramlan (2018) examined the influence of promotion and job satisfaction on employee performance in Makassar Government Region, Indonesia. The study randomly sampled fifty (50) employees of Makassar Government Region with the use of a descriptive survey technique and explanatory survey technique. The primary data were obtained from different streams such as through interviews, observations and questionnaires while the secondary data obtained were gotten through documentations and reports available. The data analysis was conducted through path analysis to determine the sample size.

The study concluded that the performance of the employees of Makassar Government Region

was highly and positively influenced by the job promotion and satisfaction derived. The study focused on the influence of promotion and job satisfaction on employee performance in Indonesia.

Magaji, Akpa and Ozioma (2018) sought to examine the effect of recognition and promotion on employees' job satisfaction of selected outsourced service providers in Jos, Plateau, Nigeria. The study adopted the use of a survey research design and sampled five hundred and forty-one (541) employees of five (5) different outsourced service providers in Jos, Plateau. Questionnaires were shared to the employees of the outsourced service providers selected and of which only four hundred and forty-eight (448) of the questionnaires were chosen to be used due to some errors which were found in the rest of the questionnaires distributed, the data gathered from the study were analyzed with the use of simple linear regression and Pearson Product Moment Correlation Test. As a result, the study then concluded that promotion and recognition factors significantly affect the satisfaction derived by employees of the outsourced service providers positively.

Ogini (2020) in a study that was conducted in Rivers state, Nigeria on the job promotion and employee commitment of public hospitals revealed that the independent variable which happens to be job promotion significantly affects the commitment of employees positively. The study through the use of a cross-sectional survey was able to generate data by the use of a self-administered questionnaire which were distributed to two hundred and eighty (280) employees of twelve (12) different hospitals in Rivers state. The primary data which were collected from the various employees were analyzed statistically with the aid of the Statistical Package for Social Sciences (SPSS).

2.2.4 Training and Development and Organizational Performance

Nuhu, Saliu, Abubakar and Abdullahi (2018) examined the effect of training on job satisfaction among academic staff of Bayero University, Kano, Nigeria. The study assessed one thousand five hundred and sixty-two (1562) academic staff of Bayero University and of which only three hundred and ten (310) staff were later used for the assessment. Questionnaires were given to the various respondents for the sample size of the study. Random sampling method was adopted for the study and the data analysis was conducted with the aid of Statistical Package for Social Sciences (SPSS). In the study, training was the independent variable while job satisfaction was the dependent variable. The result of the study then revealed that sponsoring of trainee remains the core factor that influences job satisfaction of the academic staff of Bayero University. However, the study was conducted in Kano, Nigeria, the implication is that the result cannot be generalized.

Karim, Choudhury and Latif (2019) investigated the impact of training and development on employees' performance in Dhaka, Bangladesh. The study revealed that ten (10) questionnaires were distributed to various employees in the organization. A form of convenience sampling technique was used for the study. The independent variable implemented in the study includes training and development. Thirty (30) employees were sampled and self-administered questionnaire were distributed to them the study then revealed that most employees are influenced through training which results to an increase in performance rate of the employees. Therefore, there should be organized trainings for the staff for increased development of the organization. Notably, the aforementioned study was focused on an organization in Bangladesh.

Zafar and Zafar (2019) conducted a research on the nexuses between induction training and employee job satisfaction in Punjab University, Pakistan. A sample of two hundred and seventy (270) employees were selected according to Morgan Formula. The data were detailed with questions relating to the satisfaction derived from various induction trainings organized in the organization. The research showed that between the induction training and job satisfaction derived by employees, there is a positive significant relationship between them but a negative significant relationship exists between the organizational impact and the job satisfaction desired by employees. Although, the previous study was carried out in a University which is quite similar to this present study, it was however based in Pakistan.

Omokojie *et al.* (2021) conducted a research on the impact of training on employees' work performance, motivation and job satisfaction in Benin City, Nigeria. The study sampled two hundred and eight (208) employees consisting of twenty-three (23) management staff, one hundred and seventy-three (173) senior staff and eleven (11) junior staff of the Integrated Data Services limited (IDSL), Benin City by the means of stratified random sampling. The data was obtained by the use of a questionnaire and were then analyzed by the use of descriptive statistics such as mean, standard deviation, percentages and inferential statistics as well. The data was then analyzed by the use of Statistical Package for Social Sciences (SPSS). At the end of the study, it was concluded that training which the independent variable is has a significant relationship between the satisfaction derived by the employees from their job and the employees' development. The aforementioned study was limited to the context of Nigeria using Integrated Data Services Limited (IDSL).

2.3 Theoretical Literature Review

This study will be anchored on the Herzberg's Two Factor Theory, Expectancy theory and Equity Theory.

2.3.1 The Herzberg's Two Factor Theory

The Herzberg's two factor theory was postulated by Herzberg (1959). He argued that employees are passionate about their job based on the internal values pertaining to their work rather than the external values. In this theory, he revealed two sets of factors which includes the hygiene factor and satisfier or motivators factor, making assertions to the fact that motivators are innate to the job while hygiene factors are external to the job (Armstrong, 2012). The theory noted that factors which includes salary, security etc. most times does not inspire employees but can cause displeasure among the employees if missing. He also revealed that, poor hygiene does not make the employees motivated but rather when excellence is attained in those factors, the people tend to work harder.

Herzberg (1966) then concluded that people are inspired to be more passionate about their job when they have more challenging work and increased responsibility. Employees who feel great about their job due to a better form of remuneration, salary payment or compensation of any kind might attribute the hygiene and motivators factors to be the cause. Meanwhile, the dis-satisfied employees will tend to view the external factors such as supervision and working conditions as the cause (Dieleman, Cuong, and Anh 2004). Therefore, this theory shows that employer-employee relation and job satisfaction enhanced by rewarding employees by inherent and external factors can have effect on the performance of the employees.

However the theory is without criticism, one is that the approaches used to construct the two factors—the notion that things like pay can be both hygiene issues and motivators is questioning because it can relate to the two factors Rynes, Gerhart, and Parks, 2005).

Also, Herzberg's theory is one of those that fits best but lacks much research backing.

2.3.2 Expectancy Theory

The word 'expectancy' was coined from the Valency-Instrumentality- Expectancy (VIE) theory which was derived by Vroom (1964). The theory assumed instrumentality to be that if one thing is done, it can thus lead to another thing. The theory represented value while expectancy was noted to be the uncertainty that efforts or action will lead to a possible outcome. Expectancy theory seems to be very relatable because just a small amount of people views a great degree of relationship between rewards and performance. The theory majorly pays more attention to rewards and the theory also places more emphasis on the fact that what is realistic and true is immaterial (Porter & Lawler, 1973). The theory also reveals that questionnaires and interviews should be a prerequisite for examining the motivational level of an employee and an employee should be rewarded duly for an outstanding performance.

This theory was postulated after Vroom's idea which implied that two (2) major factors influence the efforts in which people apply to their jobs. The factors depicted the fact that the individual value of the reward and the uncertainty that the reward is effort dependent is understood by individuals, in as much as their needs for security, social esteem and autonomy is fulfilled (Vroom, 1964). The theory confirms that as much as the reward of a set value, the greater the effort derived. The Expectancy Theory is not without its detractors. Differences between people and in terms of culture or country are not addressed by the theory.

But compared to persons in less developed civilizations, people in industrialized nations tend to be more goal-oriented. Furthermore, people in wealthy countries think they can affect their successes (Griffin and Moorhead, 2010). The Expectancy Theory makes the assumption that people choose their actions consciously when they first begin an endeavor. However, it has been demonstrated that people make decisions after engaging in their actions and then attempt to justify them later. The rationale for selecting this theory is an aid in explaining behavior of employees based on expected outcomes of the action as this study seeks to examine the effect of reward management practices on organizational performance.

