

**REWARD MANAGEMENT PRACTICES AND PERFORMANCE OF
MIDDLE LEVEL MANAGERS AT KENYATTA UNIVERSITY, NAIROBI
CITY COUNTY, KENYA**

BY

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D53/PT/27923/2019

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR
THE AWARD OF DEGREE OF MASTER OF BUSINESS
ADMINISTRATION(HUMAN RESOURCE MANAGEMENT) OF
KENYATTA UNIVERSITY**

JUNE 2022

DECLARATION

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DEDICATION

This project is specially dedicated to my family, my spouse James, in particular, our sons Austin and Allan who have been my studying comrades, their awesome support in accommodating my demanding work and study program. My dedicated friends and colleagues, Dr. Kenneth Iloka, and Dr. Morrisson Mutuku for their overwhelming support, encouragement, and motivation throughout the progress of this programme.

ACKNOWLEDGEMENT

First, I wish to thank the Almighty God for the far that He has seen me, throughout my academic journey. My special gratitude to the School of Business for the opportunity to pursue this programme. Secondly, I wish to thank most sincerely my supervisor Dr. Felistus Makhamara for her dedicated support and guidance throughout my course and research work, exposing me to a number of new things, improving me in a powerful way, I am really appreciative. Last but not the least, I extend my gratitude to my MBA lecturers for their guidance, as well as my fellow students for the worthy discussions.

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ABBREVIATIONS AND ACRONYMS

| | |
|----------------|--|
| HR | Human Resource |
| HRM | Human Resource Management |
| USA | United States of America |
| UN | United Nations |
| NACOSTI | National Commission for Science, Technology, and Innovation |
| SPSS | Statistical Package Computer Software |
| TSC | Teachers Service Commission |
| KU | Kenyatta University |
| WB | World Bank |

OPERATIONAL DEFINITION OF TERMS

- Career development:** This is a method of managing learning activities within an organization by providing opportunities for skill development and growth, as well as equal opportunities for advancement.
- Employee Performance:** Is the effective and efficient performance of assigned tasks on time.
- Employee Recognition:** This is the acknowledgment, admiration, or approval of a person's or a group's positive accomplishments or behavior.
- Job promotion practices:** This is the process, through which good and performing staff is advanced in terms of change in position and responsibilities as a way of appreciating them for their good work in the organization.
- Remuneration practices:** Is the compensation done by employers to their staff in terms of salaries that match the work in the job market, performance bonuses and adequate wages to meet employees' needs.

ABSTRACT

The paper used a case study of non-teaching employees at Kenyatta University to analyze reward strategies that impact performance in public universities. The study looked into the impact of reward management techniques on the performance of middle level managers at Kenyatta University in Nairobi, Kenya, using a sample size of 142 non-teaching personnel (n=142). The study's particular goals were to determine the impact of compensation methods, career development, job advancement procedures, and employee recognition practices on non-teaching staff performance at Kenyatta University. Agency theory, reinforcement and expectancy theory, and efficiency wage theory were all used in the research. A descriptive research design was used in this study. All 711 non-teaching workers at Kenyatta University's Main Campus were the target population. Stratified random sampling was used to choose a sample of 142 respondents. Primary data was collected via a semi-structured questionnaire. To guarantee that the data gathering tool is consistent, a pilot study was done. Cronbach's Alpha coefficient and expert analysis was used to determine reliability and validity, respectively. Content analysis, narrations, and theme analysis was used to analyze both qualitative and quantitative data. The frequency distribution, percentages, mean, and standard deviation were the emphasis of descriptive statistics. The findings clearly indicate that employees in Kenyatta University are moderately satisfied with the monthly salary payment. They indicated that employees are moderately satisfied with the wages, bonuses and salaries. The management at Kenyatta University moderately allows staff to participate in decision making activities and moderately provides financial rewards to staff in recognition of job well done. The University does not have an effective policy that encourages high-performing employees to join professional organizations. The results indicate that job promotion practices, employee remuneration, career development and employee recognition practices positively and significantly affected employee performance. According to the findings, managers should examine and raise employee salary and perks, as well as give additional advantages to employees. Workers' work-life harmony is well strengthened, and the organization's management should give competitive pay packages to persuade employees not to quit on the basis of remuneration. The report closes by recommending that suitable employee recognition initiatives be developed and implemented in order to promote individual and organizational performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

When it concerns to the performance of any firm, employee performance is crucial (Makhanu, Mukanzi & Eshiteti, 2018). According to Armstrong (2010), an organization's success is always determined by the successful utilization and performance of its people resources. Employees in organizations who do not perform to the appropriate standards are unproductive and inefficiently utilized. Employee performance is also important for both the business and the individual employee, as it demonstrates that good performance in completing a job leads to pleasure, self-efficacy, and content mastery (Nasiripour, Afshar & Izadi, 2012). Furthermore, strong employees are rewarded with promotions, chances for career progression, and recognition depending on the organization's human resource procedures.

Practices of reward systems are critical to attaining overall organizational success. Employees who put in exceptional effort expect their efforts to be respected and rewarded by upper management (Agbo 2004). According to Bowen (2015), increasing employee recognition is critical for boosting morale and building goodwill among employees, supervisors, and employers. Effective compensation management practices, according to Galbraith (2018), are aligned to encourage employees' performance in line with the organization's strategy, attract and retain individuals with the information, skills, and abilities needed to achieve the firm's strategic objectives, and create a conducive working environment. According to Bretz et al. (2017), having a well-developed performance assessment, award, and bonus system can improve employees' current performance. As a result, the incentive program should have a favorable impact on the employees' performance, as intended by the company.

According to Beelth (2016), compensation is an important tool for assuring employee performance. A well-paid employee feels appreciated by the person or persons for whom he or she works. Employees who are rewarded are more likely to be more productive and better whether they are conscious that their employers value their well-being and that their profession and personality are also sharpened and cared for by their firm. Workers are indeed the vehicle's engine, while compensation is the fuel. Without its personnel, no business can fulfill its stated goals.

Employee appreciation, person-oriented performance management, and salary were connected to higher perceived performance of the organization in the United States, according to Allen and Helms (2014). While pay and incentives had a minor impact on corporate performance in Selected, Yasmeeen, Farooq, and Asghar (2013) found that advancement, acknowledgment, and admiration had a significant impact. According to Nnaji-Ihedimma (2015), monetary incentives play an important part in motivating employees in Nigeria. Musenze, Mayendesifuna, Buteeme, and Lubega (2013) found that financial incentives had a favorable impact on employee performance in Uganda. In Somalia, however, Dahie and Mohamed (2017) discovered that monetary incentives are not the most important component in motivating employees, and in certain cases, they might actually demotivate them. Kikoito (2014) points out that financial and non-financial awards have a favorable impact on commercial bank performance in Tanzania.

Institutions of higher learning, such as colleges, and institutes of technology, are labor-intensive businesses that rely on people to supply their services, according to World Bank research from 2004. The studies demonstrate that incentive management techniques are connected to human resource performance in institutions, and that the quality of personnel is critical to their efficacy (Munjuri

2017). There is widespread understanding in business and the professions that their employees' abilities must be regularly developed and increased. Faced with competition from both domestic and foreign opponents, the better organizations are allocating greater resources to ongoing training and retraining of staff at all levels. They pay attention not just to their employees' abilities, but also to the importance of devotion to the organization's mission and the promotion of changeability (ogedobu 2016).

In many German companies, efficient incentive management techniques have been demonstrated to lead to better organizational performance. Firms that provide good basic pay and greater employee compensation than the market rate have better employees' job satisfaction, lower turnover of employees, greater productivity, and good employee relations (Armsotron,2008).Shields' (2007) study on employee remunerations in Australia found that basic pay is a significant portion of overall compensation that is set and mostly time-based, rather than achievement. Basic pay is the greatest portion of non-executive workers' overall compensation in New Zealand, and it also serves as a baseline for other cash incentives such as revenue sharing, which is represented as a % of basic pay. Many companies pay over market prices to keep their personnel in competitive countries like China and Japan. In India, most employees assess job offers based on basic compensation rather than intrinsic incentives and other advantages that aren't recorded in the official organizational context.

Employee pay has been identified as a key concern impacting public sector performance in Africa. Many public service companies have been discovered to underpay their workers, which has had a detrimental impact on job satisfaction, employee engagement, and productivity, all of which led to decreased organizational performance, particularly in the provision of government services (Hedwiga, 2011). Low base salary and salaries, as a result of ineffective payment

systems, contribute to lower worker productivity, higher staff turnover, and worse workplace morale, all of which have a detrimental impact on the overall operation of many public organizations (Ologunde, Asaolu and Elumilad, 2011).

Opoku and Arthur (2015) studied the impact of reward management on organizational performance in Ghana. The study discovered that successful incentive management strategies have a higher influence on employee performance and, as a result, the business. The value of compensation management techniques in achieving and maintaining exceptional performance in a dynamic business environment, according to the authors, is dependent on the adoption of an integrated strategy to reward performance management development and execution.

