

**REWARD MANAGEMENT PRACTICES AND PERFORMANCE OF EMPLOYEES
IN KENYA. A CASE STUDY OF KENYATTA NATIONAL REFERRAL HOSPITAL**

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**A REARCH PROJECT SUBMITTED TO THE SCHOOL OF LAW, ARTS AND
SOCIAL SCIENCES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE AWARD OF THE DEGREE OF MASTER OF ARTS IN PUBLIC POLICY AND
ADMINISTRATION OF KENYATTA UNIVERSITY**



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DECLARATION

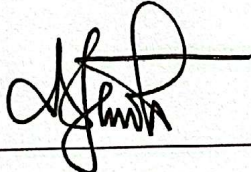
This study Project is my own original work and has not been submitted for any degree in any University.

Signature DTP Date November 22 2023

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This research project is being submitted for examination with my approval as the University Supervisor

Signature  Date 22/11/2023

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ABSTRACT

An organizational ability to provide reasonable reward systems is vibrant to an organization for employee motivation, attraction, retention and finally performance to realize the set goals and objectives. Reward is therefore, one of the most substantial tool for enhancing employee commitment and maximum production of employees in a given organization. Despite the Kenyatta National Referral Hospital providing its staff with financial and non-financial compensation, and being rated as a level 6 category hospital, and with an annual allocation of billions of shilling from the exchequer towards service delivery, poor performance of workers is still being reported and deterioration of service delivery to its customers is still being reported. The following objectives directed the research. The research investigated the role of monetary rewards; salaries, wages and allowances on the performance of employees at the Kenyatta National referral hospital and secondly it established the effect of non-monetary rewards; better housing, medical cover, career advancement, job training and thirdly employee recognition, promotion on the performance of employee at KNRH. The study targeted the 5,522 employees working at the Kenyatta National Referral Hospital, the research was steered by expectancy theory, the Maslow's hierarchy of needs theory, and the equity theory. The research study used a case study research design and both purposive and stratified sampling procedure to find the sample size from the staff who was be categorized in stratus of senior, middle and lower cadre staff working at the KNRH. The study used both open ended and closed questionnaires to gather data from the selected samples. The research tool was pretested during the pilot study to measure the validity and reliability of the tools. Before the main research, the researcher did Piloting of 38 randomly selected respondents undertaken at Mbagathi referral Hospital. The quantitative type of data collected was analyzed using SPSS, whereas the qualitative data collected was analyzed using content analysis. The collected and analyzed data was conferred in the format of, percentages, different types of charts, frequency tables and graphs. The research concluded that salary payment, and bonuses for extra work put had a positive effect on their performance. A substantial association exists between compensation and performance. Putting structured workers' recognition plans in place for rewarding employees who have outstanding performance a factor that leads to that optimum performance. The research study results will be used as reference materials for further studies involving reward system as well as provide secondary data in the employee performance.