2.3.3 Equity Theory

It is also known as Equity Theory of Motivation. It was developed in 1963 by Jon Stacey Adams in 1963 a workplace behavioral psychologist. The equity theory was clarified by Stacey (1965). The theory was developed based on the principle that every individual has the wish to be treated appropriately. This theory is centered on the word 'equity', which refers to being treated fairly in relation to how other people and 'inequity' where people consider not to be treated fairly as others. Al-Zawahreh and Al-Madi (2012) stated that an employee assesses the effort he/she puts in his/her job with the proportion of the outcome, and if she realizes any inequality, he/she will work to correct the unfairness.

Martin and Coetzee (2007) revealed that the sense of discontentment arrives from a principle that one is being given less than one deserves. It is based on the idea that individuals are motivated by fairness. It states that if an individual identifies inequality between themselves and a peer, they will adjust the work they do to make the situation fair in their eyes (Stacey, 1965). For example, if an employee gets to know that a peer is doing exactly the same job as them and is earning more money, then they may choose to do less work, thus creating fairness in their eyes.

This means that the higher an individual perception of equity (fairness) then the more motivated they will be. Conversely, an individual will be less motivated if they perceive unfairness.

The way an individual is treated either with justice or the latter is observed by focusing majorly on the input and output of the individual. When the differences between the salaries received by individuals differ greatly, high performing individuals recognize high equity while the low performing individuals distinguish low equity (Grant and Shin, 2011). Also, being the highest paying salary employer might not necessarily sustain the retention of the employee but by being capable of competing successfully in the business (Taylor, 2002). The simplicity of the theory has come under scrutiny by researchers. The primary concerns was that the theory failed to take into account the wide range of psychological and demographic factors that influence how people perceive fairness and interact with others. Huseman, Hatfield, and Miles (1987) questioned the environmental validity of equity theory because the research that supports its fundamental ideas was done in lab settings and may not be applicable to real-world circumstances. According to Carrell and Dittrich (1978), people may view equity and injustice in terms of both the particular inputs and outputs of a relationship as well as the larger system that produces those inputs and outputs.

2.4 Conceptual Framework

According to Kumar (2014) this is a timely explanation of the research by the researcher. The aim of the conceptual framework is to assist the reader rapidly understand the primary variables, important elements, ideas and the supposed pattern of association between them. The conceptual framework in this study illustrates the perceived correlation of four main sets of variables; financial incentives, employee recognition, promotion and training and development (independent variables), and organizational performance (dependent variable)

Independent Variables
Reward Systems

Dependent Variable

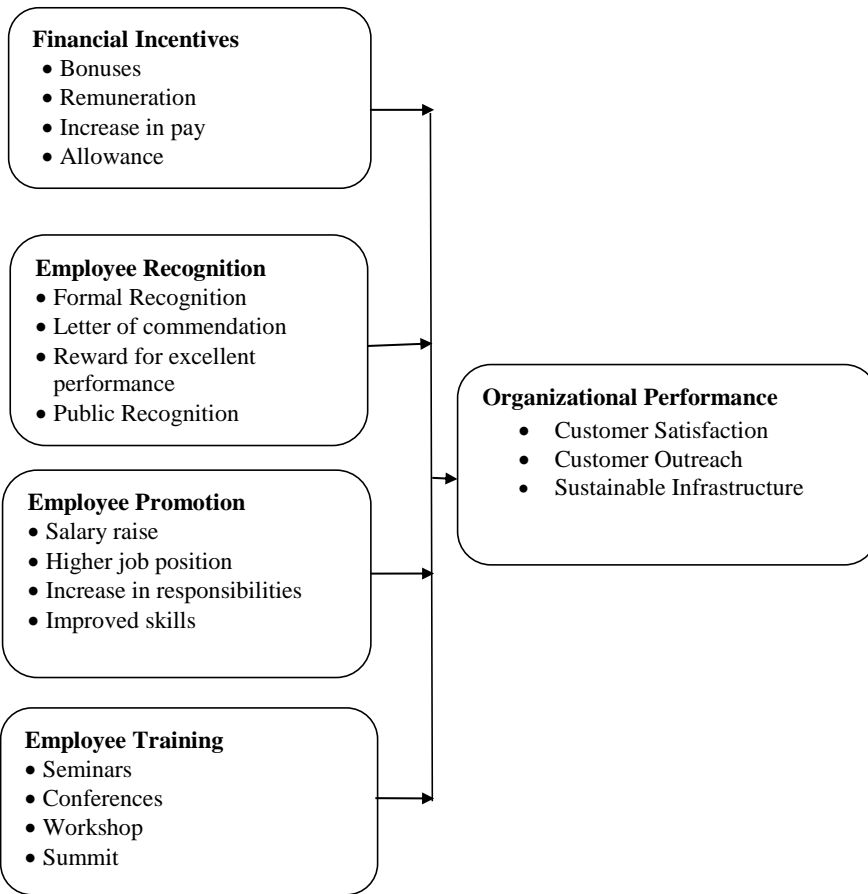


Figure 2.1 Conceptual Framework
Source: Researcher (2023)

2.5 Summary of Literature Gaps

Table 2.1 Summary of Literature Review and Research Gaps

Researcher/Year	Purpose of the Study	Key Findings	Research Gaps	Addressing Research Gaps
Tessema, Ready and Embaye (2013)	Assessed the effect of employee recognition, pay and benefits on job satisfaction in USA, Vietnam and Malaysia.	The study concluded that the independent variables have a positive significant effect on the satisfaction derived by job employees.	The previous study assessed the effect of employee recognition on Job satisfaction in some selected Universities in USA, Vietnam and Malaysia which is a different context	The proposed study therefore examined the rewards management practices on organizational performance at NWWA.
Okoth (2014)	Assessed the effect of reward management on employee performance in hotels in North coast, Kenya.	The study revealed that the employees performance in the hotel was positively influenced due to high reward management in the hotel.	Inspite of the similarity, this study did not focus on governmental agencies in the water sector in Kenya but focused on Hotels in Kenya.	Therefore, the proposed study focused on the reward management practices on performance of NWWA.
Saharrudin (2016)	Sought to reveal the effect of promotion and compensation towards working productivity through job satisfaction and working motivation of employees in Indonesia.	The result of the study revealed that promotion and compensation impacted the work productivity of the employees significantly.	The study is mainly related to department of water and mineral resources in Indonesia which is quite country specific.	Thus, the proposed study determined the rewards management practices on performance governmental agencies in the water sector.
Jean, Ngui and Robert (2017)	Described the effect of compensation strategies on employee performance in East Africa	The research concluded that cash incentives given to employees motivates them and helps the	Despite the attempt of the previous study to establish the relationship between compensation	This study aimed at establishing the relationship between rewards management practices in governmental

		company to attract and retain employees.	strategies and employees' performance in East Africa, it is only related to a cement industry.	agencies in the water sector.
Ngure and Waiganjo (2017)	Researched on the factors influencing the retention of health workers in the public health sector in Kenyatta National Hospital, Kenya.	The research concluded that promotion influences the retention rate of the health workers as well as their leadership style.	Although, the previous study was carried out in Kenya, it only focused on the public health sector in Kenya.	Therefore, this study established the relationship between the rewards system and organizational performance in NWWA.
Sitati (2017)	Conducted a study on the effects of reward management practices on employee retention in a hotel in Kenya.	The study concluded that reward management and remuneration have a positive significant effect on the employee retention in the hotel industry.	Despite the aforementioned study's aim to focus on the relationship between the reward system and employees' performance, it failed to relate the study to cash incentives.	This proposed study focused on the reward management practices on performance of governmental agencies in the water sector.
Razak, Sarpan and Ramlan (2018)	Examined the influence of promotion and job satisfaction on employee performance in Indonesia.	The study concluded that the performance of the employees was highly and positively influenced by job promotion and job satisfaction.	The study focused on the influence of promotion and job satisfaction on employee performance in Indonesia.	The proposed study examined the reward systems on the performance of NWWA.
Nuhu, Salisu, Abubakar and Abdullahi (2018)	Examined the effect of training on job satisfaction among academic staff of Bayero University, Kano, Nigeria.	The result of the study revealed that sponsoring of trainee remains a core factor that influences job satisfaction of the academic	However, the present study was conducted in Kano, Nigeria, the implication is that the result cannot be generalized.	Hence, the proposed study focused on the reward management practices in governmental agencies in the water sector.