1.1.1 Employee Performance

Employee performance is defined as the timely, effective, and efficient accomplishment of assigned responsibilities. Quality and amount of work, consistency in work attendance, punctuality, efficiency, and effectiveness of work done all contribute to performance. Staff performance is a result of motivation and ability, according to Jaafar, Choong, and Mohamed (2017). Employee performance has been an area of concern for many researchers. For example, According to Pawirosumarto, Sarjana and Muchtar (2017), employee performance can be determined by efficiency, innovation, quality of work, completion of set goals or targets, together with response to company rules. In addition, research by Jillo (2016) revealed that employee performance can be determined by training programs, employee efficiency, quality of work and job satisfaction. This study measured employee performance based on efficiency, job satisfaction, achievement of goals.

1.1.2 Reward Management Practices

Reward management practices are those distinct strategies and policies that an organization incorporates, implements, and adapts for purposes of incentivizing their employees as per their respective value in the organization. Reward is a key component of Strategic Human Resource management, which entails developing, administering, and sustaining compensation systems that aid in the success of organization (Armstrong & Murlis, 2017). Reward system is also the process of creating and marketing plan as an operational, guidelines, and procedures that assist the business in attracting and retaining the people it requires, as well as enhancing their loyalty and engagement. As a result, the reward management solution should be structured to assist the attainment of the organization's strategy; it should be based on a reward philosophy that complements the organization's culture. As a result, reward system in this context is related to the development and execution of plans and tactics with the goal of equitably rewarding personnel.

Many people are aware that remuneration is among the general aspects that contribute to job satisfaction in any given setting (Baron & Armstrong, 2007). This has led to a belief among human capital experts that money is the most significant component in a person's career. Employees' job performance improves dramatically when they are motivated by appealing compensation, Bohan is a fictional character (2018). Employees that are well compensated are more inclined to work toward company goals with less pushback. Employee job satisfaction is influenced by their expectations as well as their working environment. Workers with favorable compensation packages are more driven to create more, but low pay results in low motivation, which leads to poor performance. According to Maxwell (2018), a person's salary plays a critical part in inspiring them to enhance their performance. As a result, public service management should be examining its personnel' compensation packages. This is

owing to the fact that altered remunerations help to motivate people to do better at their workplaces to some level.

Promotion in the workplace refers to a rise in rank that is accompanied by an increase in responsibility. Employees' behaviour is influenced by promotions, which push them to put their skills to good use in order to advance (Allen & Helms, 2014). Promotion has a favorable impact on employee performance, and it also rewards good conduct. Giving the greatest positions to outsiders, on the other hand, can lower work motivation, resulting in worse productivity overall morale in the workplace as a result of the desire to attain those better employment (Shujaat & Alam, 2013). Career growth is an essential component of the overall incentives system, according to Chen and Hsieh (2016). Career development and progress entails a protracted process of learning administration, responsibilities, spare time, and employment adjustments in order to aim toward personal resolve and a better desired future. Career advancement assistance, according to Milkovich, Newman, and Milkovich (2018), should be at the center of overall HRM strategies for organizations that want to boost worker productivity.

Recognition should be acknowledgement of a job well done followed by appreciation. When appreciation follows acknowledgement, employees are motivated to perform better (Erbasi & Arat, 2016). Tampu (2018), points out that when good behavior is immediately recognized, then this encourages its repetition. The ranking of people in a community is referred to as status. In an organization, status involves the ranking of rights, duties, and positions. Status system when used in the formal organization structure motivates employees as most people view status as important. As a result, the status structure should be in accordance with the talents and aspirations of the people in the company (Ratemo, Bula & Makhamara, 2020).

1.1.3 Kenyatta University

Kenyatta University is the country's second-largest public university, located in Nairobi (after University of Nairobi). The University is located in Kahawa, Kenya, along the Nairobi-Thika Superhighway, about 20 kilometers from Nairobi's city center. Kenyatta University now has six campuses, including its main campus in Kahawa, Parkland Campus, Nairobi City Campus, Kitui Campus, Nakuru Campus, Embu Campus and Mombasa Campus are among the affiliated Kenyatta University campuses. Under the Institute of Distance, Open, and e-Learning, the institution also operates many regional centers. Kenyatta University employees are dispersed around the country in numerous campuses, including teaching and non-teaching cadres. For purpose of this study, the research will be conducted at Kenyatta University's Main Campus, area of focus being non-teaching staffs, specifically middle level managers, referred to as administrative staff in grades 12, 11, 10 and 9 across all divisions in the University. Staff at middle level management are usually tasked with a lot of responsibilities that are not taken into perspective when it comes to remuneration, or even job promotion. There are policies in place on staff development and yet the staff in this category are either left out when it comes to resource allocation (scholarship) or time-off for self-development. It is on this background that this study sought to investigate the effect of reward management practices on performance of middle level managers at Kenyatta University.

1.2 Statement of the Problem

Employee productivity is an important aspect of modern human resource management. Employers use strategic human resource initiatives to improve employee performance over time. Employers adopt and apply strategic initiatives in order to consistently improve employee performance. Various incentive management strategies have been used at Kenyatta University, as detailed in the human resources processes handbook (KU strategic Plan, 2018). There are

incentive management and pay systems in place at Kenyatta University, however, middle level managers aren't benefiting from them. Nonetheless, low salary, career growth, and recognition have contributed to these managers' poor performance. In 55% of cases, it is characterized by poor performance and creativity, as well as inability to fulfill deadlines.

In Rotich's (2016) study on the effects of remuneration management system on employee preservation in Communications firms in Kenya, non-monetary rewards including such shorter work months and more work-life rebalancing were implemented, and non-monetary incentives such as reduced work months and much more work-life stability positively affected employee productivity. This study possesses both conceptual and contextual gaps in that different variables were used, and the study was conducted in telecommunication firms in Kenya. Amboko & Ssemugenyi (2019), study of influence of reward management practices on performance of employees at Kenya power looked at leadership, job placement and compensation variables. This study was conceptualized differently as it was conducted on Kenyatta University's middle level managers' performance, independent variables being recognition, remuneration, job promotion and career development.

Chumpon, Anunya & Charoenboon.(2020), study on the effect of reward management practices on employee performance mediated by employee job satisfaction in Rajabhat University, Bangkok, Thailand. The variables used in the study were employee empowerment, appraisal, and compensation. This study is different from the current study contextually because it was conducted in Thailand and conceptually because of different variables used. This study also used hypotheses while the current study will make use of research objectives. From the above studies, it can be seen that no study conducted is similar to the current study. It is on this strength that the current study sought to investigate the

effect of human resource management practices on performance of middle level managers at Kenyatta University in Kenya.

1.3 Objectives of the Study

This study was guided by both general objectives and specific objectives

1.3.1 General Objectives

This study sought to investigate the effect of reward management practices on performance of middle level managers at Kenyatta University, Nairobi City County, Kenya.

1.3.2 Specific Objectives

- i. To examine the effect of remuneration on performance of middle level managers at Kenyatta University, Nairobi City County, Kenya
- ii. To establish the effect of employee recognition on performance of middle level managers at Kenyatta University, Nairobi City County, Kenya
- iii. To find out the effect of career development on performance of middle level managers at Kenyatta University, Nairobi City County, Kenya
- iv. To assess the effect of job promotion on performance of middle level managers at Kenyatta University, Nairobi City County, Kenya

1.4 Research Questions

- i. What is the effect of remuneration on performance of middle level managers at Kenyatta University, Nairobi City County, Kenya?
- ii. What is the effect of recognition performance of middle level managers at Kenyatta University, Nairobi City County, Kenya?
- iii. How does career development affect performance of middle level managers at Kenyatta University, Nairobi City County, Kenya?
- iv. What is the effect of job promotion on performance of middle level managers at Kenyatta University, Nairobi City County, Kenya?

1.5 Significance of the Study

The findings of this study will be beneficial to the management of Kenyatta University, government of Kenya and policymakers as well as other researchers and academicians. As far as Kenyatta University is concerned, information on how reward management practices affect their employees' performance is provided. This information can be used to develop strategies to improve employee performance. The study will also be beneficial to other universities both in Kenya and abroad in understanding the reward management practices that help in improving or enhancing employee performance.

Academic organizations and other researchers can utilize results of this survey as research material also in identifying research gaps. The study also gave room for further study on reward management practices and middle level managers performance in Kenyatta University Nairobi, Kenya. To both the Kenyan government through Public Service Commission and the policy makers, the research will provide knowledge on effect of reward management practices on performance of staff that can be used to formulate policies. Furthermore, the results of the study can be used to develop or review policies on the reward management practices in an effort to improve employee performance of public institutions.

1.6 Scope of the Study

This research sought to investigate the effect of reward management practices on performance of middle level managers of Kenyatta University in Nairobi County, Kenya. The study looked at remuneration practices, career development practices, job promotion practices and employee recognition practices on performance. The study was conducted in Kenyatta University's main campus on Thika Road, located 23km from Nairobi city Nairobi. The research adopted descriptive

research design. Research instrument was a questionnaire. The research was anchored on three theories: Agency Theory, Reinforcement and Expectancy Theory and Efficiency Wage Theory. The target population was middle level managers in grades 12, 11, 10 and 9. The research looked the periods between January 2018 to December 2020.