		staff of Bayero University.		
Magaji, Ozioma and Norom (2018)	Sought to examine the effect of recognition and promotion on employees job satisfaction of selected outsourced service providers in Plateau, Nigeria.	As a result, promotion and recognition factors significantly affects the satisfaction derived by employees of the outsourced service providers positively.	The previous study was specific to outsourced service providers in Plateau, Nigeria.	This proposed study focused on rewards management on the performance of governmental agencies in the water sector.
Hussain, Khaliq, Nisar, Kamboh and Ali (2019)	Investigated the role of employee rewards, recognition and job-related stress towards employee performance in Pakistan.	The empirical review pointed out the fact that employee recognition has a positive influence on the efficient performance of an employee.	The previous study was however related to Pakistani call centers alone.	The proposed study focused on the rewards management practices on the performance of NWWA.
Karim, Choudhury and Latif (2019)	Investigated the impact of training and development on employees' performance in Dhaka, Bangladesh.	The study concluded that most employees were influenced through training which resulted to an increased performance rate of the employees.	This study was focused on an organization in Bangladesh which therefore cannot be generalized.	The proposed study thereby focused on the rewards management practices and performance of governmental agencies in the water sector.
Meena, Girija and Visagamoorthi (2019)	Analyzed the influence of rewards and recognition on employers motivation and job performance of banks in India.	The study discovered that rewards and recognition influenced the employees' motivation positively and in turn influences the performance of the employees and their outputs	The previous study is widely related to the influence of rewards and recognition of employees' motivation and job performance of banks in India.	The proposed study focused on the reward management practices on the performance of governmental agencies in the water sector.

		in the banks.		
Zafar and Zafar (2019)	Conducted a research on the nexuses between induction training and employee job satisfaction in Punjab University, Pakistan.	The research showed that a positive significant relationship exists between induction training and job satisfaction while a negative significant relationship exists between organizational impact and the job satisfaction derived by employees.	Although, the previous study was carried out in a University which is quite similar to this present study, it was however based in Pakistan	The proposed study was based on the rewards management practices in governmental agencies in the water sector.
Ogini (2020)	Conducted a research on the job promotion and employee commitment of public hospitals in Rivers, Nigeria.	The inculcation of effective job promotion as at when due influences the performance of employees greatly.	The study focused on public hospitals in Rivers state, Nigeria.	The context was in Kenya.
Orajaka (2021)	Conducted a research on organizational performance and its effects to employee recognition and job satisfaction in some selected private universities in South east, Nigeria.	The research revealed that between the employee recognition and employee performance, a significantly positive relationship exists between the non-academic staff of the university.	The previous study was conducted in Nigeria and the research findings are mainly related to some selected universities.	The context was in water Sector performance.

Source: Researcher (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The study methodology, population of interest, sampling strategies, instruments for data collection, data processing, and instrument validity and reliability were all discussed in this chapter.

3.2 Research Design

The study used a descriptive research design. The design was useful for it helped describe the phenomenon in the study. The phenomenon being studied is the effect of various factors—financial incentives, employee recognition, promotions, and training & development—on the performance of employees in the Northern Water Works Development Agency in Kenya (Kothari, 2010). The study employed a descriptive research design, which is suitable for providing a detailed description of the phenomenon under investigation. In this case, the design allowed researchers to describe how these independent variables relate to employee performance within the agency.

3.3 Description of Study Variables

The study established the effect of reward management practices on the performance of governmental agencies in the water sector in Kenya. The independent variables; financial incentives, employee recognition, promotions, and training & development. The dependent variables were performance in Northern Water Works Development Agency, Kenya.

3.4 Study Locale

The study focused on the Northern Water Works Development Agency in Kenya. NWWDA is located in Garissa Town, Garissa County, Kenya. Garissa County is one of the counties in Kenya, located in the northeastern part of the country. It covers an area of approximately 44,175 square kilometers and has a diverse population consisting of various ethnic groups, including the Somali, Borana, and Orma people. The county's administrative headquarters is in Garissa Town. Garissa County is known for its semi-arid climate and is primarily rural, with agriculture and livestock rearing being the main economic activities

3.5 Target Population

A researcher's target population consists of everyone drawn from broad conclusions, as defined by Borg & Gall (1989). Participants in the study consisted of upper-level managers and supervisors from the Northern Water Works Development Agency in Kenya. There were a total of 32 managers and 41 supervisors at NWWDA, Kenya (Human Resource Office NWWDA, 2023). The reason for choosing managers and supervisors was because they were the key persons responsible for reward management practices.

Table 3.1 Target Population

Cadre	Numbers	Percentage
Managers	32	41.5%
Supervisors	41	58.5%
Total	73	100%

Source: Human Resource Office NWWDA (2023)

3.4 Sampling Design

The rules and methods that determined which parts of the population were selected for inclusion in the sample were known as the sampling design technique. Since the target population was not very large, the researcher conducted a census. A census study was advised when the sample size was too large to be easily handled by researchers (Mugenda & Mugnda, 2010).

3.5 Data Collection Instruments

The study used a semi-questionnaire to collect data. The main data was primary data in this study. The study used a semi-structured questionnaire to collect data because it allowed the researcher to obtain in-depth and flexible responses while maintaining consistency in the main questions. The primary data was appropriate for this study as it provided firsthand information from the respondents, enabling the researcher to explore current perceptions, attitudes, and experiences relevant to the research objectives.

3.6 Validity and Reliability

3.6.1 Validity of Research Instruments

Construct validity, content validity, and criterion validity were the three main forms of validity that were examined. The construct validity of a measurement was its agreement with commonly held knowledge and theory about the construct under evaluation. A measure was said to have high criterion validity if its results were consistent with other credible measures of the same idea, and high content validity if it adequately captured the notion being assessed. A study could choose to examine any combination of these three validities, depending on its aims and questions (Strauss & Corbin, 1990). The researcher consulted the supervisor and other subject matter experts to ensure the study's validity.

The researcher took great effort to establish indicators and measures based on pertinent current information in order to guarantee construct validity. Only questions that were recognized to be good indicators of reward management practices and performance of NWWA were included in the survey.

3.6.2 Reliability of Research Instruments

A reliable questionnaire was essential for achieving consistent measurement. The test-retest reliability method was used to determine the instruments' dependability. According to Adeyemi (2007), test-retest reliability was typically considered to be sufficiently demonstrated for the majority of educational research by the stability of scores over a long enough time period. The tools were therefore piloted in Tana Water Works Development Agency (TWWDA)-tested on 7 respondents (10% of 73) who had similar population characteristics as the selected target population. Using SPSS software, the responses were utilized to calculate the reliability of multi-item opinion questions. According to Andres (2012), great dependability could be inferred from a Cronbach's alpha value over 0.7. A Cronbach Alpha threshold of 0.7 was used in the investigation.