1.7 Limitations of the Study

This study had some drawbacks. For example, while data collecting took place at Kenyatta University, not all participants were ready to reply to questions because some felt the information was sensitive. Nevertheless, the researcher counteracted this by producing a document obtained from Kenyatta University emphasizing the confidentiality of all material provided. NACOSTI also was contacted for a research authorization. Furthermore, respondents were guaranteed that any data obtained for the purpose of this study was utilized solely to improve student learning, with the goal of increasing response rate. Due to workers' tight schedules, time to finish the surveys was delayed. This constraint was solved by using a drop and pick approach while presenting the questionnaire, as well as a Google link and sending the questionnaire to the responders, allowing them to fill it out at their leisure.

1.8 Organization of the Study

There are three chapters in this research. The study's background, issue statement, study objectives, research questions, importance of the research, scope, and limits are all covered in the first chapter. The second chapter contains a review of the literature on human resource management techniques and employee performance. The philosophical review, empirical literature, conceptual framework, and research gaps are also included. The third chapter discusses the data gathering and analysis methods and strategies that was employed. The research design, target population, sample selection methodologies, data collection tools, pilot study,

instrument reliability and validity, data collection procedure, data analysis and presentation, and ethical issues were all included. Chapter four presents the research findings and discussion. Chapter five presents summary of findings, conclusions, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter includes a review of the literature, a description of the gaps in the literature, and a diagrammatic depiction of the relationships between variables. There is both theoretically and empirically literature in the study. The overview of literature gaps was presented in a tabular format, with the studies, detected gaps, and gaps that the current study would complete. The interrelationships between variables were depicted in the conceptual framework.

2.2 Theoretical Literature Review

The following theories were be used in this research: agency theory, reinforcement and expectancy theory, and efficiency wage theory. This section details the authors, postulates, assumptions, and limits of these ideas. Furthermore, the significance of these ideas to the current research was discussed.

2.2.1 Agency Theory

Ross and Mitnick (1970) developed the Agency theory. The theory states that employees are the firms' custodian, and the agency cost is based on the remuneration they receive. The proponents of this theory indicate that staff act as agents since they are employed by the principal to perform a particular task on behalf of the organization. Therefore, agency represents the existing association between agents and principals. The organization incur agency cost when monitoring staff behavior and remunerating them accordingly. As the agents carry out a given task on behalf of the principals, they are supposed to be motivated continuously for them to perform better (Pink, 2009). Often, employers reduce the agency cost as a way of saving on organization spending. Otherwise, employees are much motivated when the agency cost is increased. Henceforth, there is need of striking a balance during remuneration so as to meet the need of both parties

(Li, 2011). Agency cost is often incurred when the principals monitor agent activities in relation to monetary terms, monitoring duration and physical resource spent. In organizational perspective, the agency cost include: management cost, remuneration packages, risk management cost and the cost of establishing auditing procedure (Khalil, Martimort & Parigi, 2017).

The Agency theory was deployed to explain effect of remuneration on staff performance at Kenyatta University. Employers reduce the agency cost as a way of saving on organization spending. Otherwise, employees are much motivated when the agency cost is increased. There is need of striking a balance during remuneration so as to meet the need of both parties. Therefore, there was need for K.U. to adopt remuneration practices that are based on staff behavior so as to improve on their motivation (Raghu, Jayaraman & Rao, 2014). This theory therefore supports remuneration variable in the study.

2.2.2 Reinforcement and Expectancy Theory

The reinforcement and expectation theory were created by Skinner (1938). This idea states that an individual's conduct is influenced by the consequences of an action. Elimination, retribution, and positively and negatively reinforcement are among the approaches for influencing employee behavior, per its creator (Chris, Berger, Cummings & Heneman, 2017). Individual conduct is the basis for praise and encouragement. One of the positive reinforcements is reward, which encourages the occurrence of a certain behavior. Negative punishment, on the other hand, comprises rewarding employees by eliminating undesired thoughts or ideas. Punishment entails the abolition of consequences with the goal of avoiding future undesired behavior. Extinction is a metaphor for an organization's inability to enforce desired results by removing rewarding activities (Surlin & Gordon, 2018). This means that if organizational employees are not praised for a job well done, they may believe their efforts are in vain or that their actions are futile,

resulting in a drop in their general work morale. Annihilation explains why employee morale is declining owing to a bad impression of their contribution to the company (Seward, 2019).

The influence of career growth on performance management at K.U. was explained by reinforcement theory. The theory's notion focused on how a person learns behavior as their career progresses. Through developing skills, promotion chances, and the availability of fair opportunities for progress, the business may also encourage positive employee behavior. As a consequence, reinforcement can drive employees to enhance their work attitude as desired attributes become routine practices, resulting in improved performance (Renee, 2018). As a result, this theory supports the study's promotion at work, acknowledgment, career progression, and staff performance variables.

2.2.3 Efficiency Wage Theory

John Hicks proposed the Efficiency Wage Theory (1963). The efficiency wage theory, often known as the higher wage hypothesis, proposes that productivity levels and remuneration have a positive connection. To put it another way, if you give a person more, he will work even harder and generate so much product than if you give him the supply side wage. According to Wamalwa (2008), the idea helps to explain why some firms opt to pay people more than they need to fill positions. Paying wages or salaries to employees and management is one of the most expensive aspects of business (Maina, 2009). Employee salaries in a competitive labor market, according to Maxwell (2008), are determined by demand and supply and demand for employees. The average wage is the pay rate determined by the market forces of labor. If companies give their employees a lower rate, people with superior talents and efficiency will search for work somewhere. As a result, the business would have personnel with a reduced skill set, rendering it less efficient overall (Gavrea, Lieș, & Stegerea, 2011). The

concept of wages proposes that in some instances, it may be advantageous for companies to hire workers more than equilibrium wage (Lamba, & Choudhary, 2013).

One rationale a company would pay a high compensation is to attract a larger pool of applicants. When a person in a specific field finds job advertisements for numerous positions in his industry, he is more inclined to seek the ones with the greatest pay first. As a result, a business who pays well is better equipped to recruit and retain outstanding people (Lanyon & Abdalla, 2018). In order to enhance employee commitment, businesses may choose to offer efficiency pay. Workers with an average or below-average income may assume they can find a good job with comparable pay, leading to a lack of appreciation for their job or slacking off. When a person believes he probably wouldn't be able to make as much money at other companies and he'll do the same work, he may work harder to avoid being fired. Employees that are more dedicated and work harder can assist reduce the costs of acquiring and training new employees.

Employers who recruit union employees may opt to give higher compensation to their employees in order to maintain good relations with the organization (Grant, 2017). If union employees are dissatisfied, they may go on strike or try to impose major changes to their salary, benefits, or working conditions, which can harm profitability (Hassan, 2013). The higher wage hypothesis proposes that paying workers a wage greater than their marginal revenue product may benefit businesses. According to Abdullah (2014), paying employees a greater income may result in improved production. A worker may feel more loyal and dedicated to the firm if he is paid a greater income. Someone may fear losing his job if he earns a better income, therefore he will strive harder to earn it. As a result, even if the company pays more, their employees are more productive (Stone, 2015). This

theory therefore supports the dependent variables of employee performance and recognition variables in the study.

2.3 Empirical Literature Review

This section presents empirical review relating to the effect of remuneration practices, employee recognition, job promotion practices and career development on employee performance.

2.3.1 Remuneration and Employee Performance

Ojeleye (2017) explored the impact of remuneration on work performance. The Abdul Gusau university and state college in Nigeria had employed 83 people. To gather information on salary and productivity, both were given a standardized questionnaire to fill out. Employee performance was the dependent variable, and remuneration (wage, bonus payments) the independent factor. The data was analyzed using Pearson's correlation coefficient and multiple linear regression models utilizing Software SPSS and E-views 9.0. The findings demonstrated that compensation and productivity of employees had a significant and positive relationship, and that wage, as well as bonus payments, could be used to motivate employees. Salary, pay, and other rights should be paid quickly, according to the report, and workers should be supported. This research took place in Nigeria, whereas the current one will take place in a university in Kenya.

In Buraydah Community College-Qassim University, Saudi Arabia, Mohammed (2017) explored whether remuneration improves employee performance through altering employee attitudes. A total of 200 respondents from Amman stock market listed firms were surveyed. When structural equation modeling was used, it was discovered that in industrial companies, compensation had a considerable impact on employees' attitudes, which in turn affected their productivity. As a result, compensation has a substantial impact on employees' performance, as well as their attitude about their work. This study had a context and analytical difference

in that it was done in Saudi Arabia and employed structural equation modeling, whereas the present data was collected in Kenya and would employ a descriptive study strategy and linear models.

With reference to the Teachers Service Commission, Muchai, Makokha, and Namusonge (2018) investigated the effects of pay systems on organizational performance of public sector organizations. The Teachers Service Commission examine the impact of staff management on organizational effectiveness. The study adopted a descriptive research approach, with a sample of 316 participants and a target demographic of 1,500 workers at the Teachers Service Commission (TSC) offices in Nairobi. Survey questions were the primary data collecting tools, and pilot research was carried to assess the questions' validity and reliability. The Statistical Package for Social (SPSS) was used to generate response rates, percentages mean, and standard deviation results using appropriate statistical data analysis. Finally, the relevance of the exogenous variables on the predictor variables was determined using a Multiple Regression Model. Employee salary influenced employee performance and, as a result, success to the company, according to the study. According to the findings, managers should examine and raise employee salary and perks, as well as give additional advantages to employees. Workers' work-life harmony is well strengthened, and the company's management should give competitive pay packages to persuade employees not to quit the business on the basis of remuneration. The concept gap is that the study focused on performance of the organization rather than employees' performance. The teacher's service commission also performed research, and Kenyatta University will conduct the present study.

2.3.2 Recognition and Employee Performance

The influence of employee recognition methods on job performance was explored by Mussie, Kathryn, and Abel (2013). The results of a survey of university

students in the United States, Malaysia, and Vietnam were analyzed in this study. Employee recognition has a favorable impact on job happiness, according to the findings. Furthermore, the majority of respondents from the United States of America stated that company benefits have a higher impact on job satisfaction. Furthermore, the study found that both financial as well as non-incentives influence job happiness, which has a direct impact on employee performance. The new study will be undertaken at Kenyatta University in Nairobi and will focus on employees, whereas the previous study was conducted in three nations and focused on students in the United States, Malaysia, and Vietnam.

Mbuthia (2016) investigated on the impacts of staff recognition on growth of public universities in Kenya. The researcher used descriptive survey research method. The findings showed that, recognition has a positive impact on work performance. The study further revealed that motivation from recognition does not follow specific hierarchy level but there is a positive impact along the hierarchy. According to this study, recognition should be fully implemented in an organization since it tends to improve work commitment. This study possesses a contextual and conceptual gap in that the researcher sampled many universities while the current study will only be done in Kenyatta University.

Atambo, Karanja, and Nyamwamu (2012) attempted to define the function of rewarding employees as a tool for improving individual and organizational effectiveness. The research looked at the link between rewarding employees and productivity among forty health care workers from three cadres at Kenyatta National Patient's public wing. To collect data from a target group of 400 officers, the study modified a cross-section survey. In order to answer the study question, data was gathered using a questionnaire survey and quantitatively analyzed by using Statistical Package for Social Sciences using descriptive statistics. One of the important results was that rewarding an employee's successes through the

availability of career progression chances leads to enhanced performance at both the individual and organizational levels. The report closes by recommending that suitable employee recognition initiatives be developed and implemented in order to promote individual and organizational effectiveness. This study was undertaken in the health sector at Central Hospital, whereas the present study would be performed in the education industry.

2.3.3 Career Development and Employee Performance

Kurniawan, Rivai, and Suharto (2018) focused their research in Indonesia on the impact of career progression on employee performance. The investigator used an explorative research approach. During the study, simple random sampling was used. The findings demonstrated that there is a considerable link between career growth, motivation, and job performance. Variable in part Performance is influenced by their career progression, enthusiasm, and commitment to the organization. While it has not been demonstrated, motivation can be an interfering element in the link between career growth and employee performance. Organizational culture has not been proved to be an intermediate element in the relationship between work pressure and performance of employees. This study was conducted in Indonesia and employed an exploratory research methodology, whereas the present study would use a qualitative research design.

In Muguga, Kenya, Ratemo, Makhamara, and Bula (2020) investigated the influence of career advancement methods on employees' performance at the Kenya Forestry Research Center. The research was based on equity theory. The study used a descriptive research approach and a positivist philosophy. Kenya Forestry Research Institute was the unit of analysis. The 178 employees of the Kenya Forestry Research Institute in Muguga were the target group. Stratified random sampling was used to choose a sample of 121 respondents. Primary data was collected via a semi-structured survey. To guarantee that the data gathering

tool is trustworthy, a pilot study was undertaken. Qualitative method was used to sort through the qualitative information. The frequency analysis, percentage, average, and variance were the emphasis of descriptive analysis. Inferences are made up of a variety of elements. In the Kenya Forestry Research Institute, the study discovered that career advancement techniques had a considerable impact on employees' performance. Employees can also enhance their abilities through professional development, according to the report. As a result, the research advised that the Kenya Forest Research Institute Headquarter create trust, locate mentors, and push personnel to continually learn new knowledge in order to improve their competence abilities. This study was conducted in Kenya, albeit at a separate parastatal, whereas the present study would be undertaken at Kenyatta University.

With references to the National Cereal grains and Produce Board, Kakui (2016) wanted to look at the effect of career promotion on government worker performance. In this study, a descriptive study was used. The study's participants were employees of the National Cereal grains and Produce Club's company offices in Nairobi. The Kenya Cereals & Products Board's main office in Nairobi employed 200 people. The sample size was determined using a list of public sector workers of administration. Stratified random choice was used to select a random sample of 100 people. Data was collected using structured surveys. SPSS version 20 was used to tabulate & analyzing the information gathered. According to the findings, an employee's performance is influenced by their career progression. The difference is that this study was done in the Cereals Board headquarters in Nairobi, whereas the present study would be conducted at a university. There were 100 respondents in this research, compared to 109 in the present one.

2.3.4 Job Promotion and Employee Performance

Sitati, Were, and Waititu (2016) investigated the impact of job advancement on staff retention in Kenyan hotels. Kenya's hotel business has a lower turnover rate than the rest of the industry, yet it still ranks first in staff turnover. The goal of this study was to see how job promotions affected retention in Kenya's hotel business. A survey research design was used to investigate this research topic. The study's target demographic included 213 hotels registered with the Kenya Organization of Hotelkeepers and Catering staff. Stratified random selection was used to choose a representative sample of 137 hotels from each resort region. To get responses from the population, the investigator used a standardized questionnaire that was delivered by the investigator. The data gathering instruments' validity and reliability were tested in a pilot study. The data was analyzed using descriptive and inferential analysis.

Rinny, Purba, and Handiman (2020) did research at Mercubuana University in Indonesia on the link between job advancement and employee performance. The study employed a quantitative technique and surveys, and the participants were University workers. The sample size was calculated, however, using survey method. Work promotion has a considerable impact on job satisfaction and job performance, according to the study. Obango and Wanyika (2014) investigated the impact of job advancement on staff performance in public health facilities in Siaya, Kenya. The key demographic included doctors, medical people, nurses, and junior employees at health facilities in Siaya County. The data was acquired by the use of questionnaires. The surveys included both open-ended and closed-ended questions. The researcher used a stratified sampling approach to select the sample size of 20%, giving a total of 56 responses. The surveys were sent out and returned within two weeks, giving the participants the time to finish them clearly and correctly. To make calculations easier, the data was entered into a computer program called SPSS. Training program and competitiveness, according to our

findings, have a definite beneficial relationship. The sample size was 20%, the respondents were physicians, nursing, clinical administrators, and subordinates, and the study was done at health facilities, thus the gap is contextual.

2.4 Summary of the Empirical Review and Research Gaps

Employee incentive management methods, including as salary, recognition, career progression, and promotion opportunities, have an impact on employees' performance, according to empirical evidence. However, the research was conducted in other areas, in other industries, nations, and organizations, and with different target demographics, making it difficult to generalize the findings.

Table 2. 1 Summary of Research Gaps

| Author | Facts of the Study | Study findings | Research Gaps | Focus of the current study |
|---------------|---|---|---|---|
| Ojeleye(2017) | The effect of compensation on employee performance was investigated. In Nigeria, there are 83 employees | The findings revealed that compensation and employee performance have a significant and positive association, and that salary/wage and bonus/incentives were important factors. | This research was carried out in Nigeria. | The present research will take place at Kenyatta University . |

| Author | Facts of the Study | Study findings | Research Gaps | Focus of the current study |
|----------------------------------|--|---|---|---|
| Mohammed(2017). | In Buraydah Community College-Qassim University-Saudi Arabia, researchers investigated whether remuneration influences employee performance through altering employee attitudes. | The conclusion was that compensation had a considerable impact on employee performance in manufacturing businesses. | The research was carried out in Saudi Arabia, and structural equation modeling was applied. | The present investigation will take place in Kenya, and the researcher will utilize a descriptive research design and a regression model to perform it. It will also take place in Kenya. |
| Muchai,Makokha & Namusonge(2018) | With reference to the Teachers Service Commission, established the | Employee salary influenced employee performance and, as a result, | A total of 200 respondents from Amman | The focus of the research will be on employee |

| Author | Facts of the Study | Study findings | Research Gaps | Focus of the current study |
|--------------------------------|---|---|--|---|
| | impacts of compensation on organizational performance in public organizations. | organizational performance, according to the study. | stock market listed firms were surveyed. | performance. The present research will take place at Kenyatta University . 109 workers will be sampled. |
| Mussie, Kathryn and Abel(2013) | University students in the United States, Malaysia, and Vietnam investigated the impact of worker recognition techniques on employee performance. | Furthermore, the majority of respondents from the United States of America stated that company perks had a higher influence on work satisfaction. | The conceptual gap here is that the study focused on organizational performance. | |
| Mbuthia(2016) | The effects of | Recognition has a | With a | The |