Table 3.2 Reliability Test Results

Construct	Alpha Score	Comment
Financial Incentives	0.789	Reliable
Employee promotion	0.943	Reliable
Employee Recognition	0.878	Reliable
Training and development	0.881	Reliable
Organizational Performance	0.891	Reliable

Source: Field Data (2024)

Overall, all constructs in the study demonstrate satisfactory to excellent levels of reliability, as indicated by their Cronbach's alpha scores. This suggests that the measurement items for each construct consistently assess the intended aspects of the study, enhancing the trustworthiness and validity of the research findings

3.7 Data Collection Procedures

The researcher proceeded with data collection immediately after obtaining a data collection letter from the graduate school Kenyatta University. A permit was collected from NACOSTI offices. The researcher collected data personally through the drop and pick later method. In order to allow respondents enough time to answer the questions but not so much that the questionnaires became lost, they were distributed and collected after 7 days. The responses were recorded on a 5-point Likert scale, from "strongly disagree" (1) to "neutral" (3) to "agree" (4) to "strongly agree" (5).

3.8 Data Analysis and Presentation

The information gathered was numerical in nature. Descriptive statistics (mean and standard deviation) and inferential statistics (correlation analysis and regression analysis) were used in SPSS 24 to evaluate the quantitative data. Data in the form of tables and figures were used to display numerical information. Specifically, the regression model was shown as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where; Y = Organizational Performance

X_1 = Financial Incentives

X_2 = Employee Recognition

X_3 = Employee promotion

X_4 = Training and development

β_0 = Constant Term

ε = Error term

$\beta_1, \beta_2, \beta_3, \beta_4$ = Beta coefficients

3.9 Ethical Considerations

There were standards that had to be met in the conduct of each the study. Consequently, it was crucial that the study's investigator accounted for these needs. Obtaining permission from relevant authorities at all relevant levels was a crucial factor to think about. Consequently, the investigator obtained permission from the relevant units before beginning the investigation. All relevant information, such as the study's motivation, potential benefits, and potential risks, was included. A data collection authorization letter was obtained from the graduate school, Kenyatta University. The researcher obtained a NACOSTI letter from the Ministry of Education.

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION

4.1 Introduction

The chapter presents the empirical results obtained through rigorous research methods and analyses. Through meticulous investigation, the study unearthed significant insights, shedding light on the intricacies of the subject matter. This chapter serves as a platform to present, interpret, and discuss these findings in depth. Moreover, the discussion segment critically examines the implications of these findings within the broader context of existing literature and theoretical frameworks. The study scrutinizes patterns, discrepancies, and correlations, providing interpretations that contribute to a deeper understanding of the phenomenon under investigation.

4.2 Response Rate

Table 4.1 Response Rate

	Frequency	Percentages
Filled Questionnaire	62	85%
Not Filled Questionnaire	11	15%
Total	73	100%

Source: Field Data (2023)

The results indicate that out of the total 73 questionnaire examined, 62 questionnaires were filled, constituting approximately 85% of the total, while the remaining 11 questions were not filled, making up about 15%. This distribution suggests a predominant tendency among respondents to provide answers or responses to the questions posed to them.

The high percentage of filled questions indicates a significant level of engagement and cooperation from the participants in the study. It reflects a willingness to actively participate in the research process and provide the necessary data or information sought by the researchers.

The high proportion of filled questions underscores the robustness of the research findings and contributes to the credibility of the study outcomes. It highlights the active participation and cooperation of respondents, facilitating a more comprehensive understanding of the research phenomenon (Oso & Onen, 2008).

4.3 Demographics Characteristics

The demographic characteristics of the respondents, as presented in Tables 4.2, 4.3, and 4.4, offer valuable insights into the profile of the study population.

4.3.1 Gender of the Respondents

The section on "Gender of the Respondents" aims to provide insight into the demographic composition of the study participants in terms of gender. Understanding the gender distribution among respondents is crucial for gaining a comprehensive understanding of the research sample and ensuring the representation of diverse perspectives.

Table 4.2 Gender of the Respondents

	Frequency	Percent
Valid Male	42	67.7
Valid Female	20	32.3
Total	62	100.0

Source: Field Data (2024)

Table 4.2 reveals a notable gender disparity, with a higher representation of males (67.7%) compared to females (32.3%). This gender skew may reflect broader societal trends or the specific demographics of the study participants.

4.3.2 Age of the Respondents

The section delve into the demographic aspect of the age distribution among the participants involved in the study. Understanding the age demographics of the respondents is pivotal as it offers valuable insights into the composition of the research sample.

Table 4.3: Age of the Respondents

	Frequency	Percent
Valid		
Below 25 Years	12	19.4
25 Yrs – 34 Yrs	43	69.4
35 Yrs & above	7	11.3
Total	62	100.0

Source: Field Data (2024)

Meanwhile, Table 4.3 showcases a predominantly young demographic, with the majority of respondents (69.4%) falling within the age bracket of 25 to 34 years. Smaller proportions are observed in the age categories below 25 years (19.4%) and 35 years and above (11.3%). Such age distribution underscores the importance of considering generational perspectives and potential differences in experiences across different age groups.

4.3.3 Highest Level of Education

The section examines the educational backgrounds of the respondents participating in the study. Education level is a crucial demographic factor that can significantly influence individuals' perspectives, knowledge base, and decision-making processes.

Table 4.4 Highest Level of Education

	Frequency	Percent
Valid		
Diploma	2	3.2
Bachelor's Degree	54	87.1
Masters	6	9.7
PhD.	0	0.00
Total	62	100.0

Source: Field Data (2024)

Table 4.4 highlights the educational attainment of the respondents, with an overwhelming majority (87.1%) holding Bachelor's degrees. This indicates a highly educated sample population, albeit with minimal representation of individuals holding Diplomas (3.2%) or Master's degrees (9.7%), and no respondents with a PhD. Understanding these demographic characteristics is crucial for interpreting research findings, assessing the representativeness of the sample, and considering potential biases in data collection and analysis. Additionally, it underscores the importance of ensuring diversity and inclusivity within research samples to enhance the robustness and generalizability of study outcomes.

4.4 Descriptive Analysis

The section presents a comprehensive examination of the collected data through descriptive statistical techniques. Descriptive analysis serves as a foundational step in understanding the characteristics and patterns present within the dataset. Through this analysis, the research aim to provide a clear and concise summary of the key variables under investigation. To summarize Likert scale data into meaningful statistics such as Mean and Standard Deviation, the will employ a systematic approach. Each Likert scale item represents a respondent's level of agreement or disagreement with a statement, typically ranging from "Strongly Disagree" to "Strongly Agree." By assigning numerical values to these responses (e.g., 1 for "Strongly Disagree" to 5 for "Strongly Agree"), the research calculated the Mean (average) and Standard Deviation (measure of dispersion) for each Likert item. The Mean provides an indication of the average response or the central tendency of the data, while the Standard Deviation offers insights into the variability or spread of responses around the Mean.

This process enables researcher to summarize the Likert scale data effectively, providing valuable insights into the respondents' perceptions and attitudes toward the variables under examination.

4.4.1 Descriptive Statistics on Financial Incentives

In the upcoming section, delves into the analysis of financial incentives as perceived by respondents, as depicted in Table 4.5. The table presents the Mean and Standard Deviation (Std. Dev) for various statements related to financial incentives. These statements gauge respondents' attitudes and perceptions regarding the impact of cash incentives, rewards, bonuses, and allowances on their performance and motivation.