| Author | Facts of the Study | Study findings | Research Gaps | Focus of the current study |
|-------------------------------------|--|---|--|---|
| | employee recognition on the expansion of Kenyan public universities were investigated. | favorable influence on work performance, according to the data. | sample size of 316 respondents, the target demographic was 1,500 workers of the Teachers Service Commission (TSC) headquarters in Nairobi. | present research will be carried out at Kenyatta University in Nairobi and will focus on workers. |
| Atambo, Karanja and Nyamwamu (2012) | Attempting to define the function of employee appreciation as a tool for improving individual and organizational | Key studies revealed that acknowledging an employee's achievements through career progression chances leads to higher | This research was carried out on students in the United States, Malaysia, and | The present research will be conducted solely at Kenyatta University and . |

| Author | Facts of the Study | Study findings | Research Gaps | Focus of the current study |
|---------------------------------------|--|--|--|----------------------------|
| | performance. | performance on both an individual and organizational level. | Vietnam. | |
| Kurniawan, Rivaian and Suharto(2018). | In Indonesia, they focused their research on the impact of career development on employee performance. | The findings demonstrated that there is a considerable link between career growth, motivation, and employee performance. | This study has a contextual and conceptual flaw in that the researcher sampled a large number of universities , but the present study will only be conducted at Kenyatta University. | |
| Ratemo, Makhamara & | In Kenya Forestry Research | In the Kenya Forestry Research | This study was | The present |

| Author | Facts of the Study | Study findings | Research Gaps | Focus of the current study |
|-------------|--|---|--|--|
| Bula(2020) | ch Institute in Muguga, Kenya, I wanted to look into the effects of career development techniques on employee performance. | Institute, the study discovered that career development techniques had a considerable impact on employee performance. | undertaken in the health sector at Kenyatta National Hospital, whereas the current study would be conducted in the education sector. | research will be conducted in the educational field. |
| Kakui(2016) | With reference to the National Cereals and Produce Board, researchers sought to investigate the impact of career development | According to the findings, an employee's performance is influenced by their career progression. | The flaw here is that this research was done in the Kenya Cereals Board's headquarter | The present research will take place in a higher education institution. There were 100 |

| Author | Facts of the Study | Study findings | Research Gaps | Focus of the current study |
|---|--|--|--|---|
| | on employee performance in the public sector. | | s in Nairobi. There were 100 respondents in this research, compared to 109 in the present one. | respondents in this research, compared to 109 in the present one. |
| <i>Sitati, Were & Waititu(2016)</i> | The purpose of this study was to determine the impact of job promotions on staff retention in Kenyan hotels. | The study discovered a link between employee career advancement and hotel staff retention. | Stratified random selection was used to choose a representative sample of 137 hotels from each hotel region. | The participants in this study were hotel staff. |
| Rinny, Purba& Handiman(2020) | Mercubuana University in Indonesia's link | According to the findings, career advancement has a | The sample size was determined | The sample size will |

| Author | Facts of the Study | Study findings | Research Gaps | Focus of the current study |
|-------------------------|---|--|--|---|
| | between job advancement and employee performance | considerable impact on work satisfaction and employee performance. | via convenience sampling. | be determined using simple random sampling. |
| Obango & Wanyika (2014) | In Siaya, Kenya, the influence of a promotion at work on performance management at public health institutions was investigated. | Training program and competitiveness, according to our results, have a definite beneficial relationship. | Doctors, clinical officials, nursing, and subordinate employees were the people who were targeted. The researcher used a stratified sampling strategy to get a sample size | The current research's target demographic will be middle managers, and the study will employ a sample group of 30%. |

| Author | Facts of the Study | Study findings | Research Gaps | Focus of the current study |
|---------------|---------------------------|-----------------------|---|-----------------------------------|
| | | | of 20%, which resulted in 56 responses. | |

2.5 Conceptual Framework

The link between variables was described by the conceptual model. It sought to investigate the relationship between employee remuneration, recognition, career development and job promotion performance of middle level managers at Kenyatta University, Nairobi Kenya.

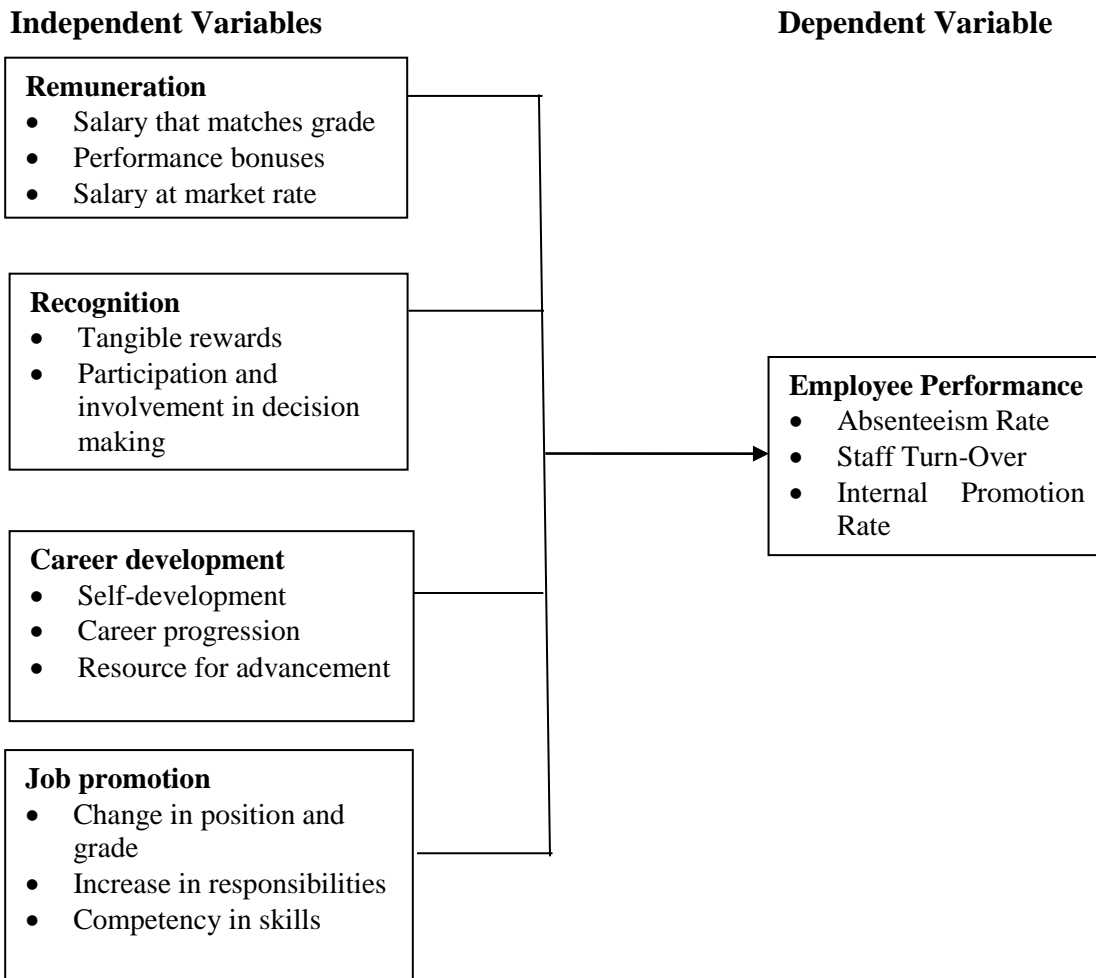


Figure 2.1 Conceptual Framework

Source: Researcher (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology that was employed in the research was presented in this chapter. The study's research methodology, populations targeted demographic, sample size and sampling technique, data collection instruments, research instrument internal consistency, data processing and presentations, and ethical considerations were all covered in this chapter.

3.2 Research Design

A research design, according to Cooper, Schindler, and Sun (2007), is a framework that directs the researchers on how data are collected and evaluated to meet the project's goals and offer responses to the research. In order to adequately explain the influence of incentive management techniques on employees' performance, the present study used a descriptive questionnaire research approach. Descriptive research, according to Fowler (2013), is a strategy that allows researchers to observe and explain the behavior of characteristics without altering them. The goal of a descriptive survey design is to figure out what's going on in relation to a certain variable or variables (Kothari, 2011). The researcher's decision to use this study methodology was demonstrated by the fact that the goal is to investigate the association between incentive management techniques and employee productivity without manipulating the environment.

3.3 Target Population

The complete group of persons, objects, or items having common features from whom we obtain a sample again for purpose of carrying empirical research is referred to as the target population (Longnecker, 2015). The 711 middle-level managers at Kenyatta University's main campus in Nairobi, Kenya, were included in the target group. The employees were distributed in four (4) grades i.e. grade

12, grade 11, grade 10 (EF) and grade 9 (CD). Human resource Department records (2020). The categories of respondents were targeted because the information was important for the study. The table below describes the number of the middle level managers.

Table 3.1 Target Population

| CATEGORY | NUMBER OF EMPLOYEES |
|-----------------|----------------------------|
| Grade 12 | 22 |
| Grade 11 | 67 |
| Grade 10 | 215 |
| Grade 9 | 407 |
| Total | 711 |

Source: Human Resource Management Department (2020)

3.4 Sampling and sample size

3.4.1 Sample size

Creswell defined sampling as a process of selecting a sample of a population to be utilized in research in order to draw conclusions about the entire population based on the information obtained from this subset (2016). The research used a stratified simple random sampling approach to ensure that every member of the population had an equal chance of being chosen. As per Mugenda & Mugenda (2013), a sample size of 10% of a sizable population is sufficient, but a sample size of 20% points to 30% points of a low population is sufficient. As a result, twenty percent of the target group of seven hundred eleven (711) employees were chosen. The research included a sample size of one hundred (142) employees. This equates to 20 percentage points of the target group. As indicated in Table 3.2, the selection is allocated correspondingly:

Table 3.2 Sample size

| CATEGORY | Population | Percentage | Sample size |
|-----------------|-------------------|-------------------|--------------------|
| Grade 12 | 22 | 20% | 4.4 |
| Grade 11 | 67 | 20% | 13.4 |
| Grade 10 | 215 | 20% | 43.0 |
| Grade 9 | 407 | 20% | 81.5 |
| Total | 711 | 20% | 142.2 |

Source: Researcher (2020)

3.5 Data Collection Instrument

A questionnaire was used to collect data from intermediate managers who work at Kenyatta University. There were both open-ended and closed-ended questions on the surveys. The open-ended questions yielded more organized replies, allowing for more concrete recommendations to be made. Closed-ended questions were used to assess the evaluation of various traits, minimizing the number of linked replies, and allowing for more diversified responses.

3.6 Data Collection Procedure

The researcher utilized a questionnaire to gather ideas from the respondents in this study, which employed primary data. This strategy is ideal since it gathers a large amount of data in a short amount of time. Before the questionnaires are returned for processing, the respondents were given adequate time to finish them. The survey included both open-ended and closed-ended questions, allowing individuals to answer their own opinions. The researcher sought permission letters from Kenyatta University's graduate school and the National Council for Science and Technology data collection process (NACOSTI). Due to COVID 19 regulations and to limit personal interaction with study participants, the investigator delivered the questionnaire to all responders through email. The

research took care and control to guarantee that all questions submitted to participants were accepted, and in order to do so, it kept track of which questionnaires have been sent by email and which have been received. The survey was administered over a Google link.

3.7 Pilot study

A crucial part of the data collecting process is pilot testing. Before the questionnaire was delivered to the entire sample population, a pilot test on a small sample of respondents was done to ensure its validity and reliability. It's generally a small-scale test of all of the techniques that was used in the major research. The researcher performed a pilot test by randomly selecting 10% of the participants of each of the four groups and presenting questionnaires to them. The respondents who take part in the pilot survey were excluded from the main study.

3.8 Validity and Reliability of Research Instruments

The validity & reliability of the research instrument, which in this instance is the questionnaire, was examined in this study.

3.8.1 Validity of Research Instrument

The term "validity" relates to an instrument's ability to accurately measure what it is designed to assess (Heale, & Twycross, 2016). Validity is crucial since it defines which survey questions to employ and ensures that investigators are using questions that actually assess the topics of concern, according to Almanasreh et al (2019). There are other forms of validation, but facial, contents, and construct validity will be considered in this study. King, et al. define face validity as the assessment of an instrument's clear purpose (2020). In this research, expert judgment was employed to determine face validity. The researcher handed over the survey to the supervisor, who analyzed it and determine if the objective functions what they are supposed to measure. The judgment of the

appropriateness of material and how it is delivered is known as content validity (Almanasreh et al., & Almanasreh, 2018). Respondents in the pilot project were interviewed after giving the survey to check content validity. The research examined if the questionnaire's questions are related to what occurs at their organization. Construct validity is a criterion for the instrument's construct appropriateness (Oktavia et al., 2018). To determine construct validity, the researcher worked with a data analyst to analyze the questionnaire and determine the level of systemic or built-in inaccuracy.

3.8.2 Reliability of Research Instruments

The extent to which a research result yielded and quality accurate results or data after repetitive trials is known as reliability. Zikmund is a character in the movie Zikmund (2010). When used frequently under comparable conditions, an instrument is trustworthy when it detects a variable properly and reliably. The uniformity of replies to the questionnaire items is what a questionnaire's reliability is all about. A pilot test can be used to assess reliability, ensuring that the research instrument produces accurate results after several trials. Huang Xiaobo (2013). Cronbach's Alpha, an indicator of internal consistency, was used to ascertain the questionnaire's reliability. Alpha ratings of 0.7 and above show a high level of internal consistency and were considered good (Tavakol and Dennick 2011). Cronbach's Alpha values of 0.7 and higher was accepted in this study.

3.9 Data Analysis and Presentation

The information gathered was cleaned, categorized, and coded before being loaded into a computer program called SPSS version 25. The data was subjected to basic, bivariate, and multivariate. In univariate analysis, descriptive statistical analysis like as frequency, percent, average, and standard error were employed. Correlational research was useful in characterizing factors in the research such as respondents' demographic factors, salary, job advancement, career growth, and

employee performance of Kenyatta University's middle management. The cumulative effect of the numerous independent factors and employee performance were also investigated using multiple regression analysis.

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

Where: Y =Employee performance

β_0 = Constant $\beta_1 - \beta_4$ = Co-efficient

X_1 =remuneration

X_2 =recognition,

X_3 = Career Development

X_4 = Job promotion.

ε = It is assumed that the error term is zero. A variable in a mathematical and statistical model that is formed when the system does not fully capture the real connection between the study variables is called an error term. The error term is the amount by which the equation may change during empirical investigation due to this imperfect relationship.

3.10 Ethical Considerations

Kenyatta University's Graduate School Board approved the research. The National Commission for Science, Technology, and Innovation also issued a research permission (NACOSTI). Permission to gather data was requested from Kenyatta University's Deputy Vice-Chancellor Research and Innovation, and participants of the study were asked to give assent. Respondents' names were not obtained in order to ensure participant confidentiality; rather, codes were utilized. Only the research and the supervisors have access to the information, which were kept confidential. The study's findings were only used for academic purposes.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter presents the research findings based on the research objectives; to examine the effect of remuneration, recognition, career development and job promotion on performance of middle level managers at Kenyatta University, Nairobi CityCounty,Kenya. The study used descriptive analysis and inferential analysis to present the results in the subsequent chapters.

4.2 Response Rate

The study issued questionnaire to 142 sampled respondents who were the managers in various categories in Kenyatta University. However, 111 managed to completely fill the questionnaire which were deemed fit for analysis. The response rate was 78% which according to Mugenda and Mugenda (2010) is an excellent response rate. Therefore, the researcher was able to continue with the finding's presentation and results discussions.

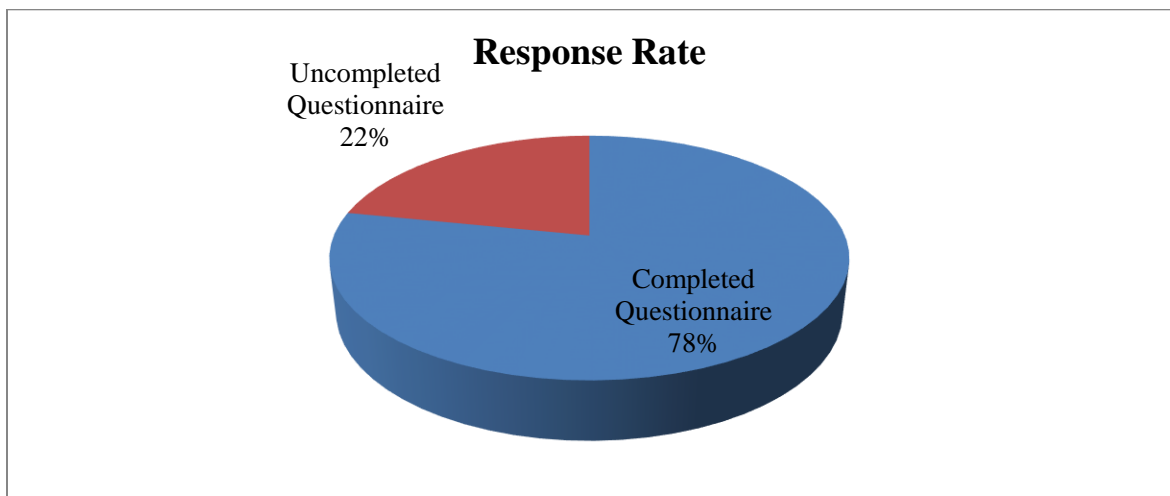


Figure 4.1 Response Rate
Source: Researcher, (2022)

4.3 Pilot Study Results

The pilot study was carried out in Kenyatta university. The pilot study targeted employee grade 9 to 12 and were not included in the main study. The researcher performed a pilot test by randomly selecting 10% of the participants of each of the four groups and presenting questionnaires to them.

4.3.1 Reliability Results

Table 4. 1 Reliability Results

| Research Variable | Alpha Score | No. of Items | Remarks |
|--------------------------|--------------------|---------------------|-----------------|
| Remuneration | .799 | 5 | Reliable |
| Recognition | .789 | 5 | Reliable |
| Career development | .816 | 5 | Reliable |
| Job Promotion | .818 | 5 | Reliable |
| Employee Performance | .812 | 9 | Reliable |
| Aggregate | .807 | 29 | Reliable |

Sources: Pilot Study Results (2022)

Remuneration had an Alpha score of 0.799, recognition had an Alpha score of .789, career development had an Alpha score of 0.816, job promotion had an Alpha score of 0.818, and employee performance had an Alpha score of 0.812. All five research variables had Cronbach's alpha values that were much higher than the 0.7 standard specified by the researchers, suggesting that they were all reliable (Tavakol & Dennick, 2011). In addition, the cumulative alpha index for all 29 items across the five study variables was 0.807, which is within the acceptable range for a reliable research tool.