Table 4.5 Financial Incentives Analysis

	Mean	Std. Dev
Cash incentives improves my performance and productivity	3.0484	.66351
Rewards in form of cash makes me happy	3.9032	.46903
I prefer cash incentives to other forms of reward systems	3.8710	.33797
Bonuses are given to encourage me	3.9032	.43267
Allowances given to me aids my performance	3.8548	.35514
Aggregate Score	3.7161	.45166

Source: Field Data (2024)

The results in table 4.5 indicated that upon analyzing the data, several implications emerge. Firstly, the Mean scores indicate a moderate to high level of agreement among respondents regarding the positive influence of financial incentives on their performance and motivation. For instance, the Mean scores for statements such as "Rewards in form of cash make me happy" (Mean = 3.9032) and "Bonuses are given to encourage me" (Mean = 3.9032) suggest a strong endorsement of the efficacy of cash incentives in boosting morale and motivation.

Additionally, the relatively low Standard Deviation values across all statements indicate a consensus among respondents, signifying minimal variability in their perceptions regarding financial incentives. This suggests a consistent trend in respondents' opinions, further reinforcing the reliability of the findings. Comparing these findings with the empirical literature reviewed in Section 2.2.4, the researcher observed alignment with previous studies conducted in similar contexts. Studies by Okoth (2014), Jean, Ngui, and Robert (2017), Sitati (2017), Mendis (2017), and Noozarem, Sabri, and Nazir (2021) consistently highlight the positive impact of financial incentives on employee performance and motivation across diverse industries and geographical locations. The findings from the study corroborate these findings, indicating a universal recognition of the importance of financial incentives in enhancing employee performance.

Overall, the analysis of financial incentives in this study underscores their significance in driving employee motivation and performance, in line with existing empirical literature. These insights provide valuable guidance for organizations seeking to optimize their reward systems to maximize employee engagement and productivity.

4.4.2 Employee Recognition

In the subsequent section, the researcher examined the descriptive analysis of employee recognition as perceived by respondents, as presented in Table 4.6. The table displays the Mean and Standard Deviation (Std.Dev) for various statements related to employee recognition. These statements gauge respondents' perceptions regarding the extent to which their employers appreciate and acknowledge their contributions and efforts

Table 4.6 Descriptive analysis of Employee Recognition

	Mean	Std. Dev
My Employer appreciates me for job well done	4.1145	.56182
My employer involves me in decision making	4.1129	.60340
My employer recognizes my efforts	4.5000	.50408
My employer appreciates my work through official recognition which helps to improve my performance	4.4855	.55545
I am being given letter of commendation sometimes	4.4839	.50382
Aggregate Score	4.3390	.53666

Source: Field Data (2024)

Analyzing the data, it's evident that respondents generally perceive positive practices of employee recognition within their organizations. The Mean scores for statements such as "My employer recognizes my efforts" and "My employer appreciates me for a job well done" are notably high (Mean=4.1145, SD=0.56182), indicating a strong agreement among respondents regarding the acknowledgment of their work by their employers. Additionally, statements like "My employer involves me in decision-making (Mean=4.1129, SD=0.60340" and "My employer appreciates my work through official recognition, which helps to improve my performance (Mean=4.4855, SD= 0.55545)" also received high Mean scores, suggesting a positive perception of employee involvement and official recognition programs.

Comparing these findings with the empirical literature review in section 2.4, it aligns with existing research that emphasizes the significant impact of employee recognition on organizational performance and employee satisfaction. Studies by Tessema et al. (2013), Meena et al. (2019), Hussain et al. (2019), and Orajaka (2021) all support the notion that effective employee recognition positively influences job satisfaction, motivation, and job performance.

The high Mean scores in Table 4.6 indicate a similar trend, indicating that organizations that implement robust employee recognition programs tend to have more satisfied and motivated employees, ultimately contributing to enhanced performance and productivity. Therefore, the findings from the descriptive analysis corroborate the literature's assertions regarding the importance of employee recognition in organizational contexts

4.4.3 Descriptive Analysis on Employee Promotion

In the forthcoming section, the study delved into the descriptive analysis of employee promotion as perceived by respondents, as depicted in Table 4.7. This table presents the Mean and Standard Deviation (Std. Dev) for several statements related to employee promotion within their organizations. These statements gauge respondents' perceptions regarding the impact of promotions on their job satisfaction, performance, and overall career development.

Table 4.7 Descriptive Analysis on Employee Promotion

	Mean	Std. Dev
I get promotion as a reward for my efforts	4.2334	.51111
Promotion comes with more responsibility and higher pay	4.4516	.53339
Promotion increases my performance	4.4839	.50382
Promotion has a lot to do with gaining more skills	4.4355	.49987
Promotion enhances job satisfaction	4.4355	.53165
Aggregate Score	4.45808	.51451

Source: Field Data (2024)

The Mean scores for statements such as "I get promotion as a reward for my efforts" (Mean = 4.2334, Std. Dev = 0.51111) and "Promotion increases my performance" (Mean = 4.4839, Std. Dev = 0.50382) are notably high, indicating a strong agreement among respondents regarding the positive influence of promotions on recognizing their efforts and enhancing their performance.

Additionally, statements like "Promotion comes with more responsibility and higher pay" (Mean = 4.4516, Std. Dev = 0.53339) and "Promotion enhances job satisfaction" (Mean = 4.4355, Std. Dev = 0.53165) also received high Mean scores, suggesting a positive perception of promotions as opportunities for career advancement and improved job satisfaction.

Comparing these findings with the empirical literature review in section 2.4, it aligns with existing research that emphasizes the significant impact of promotions on employee satisfaction, motivation, and performance. Studies by Saharrudin (2016), Ngure and Waiganjo (2017), Razak et al. (2018), Magaji et al. (2018), and Ogini (2020) all support the notion that promotions positively influence job satisfaction, productivity, and commitment among employees. Therefore, the findings from the descriptive analysis, with their high Mean scores and relatively low Standard Deviation, align with the empirical literature, highlighting the importance of promotions as a strategic tool for enhancing employee satisfaction, motivation, and performance within organizations.

4.4.4 Descriptive Analysis on Employee Training

In this section, the researcher has analyzed the data presented in Table 4.8, which provides a descriptive analysis of employee training. The researcher interpreted the individual means and standard deviations, indicating their implications, and then compared these findings with the empirical literature review.

Table 4.8 Descriptive Analysis on Employee Training

	Mean	Std. Dev
Training organized by my organization helps to improve my skill set	4.3710	.55023
Seminars are organized frequently	4.4032	.49455
My organization organizes Conferences and summit	4.4839	.50382
I do attend training organized	4.4839	.50382
My organization has a corporate policy for organizing training	4.3710	.48701
Aggregate Score	4.4226	.507886

Source: Field Data (2024)

The Mean scores for statements such as "Seminars are organized frequently" (Mean = 4.4032, Std. Dev = 0.49455) and "My organization organizes Conferences and summit" (Mean = 4.4839, Std. Dev = 0.50382) are quite high, indicating that employees perceive that their organization frequently organizes seminars, conferences, and summits. This suggests that there is a positive perception among employees regarding the availability of opportunities for professional development and networking. Similarly, the Mean score for "I do attend training organized" is also high (Mean = 4.4839, Std. Dev = 0.50382), indicating that employees actively participate in the training programs organized by their organization. This suggests a proactive approach from employees towards their own professional development.

The Mean scores for "Training organized by my organization helps to improve my skill set" (Mean = 4.3710, Std. Dev = 0.55023) and "My organization has a corporate policy for organizing training" (Mean = 4.3710, Std. Dev = 0.48701) are slightly lower but still indicate a positive perception among employees regarding the effectiveness of training programs and the existence of corporate policies for organizing training. The standard deviations are relatively moderate, indicating some variability in responses but overall consistency in perceptions.

Comparing these findings with the empirical literature review in section 2.5, they generally align with existing research on the positive impact of training on employee job satisfaction, performance, and skill development. Studies by Nuhu et al. (2018), Karim et al. (2019), Zafar and Zafar (2019), and Omokojie et al. (2021) all support the notion that training positively influences employee satisfaction, motivation, and performance.

Therefore, the descriptive analysis findings in Table 4.8, with their high Mean scores and moderate Standard Deviations, are consistent with the empirical literature, highlighting the importance of effective training programs in enhancing employee skill sets, job satisfaction, and organizational performance.

4.5 Organizational Performance at NWWDA

In this section, the researcher introduced and analyzed the organizational performance of NWWDA as presented in Table 4.9.

Table 4.9 Performance of NWWDA

	Mean	Std. Dev
The company's representatives are very kind and helpful in their interactions with customers.	3.0839	.50382
Integration of acquired skills and information is essential in organizationals' handling of tasks.	2.9710	.48701
Organizations at all levels are producing more work.	3.1323	.50303
It is the responsibility of an organization to guarantee that all client feedback is sent to them at the appropriate times.	3.0323	.50303
As time goes on, the standard at which organizations do their jobs keeps rising.	2.4839	.50382
Listening to customers' concerns and responding accordingly are two of the most important aspects of North Water Works Development Agency	2.5323	.50303
Aggregate Score	2.87261	.500623

Source: Researcher (2024)

The Mean scores for statements such as "The company's representatives are very kind and helpful in their interactions with customers" (Mean = 3.0839, Std. Dev = 0.50382) and "Organizations at all levels are producing more work" (Mean = 3.1323, Std. Dev = 0.50303) indicate a moderately positive perception among respondents regarding customer service and productivity within NWWDA.

However, the variability in responses, as indicated by the standard deviations, suggests that there may be differing opinions among respondents regarding these aspects of organizational performance.

On the other hand, the Mean scores for statements like "Integration of acquired skills and information is essential in organizationals' handling of tasks" (Mean = 2.9710, Std. Dev = 0.48701) and "As time goes on, the standard at which organizations do their jobs keeps rising" (Mean = 2.4839, Std. Dev = 0.50382) suggest a less positive perception among respondents regarding skill integration and the overall standard of work within NWWDA. The lower Mean scores and variability in responses indicated by the standard deviations may indicate areas where improvement is needed or where there may be challenges within the organization.

The Mean score for "Listening to customers' concerns and responding accordingly are two of the most important aspects of North Water Works Development Agency" (Mean = 2.5323, Std. Dev = 0.50303) is relatively low compared to other statements, indicating a less positive perception among respondents regarding customer feedback mechanisms within NWWDA. Overall, the Aggregate Score (Mean = 2.87261, Std. Dev = 0.500623) suggests a moderately positive perception of organizational performance at NWWDA. However, the variability in responses indicated by the standard deviation suggests that there may be differing opinions among respondents regarding different aspects of organizational performance. In conclusion, while NWWDA may be perceived positively in some areas such as customer service and productivity, there are areas such as skill integration, standard of work, and customer feedback mechanisms where improvements may be needed to enhance overall organizational performance

4.6 Inferential Analysis

In this section, inferential analysis techniques are employed to explore relationships and make predictions based on the data collected. Inferential analysis allows researchers to draw conclusions about a population based on a sample. Two common techniques used in inferential analysis are correlation analysis and regression analysis.

4.6.1 Correlation Analysis

Correlation analysis examines the strength and direction of the relationship between two or more variables. It helps researchers understand how changes in one variable are associated with changes in another. Correlation coefficients range from -1 to 1, with 1 indicating a perfect positive correlation, -1 indicating a perfect negative correlation, and 0 indicating no correlation. Correlation analysis is useful for identifying potential associations between variables and guiding further investigation.

Table 4.10 Correlations Analysis

		Financial Incentives	Recognition	Promotion	Training	Performance
Financial Incentives	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	62				
Recognition	Pearson Correlation	.239	1			
	Sig. (2-tailed)	.161				
	N	62	62			
Promotion	Pearson Correlation	.329**	-.086	1		
	Sig. (2-tailed)	.209	.507			
	N	62	62	62		
Training	Pearson Correlation	.277*	-.123	.978**	1	
	Sig. (2-tailed)	.230	.340	.600		
	N	62	62	62	62	
Performance	Pearson Correlation	.790**	.849**	.880**	.873**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	62	62	62	62	62

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

Source: Field Data (2023)

The correlation analysis reveals various relationships between financial incentives, recognition, promotion, training, and organizational performance, along with their associated p-values indicating significance. Financial incentives demonstrate a weak positive correlation with recognition ($r = 0.239$, $p = 0.161$), promotion ($r = 0.329$, $p = 0.209$), and training ($r = 0.277$, $p = 0.230$), although these correlations are not statistically significant. Similarly, recognition exhibits positive correlations with other variables, but none of them reach statistical significance ($p > 0.05$). Promotion shows a weak positive correlation with financial incentives ($r = 0.329$, $p = 0.209$), but it is not significant, and no significant correlations are found with recognition ($r = -0.086$, $p = 0.507$), training ($r = 0.978$, $p = 0.600$), or performance. Additionally, training displays a non-significant positive correlation with financial incentives ($r = 0.277$, $p = 0.230$) and no significant correlations with recognition ($r = -0.123$, $p = 0.340$), promotion, or performance. However, organizational performance displays strong and significant positive correlations with financial incentives ($r = 0.790$, $p < 0.001$), recognition ($r = 0.849$, $p < 0.001$), promotion ($r = 0.880$, $p < 0.001$), and training ($r = 0.873$, $p < 0.001$), indicating a robust relationship between these factors and performance outcomes. These findings suggest that while financial incentives, recognition, promotion, and training may not individually correlate strongly with each other, they collectively contribute to enhancing organizational performance. Further analysis through regression analysis can provide insights into the combined effect of these variables on performance outcomes.

4.6.2 Regression Analysis

Regression analysis is a statistical method used to analyze the relationship between one dependent variable and one or more independent variables. It helps researchers understand how changes in the independent variables affect the dependent variable.

Regression analysis provides insights into the strength and direction of these relationships and can be used to make predictions about the dependent variable based on the values of the independent variables. This technique is valuable for identifying significant predictors and understanding the underlying factors that influence outcomes.

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.750	.732	1.60830

a. Predictors: (Constant), Financial Incentives, Employee Recognition, Employee promotion, Training and development
Source: Field Data (2024)

The model summary provides valuable insights into the relationship between the predictors (financial incentives, employee recognition, employee promotion, and training and development) and the outcome variable (organizational performance). The coefficient of determination R^2 is a measure of how well the predictors explain the variation in the outcome variable. In this model, $R^2=0.750$, indicating that approximately 75% of the variance in organizational performance can be explained by the predictors included in the model. This suggests a strong relationship between the predictors and organizational performance. The adjusted R^2 is a modified version of R^2 that adjusts for the number of predictors in the model, providing a more accurate indication of the model's goodness of fit. In this case, the adjusted $R^2=0.732$, which is slightly lower than the unadjusted R^2 but still indicates a good fit of the model.