4.4 Demographic Characteristics Results

Gender, employment experience, and highest educational degree were among the demographic factors.

4.4.1 Gender of Respondents

The gender of the respondents was determined based on the submitted questionnaires, and the gender breakdown is shown in Table 4.2.

Table 4.2 Respondent's Gender

| | | Frequency | Percent |
|-------|--------------|------------|--------------|
| Valid | Male | 77 | 69.4 |
| | Female | 34 | 30.6 |
| | Total | 111 | 100.0 |

Source: Field Data (2022)

According to the statistics, there were 77 male respondents and 34 female respondents, with men accounting for 69.4% and females accounting for 30.6%, respectively. Both genders were fairly represented in the study, demonstrating that the sample's attitudes were gender-neutral.

4.4.2 Highest Level of Education

The researcher aimed to determine the respondent's highest level of education.

Table 4.3 Highest Level of Education

| Level of Education | Frequency | Percentages(%) |
|--------------------|------------|----------------|
| Undergraduate | 31 | 28 |
| Masters | 55 | 50 |
| Postgraduate | 25 | 22 |
| Total | 111 | 100 |

According to the data, half (50%) of the respondents had a master's degree as their highest level of education, while the other two-thirds (28%) had at least an undergraduate degree. The remaining 22% of those polled had received a postgraduate degree. The results showed that the respondents had the necessary literacy to engage in the study and offer information that was relevant to the research variables.

4.4.3 Working Experience

The researcher's investigation of the respondents' term in office yielded the following results.

Table 4.4 Working Experience

| | | Frequency | Percent |
|-------|----------------------|------------------|----------------|
| Valid | Less than 12 months | 12 | 10.8 |
| | Between 1 to 5 years | 25 | 22.5 |
| | 6 to 10 Years | 30 | 27.0 |
| | More Than 10 Years | 44 | 39.6 |
| | Total | 111 | 100.0 |

Source: Field Data (2022)

39.6% of respondents have worked at Kenyatta University for more than ten years, according to the study. On the other hand, 10.8% of respondents had less than a year of job experience, 22.5 percent had one to five years of work experience, and 27 percent had six to ten years of work experience. These results showed that the workers who took part in the study had the essential expertise to give the researcher with meaningful information.

4.5 Descriptive Analysis Results

The mean and standard deviation were employed by the researcher to provide the summary measurements of the data collection sample. The descriptive statistics analysis was based on data collected from the variables in the research. The essential feature of the entire sample served as the foundation for the study's quantitative data analysis in this situation.

4.5.1 Effect of Employee Remuneration

The employees were requested to point out the agreement level on various aspects of employee remuneration practices on middle level managers' performance in Kenyatta University.

Table 4. 5 Descriptive Statistics on Employee Remuneration

| | Mean | Std. Deviation |
|---|---------------|-----------------------|
| I am satisfied with the amount of salary I receive | 3.2002 | .67578 |
| Employees receive salaries that match the job market | 3.9928 | .64919 |
| The performance of staff can be improved through salary increment | 4.2977 | .71507 |
| K.U. uses performance bonus to remunerate employees | 3.1928 | .61511 |
| The institution pays wages that meet employees' needs | 3.1839 | .60318 |
| Aggregate Score | 3.5735 | .6517 |

Source: Field Data (2022)

According to descriptive analysis, the overall mean score for employee remuneration was 3.5735, which corresponded to 'moderate' on the five-point likert scale used in the survey. Furthermore, the aggregated standard deviation score was 0.6517, suggesting a low degree of variability and hinting those responses to individual questions were close to the sample mean. Individual responses ranged from 3.1839 to 4.2977 on a scale of one to five. The sample mean was an excellent predictor of the population mean due to the low variability. The findings clearly indicates that Employees in Kenyatta University are moderately satisfied with the monthly salary payment. They indicated that employees are moderately satisfied with the wages, bonuses, and salaries.

The study supported Abdul (2017) findings which demonstrated that compensation and productivity of employees have a significant and positive relationship, and that wage, as well as bonus payments, can be used to motivate

employees. Salary, pay, and other rights should be paid quickly, according to the report, and workers should be supported. Mohammed (2017) disagreed that compensation had a considerable impact on employees' attitudes, which in turn affected their productivity. As a result, compensation has a substantial impact on employees' performance, as well as their attitude about their work. Further, Muchai, Makokha, and Namusonge (2018) found that employee salary influenced employee performance and, as a result, success to the company. Workers' work-life harmony is well strengthened, and the company's management should give competitive pay packages to persuade employees not to quit the business on the basis of remuneration.

4.5.2 Effect of Employee Recognition Practices

The respondent's agreement level on various aspects of employee recognition practices on middle level managers' performance in Kenyatta University were summarized in table 4.6.

Table 4.6 Descriptive Statistics on Employee Recognition Practices

| | Mean | Std. Deviation |
|--|----------------|-----------------------|
| Employees at Kenyatta University are appreciated for well performed job | 3.7831 | .66782 |
| The process of appreciating employees is free and fair | 4.1112 | .81706 |
| The management at Kenyatta University allow staff to participate in decision making activities | 3.2227 | .71544 |
| My institution provides financial rewards to staff in recognition of job well done | 3.7748 | .55542 |
| When employees are appreciated, they improve on their performance | 4.1711 | .65444 |
| Aggregate Mean | 3.81258 | .68204 |

Source: Field Data (2022)

The aggregated mean and standard deviation scores for the indicators of employee recognition practices, according to the descriptive analysis, were 3.2227 and 0.68204, respectively. On the five-point Likert scale used in the study, the sample mean translated to 'moderate.' As seen by the 0.68204 std.Dev., the average response variability was likewise modest. The small range of mean responses and standard deviation across the replies to the multiple indicators of employee recognition practices added to this. Because of the low variability of responses, the aggregated sample mean proved to be a robust and reliable estimator of the population mean, and so could be utilized to draw conclusions and judgments. From the moderate mean, the result clearly present that employees at Kenyatta University not fairly appreciated for well performed job, the management at Kenyatta University moderately allow staff to participate in decision making activities and moderately provides financial rewards to staff in recognition of job well done.

The result agrees with Mussie, Kathryn, and Abel (2013) that employee recognition has a favorable impact on job happiness. Furthermore, the study found that both financial as well as non-incentives influence job happiness, which has a direct impact on employee performance. Additionally, Mbuthia (2016) findings showed that, recognition has a positive impact on work performance. The study further revealed that motivation from recognition does not follow specific hierarchy level but there is a positive impact along the hierarchy. Further, Atambo, Karanja, and Nyamwamu (2012) found that rewarding an employee's success through the availability of career progression chances leads to enhanced performance at both the individual and organizational levels.

4.5.3 Effect of Career Development

The section presents the agreement level on various aspects of career development practices on middle level managers' performance in Kenyatta University.

Table 4.7 Descriptive Statistics Career Development

| | Mean | Std. Deviation |
|--|----------------|----------------|
| The company provides opportunity for self-development to high-performing personnel. | 2.7838 | .60318 |
| Employees that do well are given resources to help them grow in their professions. | 2.8288 | .68087 |
| The company has a policy that encourages high-performing employees to join professional organizations. | 2.7568 | .72068 |
| From entry - level positions to executive roles, the company offers a distinct career development ladder. | 2.7167 | .82264 |
| The company values its workers' personal objectives and helps them realize them by facilitating and enhancing high-performing individuals. | 3.7387 | .68973 |
| Aggregate Mean | 2.96496 | .70342 |

Source: Field Data (2022)

On a Likert scale, the total mean score for the career development was 2.96496, which equated to a 'disagree' response. Furthermore, the aggregated standard deviation score was 0.70342, showing that many employees' responses converge around the mean, indicating little variability. In addition, the career development pointer's mean value varied from 2.7167 to 3.7387. Similarly, the standard deviation for key indicator answers ranged from 0.60318 to 0.82264, indicating that there was little fluctuation in the responses to career development indicators.

Because of the low variability, the stated sample mean was a strong and accurate indication of the population mean, permitting generalizations. It is clear the university does not provide opportunity for self-development to high-performing personnel. Employees that do well are not given sufficient resources to help them grow in their professions. The University does not have an effective policy that encourages high-performing employees to join professional organizations. From entry - level positions to executive roles, the university does not offer a distinct career development and it moderately values its workers' personal objectives.

The results supported Kurniawan, Rivai, and Suharto (2018) that performance is influenced by their career progression, enthusiasm, and commitment to the organization. Motivation can be an interfering element in the link between career growth and employee performance. Ratemo, Makhamara, and Bula (2020) found that employees can also enhance their abilities through professional development. Kakui (2016) findings agreed that employee's performance is influenced by their career progression.