The correlation coefficient R indicates the strength and direction of the linear relationship between the predictors and the outcome variable. Here, $R=0.866$, suggesting a strong positive correlation between the predictors and organizational performance.

Overall, the model summary indicates that the combination of financial incentives, employee recognition, employee promotion, and training and development has a substantial impact on organizational performance, explaining a significant portion of its variance. This underscores the importance of these factors in driving performance outcomes within the organization.

Table 4.11 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	441.933	4	110.483	42.713	.000 ^b
	Residual	147.438	57	2.587		
	Total	589.371	61			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Financial Incentives, Employee Recognition, Employee promotion, Training and development

Source: Field Data (2024)

The ANOVA table provides crucial information regarding the overall significance of the regression model in predicting organizational performance based on the predictors (financial incentives, employee recognition, employee promotion, and training and development). In summary, the ANOVA results confirm that the regression model, which includes financial incentives, employee recognition, employee promotion, and training and development as predictors, significantly predicts organizational performance ($F(4, 57) = 42.713, p < 0.001$). This indicates that the combined effect of these predictors explains a significant amount of variance in organizational performance.

Table 4.12 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.718	.742		.735	.000
Financial Incentives	.607	.222	.204	2.735	.008
Employee Recognition	1.173	.141	.581	8.307	.000
Employee promotion	-.397	.509	-.258	-.780	.439
Training and development	1.338	.520	.840	2.572	.013

a. Dependent Variable: Organizational Performance

Source: Field Data (2024)

Financial incentives exhibit a significant positive effect on organizational performance, with a Beta value of 0.204 and a significance value (Sig.) of 0.008. Studies such as Okoth (2014), Jean, Ngui, and Robert (2017), Sitati (2017), Mendis (2017), and Noozarem, Sabri, and Nazir (2021) support these findings by highlighting the positive influence of financial incentives on employee performance and job satisfaction.

Employee recognition demonstrates a significant positive effect on organizational performance, with a Beta value of 0.581 and a significance value (Sig.) of 0.000. Meena, Girijia, and Visagamoorthi (2019), Hussain et al. (2019), and Orajaka (2021) corroborate these findings by emphasizing the importance of employee recognition in enhancing motivation and job performance.

Employee promotion, however, does not have a significant effect on organizational performance, with a Beta value of -0.258 and a significance value (Sig.) of 0.439. While Saharrudin (2016), Razak, Sarpan, and Ramlan (2018), and Magaji, Akpa, and Ozioma (2018) suggest a positive impact of employee promotion on employee performance, the findings in this study contradict, indicating that employee promotion may not directly impact organizational performance.

Training and development show a significant positive effect on organizational performance, with a Beta value of 0.840 and a significance value (Sig.) of 0.013. Studies like Nuhu et al. (2018), Karim, Choudhury, and Latif (2019), Zafar and Zafar (2019), and Omokojie et al. (2021) support these findings by highlighting the positive relationship between training and development and employee performance.

In summary, while financial incentives, employee recognition, and training and development are found to significantly enhance organizational performance, the impact of employee promotion on organizational performance is not significant in this study. This aligns with some previous research but contrasts with others, indicating that the relationship between employee promotion and organizational performance may vary depending on the context and specific factors involved.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Chapter five provides a comprehensive summary, conclusions, and recommendations based on the findings of the study. In this section, the key findings from the research are synthesized and interpreted to draw meaningful conclusions regarding the research objectives. Additionally, based on the conclusions drawn, practical recommendations are proposed to address the identified issues and improve the subject matter under investigation.

5.2 Summary of the Findings

In the summary of findings, the reliability of the questionnaire was rigorously assessed to ensure consistent measurement. Utilizing the test-retest reliability method, the instruments' dependability was evaluated, considering stability of scores over time, as suggested by Adeyemi (2007). The tools underwent pilot testing with a subset of the target population, specifically 7 respondents representing 10% of the total, ensuring similarity in population characteristics. Subsequently, utilizing SPSS software, reliability of multi-item opinion questions was calculated, adhering to a Cronbach's alpha threshold of 0.7, as recommended by Andres (2012). The results demonstrated commendable reliability across all constructs. Financial incentives, employee promotion, employee recognition, training and development, and organizational performance exhibited Cronbach's alpha scores of 0.789, 0.943, 0.878, 0.881, and 0.891 respectively. These findings underscore the robustness of the measurement items, affirming their consistency in assessing the intended aspects of the study. Such reliability enhances the trustworthiness and validity of the research findings, bolstering the credibility of the study's conclusions.

The analysis of financial incentives revealed a moderate to high level of agreement among respondents regarding the positive influence of financial incentives on performance and motivation. These findings align with existing literature highlighting the importance of financial incentives in driving employee performance. Respondents generally perceived positive practices of employee recognition within their organizations, which aligns with existing research emphasizing the significant impact of employee recognition on organizational performance and employee satisfaction.

Employee promotion was perceived positively by respondents, indicating that promotions are seen as opportunities for career advancement and improved job satisfaction, consistent with previous research highlighting the positive impact of promotions on employee satisfaction and performance. The analysis of employee training indicated a positive perception among employees regarding the availability of opportunities for professional development and the effectiveness of training programs, consistent with existing literature emphasizing the positive impact of training on employee job satisfaction and performance.

The analysis of organizational performance revealed a moderately positive perception among respondents, with areas of strengths in customer service and productivity, but also areas for improvement such as skill integration and customer feedback mechanisms. While individual factors such as financial incentives, recognition, promotion, and training may not correlate strongly with each other, collectively, they contribute significantly to enhancing organizational performance.

The regression analysis confirmed that financial incentives, employee recognition, and training and development significantly predict organizational performance. However, the impact of employee promotion on organizational performance was not significant in this study, indicating a need for further investigation into the relationship between employee promotion and performance. Overall, the findings provide valuable insights into various aspects of the study, including respondent demographics, perceptions of organizational practices, and their impact on organizational performance. These insights can inform strategic decisions aimed at enhancing employee engagement, satisfaction, and overall organizational effectiveness.

5.3 Conclusion

Financial incentives emerged as a significant factor in driving employee motivation and performance within the organization. The analysis revealed a robust agreement among respondents regarding the positive impact of financial incentives on their productivity and morale. Employees perceive cash rewards and bonuses as effective tools for recognizing their efforts and encouraging higher levels of engagement in their work. These findings resonate with established literature highlighting the motivational effects of financial incentives on employee behavior and performance. Organizations should recognize the importance of designing and implementing fair and transparent financial incentive schemes to foster a culture of recognition and reward. By aligning incentives with individual and organizational goals, companies can effectively motivate employees and enhance overall performance and productivity.

The analysis of employee recognition practices unveiled their crucial role in shaping organizational dynamics and employee satisfaction. Respondents expressed a strong perception of the positive impact of recognition programs on their morale and job satisfaction. Effective employee recognition initiatives were seen as vital for fostering a supportive work environment where employees feel valued and appreciated for their contributions. These findings align with existing research emphasizing the link between employee recognition, motivation, and performance. Organizations should prioritize the implementation of formal recognition programs that celebrate employee achievements and milestones. By providing regular feedback and acknowledgment, companies can cultivate a culture of appreciation that enhances employee engagement and loyalty, ultimately driving organizational success.

The analysis underscored the importance of training and development initiatives in enhancing employee skills, job satisfaction, and organizational performance. Respondents perceived training programs as valuable opportunities for professional growth and development within the organization. The findings suggest that employees actively participate in training activities organized by their employers, indicating a proactive approach towards self-improvement and skill enhancement. These results resonate with existing literature highlighting the positive relationship between training and development and employee performance. Organizations should invest in comprehensive training programs that address both current skill gaps and future organizational needs. By providing employees with opportunities for continuous learning and development, companies can empower their workforce to adapt to evolving challenges and contribute effectively to organizational goals.

Commented [H1]: As part of the conclusion, discuss in a paragraph or two the contribution of this work to the body of knowledge and say how the study filled the knowledge gap mentioned in the statement of the problem.

The present study makes a significant contribution to the body of knowledge by addressing a critical gap in empirical research concerning reward management practices within governmental agencies in the water sector in Kenya. Prior studies predominantly focused on reward management in private sector firms and educational institutions, often conducted outside the country and within different industry contexts. This research, however, delves into a unique domain, shedding light on the impact of reward management practices on organizational performance specifically within the water sector of Kenya, as highlighted by the NWWDA report (2021) and the Ministry of Water and Irrigation (MWI) (2020). By examining the relationship between reward management and organizational performance in this context, the study bridges an important gap in existing literature, offering insights that are directly applicable to the challenges faced by Northern Water Works Development Agency and similar entities grappling with inadequate infrastructure and service delivery issues.

Previous studies, such as those by Rotich (2020), Oboreh and Arukaroha (2021), and Nurul, Sabiroh, and Nazir (2021), while informative in their own right, operated within different contexts and industries, emphasizing the need for research tailored to the specific challenges and dynamics of the water sector in Kenya. Thus, by employing a rigorous methodology and focusing on primary data collection through a semi-structured questionnaire, this study not only fills an empirical knowledge gap but also provides valuable insights for policymakers and practitioners seeking to improve the performance of governmental agencies tasked with water management in Kenya.

5.4 Policy Recommendations

Governments should prioritize the development of robust policies and regulations governing water management and conservation at both the county and national levels. These policies should address issues such as water allocation, conservation measures, pollution control, and sustainable use of water resources. By providing clear guidelines and regulatory frameworks, governments can ensure sustainable and equitable access to water for all citizens.

County and national governments should prioritize investment in water infrastructure development projects, such as the construction of dams, reservoirs, pipelines, and water treatment plants. These projects are essential for improving water supply reliability, expanding access to clean water, and mitigating the impacts of water-related disasters such as floods and droughts.

Governments should launch public awareness and education campaigns to promote water conservation practices and raise awareness about the importance of sustainable water management. These campaigns could include community outreach programs, school-based initiatives, and multimedia campaigns aimed at fostering a culture of water conservation and responsible water use among citizens.

County and national governments should work towards strengthening the institutional capacity of water sector agencies and regulatory bodies. This could involve recruiting and training qualified personnel, enhancing governance structures, and improving coordination and collaboration among relevant stakeholders.

By strengthening institutional capacity, governments can improve the effectiveness and efficiency of water sector governance and service delivery.

County governments and the national government should allocate sufficient resources towards training and capacity building initiatives for water sector employees. This could involve budgetary allocations for training programs, workshops, and professional development courses aimed at enhancing technical skills and expertise in water management and conservation.

5.5 Suggestion for Further Study

Conduct a longitudinal study to assess the long-term impact of incentive schemes, recognition programs, and training interventions on employee performance, job satisfaction, and organizational outcomes in the water sector. By tracking performance metrics over an extended period, researchers can gain insights into the sustainability and effectiveness of various human resource management strategies.

Undertake a comparative analysis of policy implementation processes and outcomes across different counties or regions within the country. This study could examine variations in policy implementation strategies, institutional capacities, and socio-economic contexts to identify best practices and lessons learned for improving water sector governance and service delivery.

Investigate the effectiveness of community engagement strategies in promoting community participation, ownership, and sustainable management of water resources. This study could evaluate the impact of community-based initiatives, participatory decision-making processes,

and stakeholder engagement mechanisms on water governance, equity, and environmental sustainability.

Evaluate the adoption and impact of technological innovations, such as smart water management systems, remote sensing technologies, and data analytics, on water resource management, infrastructure optimization, and disaster risk reduction. This study could assess the scalability, cost-effectiveness, and socio-environmental implications of emerging technologies in the water sector.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Respondent,

SUBJECT: REQUEST FOR DATA COLLECTION

My name is Abdihakim Ibrahim Ibrahim, and I am enrolled at the university with the designation **C153/GAR/OL/26107/2019** in order to receive the Master of Public Policy and Administration. **REWARD MANAGEMENT PRACTICES AND PERFORMANCE OF GOVERNMENTAL AGENCIES IN THE WATER SECTOR: A CASE OF NORTHERN WATER WORKS DEVELOPMENT AGENCY, KENYA.** Therefore, the purpose of this letter is to ask you to answer the questionnaire in a sincere manner. Your information will only be used for the intended academic purpose; nothing else will be done with it. The information must be kept private and not disclosed to anybody else.

Yours Faithfully,

Abdihakim Ibrahim Ibrahim

APPENDIX II: QUESTIONNAIRE

I would appreciate your cooperation in appropriately filling the questionnaire below. All responses gathered from this questionnaire will be solely used for research purposes.

SECTION A

RESPONDENT'S PERSONAL DATA

Instruction: Please tick () the column that best represents your response appropriately

Sex: Male () Female ()

Age: Below 18 () 18 – 24 () 25 and above ()

Educational Qualification: SSCE () Diploma () Bachelor's Degree () Masters () PhD. () others ()

SECTION B

Please tick your preferred answer based on the following parameters: Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

FINANCIAL INCENTIVES

Please tick your preferred answer based on the following parameters: Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree

No	Statement	1	2	3	4	5
1	Cash incentives improves my performance and productivity					
2	Rewards in form of cash makes me happy					
3	I prefer cash incentives to other forms of reward systems					
4	Bonuses are given to encourage me					
5	Allowances given to me aids my performance					

EMPLOYEE RECOGNITION

Please tick your preferred answer based on the following parameters: Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

No	Statement	1	2	3	4	5
1	My Employer appreciates me for job well done					
2	My employer involves me in decision making					
3	My employer recognizes my efforts					
4	My employer appreciates my work through official recognition which helps to improve my performance					
5	I am being given letter of commendation sometimes					

PROMOTION

Please tick your preferred answer based on the following parameters: Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

No	Statement	1	2	3	4	5
1	I get promotion as a reward for my efforts					
2	Promotion comes with more responsibility and higher pay					
3	Promotion increases my performance					
4	Promotion has a lot to do with gaining more skills					
5	Promotion enhances job satisfaction					

EMPLOYEE TRAINING

Please tick your preferred answer based on the following parameters: Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

No	Statement	1	2	3	4	5
1	Training organized by my organization helps to improve my skill set					
2	Seminars are organized frequently					
3	My organization organizes Conferences and summit					
4	I do attend training organized					
5	My organization has a corporate policy for organizing training					

ORGANIZATIONAL PERFORMANCE AT NWDDA

This table show NWDDA's organizational performance as of the dates indicated. Give them a score based on how much you agree with the following statements. Mark the box that best describes your choice of response. One may either strongly agree (1) or agree (2) or disagree (3) or strongly disagree (4) or be unsure (5). (5).

No.	Questions	1	2	3	4	5
1.	The company's representatives are very kind and helpful in their interactions with customers.					
2.	Integration of acquired skills and information is essential in organizational s' handling of tasks.					
3.	Organizations at all levels are producing more work.					
4.	It is the responsibility of an organization to guarantee that all client feedback is sent to them at the appropriate times.					
5.	As time goes on, the standard at which organizations do their jobs keeps rising.					
6.	Listening to customers' concerns and responding accordingly are two of the most important aspects of any service-based business.					

Thank you for your participation