4.5.4 Effect of Job Promotion Practices

The respondents were requested to indicate the degree of agreement with several parts of Kenyatta University's job promotion methods on employees' performance.

Table 4.8 Descriptive Statistics Job Promotion Practices

| | Mean | Std. Deviation |
|--|-------------|-----------------------|
| Employees' responsibilities grow as a result of job advancement. | 3.7117 | .70318 |

| | Mean | Std. Deviation |
|---|----------------|-----------------------|
| Promotion among employees leads to a change in managerial position (low management to senior management position) | 2.8688 | .68087 |
| Employees are encouraged to work hard for the available promotional opportunities | 3.9566 | .72264 |
| Promotions improve employees' confidence in their ability to complete a task. | 3.9899 | .80064 |
| Employee competency is enhanced when they are promoted to a higher position. | 4.1387 | .78373 |
| Aggregate Mean | 3.73314 | 0.73821 |

Source: Field Data (2022)

The aggregated mean of the job promotion practices measures was 3.733, with an aggregated standard deviation of 0.738, according to the descriptive analysis. Employees agreed with expectations about job promotion practices in general, according to the sample mean. The changeability of the replies was also reduced, as seen by the low standard deviation figures. This was exacerbated by the narrow range of mean answers and standard deviations across the several job promotion practices included in the study. Because of the low variability of responses, the sample mean's aggregated score was a reasonable estimator of the population mean and could thus be used to make generalizations. The results indicates that employees' responsibilities grew as a result of job advancement. Employees were moderately encouraged to work hard for the available promotional opportunities. It is clear that promotions improve employees' confidence in their ability to complete a task and employee competency was enhanced when they were promoted to a higher position. The results agrees with Rinny, Purba, and Handiman (2020) that work promotion has a considerable impact on job satisfaction and job performance.

4.5.5 Employee Performance

The respondents indicated their degree of agreement on several elements of Kenyatta University staff performance.

Table 4.9 Descriptive Statistics on Employee Performance

| | Mean | Std. Deviation |
|---|---------------|----------------|
| I am more likely to stay at KU if you were to receive a 10% salary increase from another organization | 3.4685 | .73474 |
| I am more likely to be working at KU in one year | 3.8919 | .66416 |
| I am likely would you be in recommending KU's products or services to a friend or colleague | 4.2315 | .76019 |
| I am likely not to be absent from work on a weekly basis | 3.5766 | .74054 |
| I am dependable at department of my work at KU | 4.5676 | .84986 |
| I am more unlikely to receive a disciplinary action for being absent from work | 4.1207 | .96908 |
| I am likely to handle issues at work when i know am going to be absent from work | 4.1757 | .59211 |
| The existing staff promotion policy is effectively implemented | 3.9342 | .85232 |
| Do you think that promotion at KU should be enhancement | 4.1156 | .60957 |
| Aggregate Mean | 3.9958 | 0.77035 |

Source: Field Data (2022)

The employee performance aggregated mean score for the performance categories was 3.9958 on a five-point Likert scale, compared to 'agree'. Furthermore, the low variability of answers from the aggregated mean score was revealed by the 0.77035 standard deviation. Because of the low variability, employee responses were centered around the aggregate mean score, indicating that the sample mean was a reliable predictor of the population mean. The employees indicated that they would recommend KU's products or services to a friend or colleague. They opined that they are dependable at department of their work at KU and are likely to handle issues at work effectively. There was evident low level of disciplinary action for majority of employees for being absent from work.

4.6 Inferential Analysis

The inferential analysis section presents data on correlation, model summary, analysis of variance and regression coefficients.

Table 4.10 Correlations

| | | Employee Remuneration | Employee Recognition Practices | Career Development | Job Promotions Practices | Employee Performance |
|--------------------------------|---------------------|-----------------------|--------------------------------|--------------------|--------------------------|----------------------|
| Employee Remuneration | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 111 | | | | |
| Employee Recognition Practices | Pearson Correlation | .649** | 1 | | | |

| | | Employee Remuneration | Employee Recognition Practices | Career Development | Job Promotion Practices | Employee Performance |
|--|---------------------|-----------------------|--------------------------------|--------------------|-------------------------|----------------------|
| | Sig. (2-tailed) | .000 | | | | |
| | N | 111 | 111 | | | |
| Career Development | Pearson Correlation | .113 | .326** | 1 | | |
| | Sig. (2-tailed) | .237 | .000 | | | |
| | N | 111 | 111 | 111 | | |
| Job Promotion Practices | Pearson Correlation | .232* | .534** | .377** | 1 | |
| | Sig. (2-tailed) | .114 | .700 | .606 | | |
| | N | 111 | 111 | 111 | 111 | |
| Employee Performance | Pearson Correlation | .589** | .692** | .566** | .640** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 111 | 111 | 111 | 111 | 111 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | |

Source: Field Data (2022)

Table 4.10 presents the correlation amongst variables. The correlation between employee remuneration and employee performance was strong and positive (P=.589, sig=0.000). The relationship between employee recognition practices and employee performance was strong and positive (P=.692, sig=.000). The correlation between career development and employee performance was positive and strong (P=.566, sig=0.000). The relationship between job promotion and employee performance was strong and positive (P=.640, sig=0.000).

Table 4. 11 Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|-------------------|----------|-------------------|----------------------------|
| 1 | .860 ^a | .740 | .730 | 3.88949 |
| a. Predictors: (Constant), Job Promotion Practices, Employee Remuneration, Career Development, Employee Recognition Practices | | | | |

The model summary presents the coefficient of correlation and coefficient of determination. Coefficient of determination (Adjusted R squared) shows the percentage change of dependent variable (employee performance) as a result of change in independent variables (Job Promotion Practices, Employee Remuneration, Career Development, Employee Recognition Practices). The results shows that 73% change in employee performance was explained by Job Promotion Practices, Employee Remuneration, Career Development and Employee Recognition Practices.

Table 4. 12 ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|--|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 4555.604 | 4 | 1138.901 | 75.283 | .000 ^b |
| | Residual | 1603.585 | 106 | 15.128 | | |
| | Total | 6159.189 | 110 | | | |
| a. Dependent Variable: EmployeePerformance | | | | | | |

b. Predictors: (Constant), Job Promotion Practices, Employee Remuneration, Career Development, Employee Recognition Practices

Source: Field Data (2022)

The result in Table 4.12 tests the overall significant of the model. The result shows that at 95% significant level, the model was significant (sig=0.000). This shows the model can be used to test the interrelationship amongst the study variables, Job Promotion Practices, Employee Remuneration, Career Development, Employee Recognition Practices and employee performance.

Table 4. 13 Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | |
|--|--------------------------------|------------|---------------------------|------|-------|------|
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | 14.486 | 2.406 | | 6.021 | .000 |
| | Employee Remuneration | .463 | .084 | .368 | 5.537 | .000 |
| | Employee Recognition Practices | .209 | .101 | .159 | 2.054 | .002 |
| | Career Development | .486 | .077 | .345 | 6.327 | .000 |
| | Job Promotion Practices | .713 | .129 | .340 | 5.544 | .000 |
| a. Dependent Variable: EmployeePerformance | | | | | | |

The study shows that all the study variables were significant at 95% confidence interval in explaining changes in employee performance. The results indicates that job promotion practices, employee remuneration, career development and employee recognition practices were positively and significantly affecting

employee performance. Thus the Adoption of the Model; Employee Performance= 14.486+ 0.463 Employee Remuneration+ 0.209 Employee Recognition +0.486 career development+ 0.713 Job promotion practices.

The study findings show a Beta coefficient of 0.368 $P=0.000 <0.05$ for employee remuneration. This implies that employee remuneration was a significant predictor of employee performance. Employee recognition had a beta coefficient of 0.159 $P=0.002 <0.05$ meaning that employee recognition practices positively and significantly influence employee performance. Further, career development had a beta coefficient of 0.345 $P=0.000 <0.05$ meaning that career development positively and significantly influences employee performance. Lastly, job promotion practices had a beta coefficient of 0.345 $P=0.000 <0.05$ meaning that job promotion practices positively and significantly influence employee performance. The study findings also indicate an improvement in reward management practices would lead to an improvement in employee performance.

The results indicate that a unit change in employee remuneration resulted to 0.463 units change in employee performance. A unit change in employee recognition resulted to 0.209 units change in employee performance. A unit change in career development resulted in 0.486 units change in employee performance. A unit change in job promotion practices resulted to 0.713 changes in employee performance. Amongst the four independent variables, job promotion had the greatest effect on employee performance.

The study supported Mbuthia (2016) findings showed that, recognition has a positive impact on work performance. Kakui (2016) findings agreed that employee's performance is influenced by their career progression. The results agree with Rinny, Purba, and Handiman (2020) that work promotion has a considerable impact on job satisfaction and job performance. The study supported

Abdul (2017) findings which demonstrated that compensation and productivity of employees have a significant and positive relationship, and that wage, as well as bonus payments, can be used to motivate employees. The result agrees with Mussie, Kathryn, and Abel (2013) that employee recognition has a favorable impact on job happiness. Further, Atambo, Karanja, and Nyamwamu (2012) found that rewarding an employee's success through the availability of career progression chances leads to enhanced performance at both the individual and organizational levels.

CHAPTER FIVE
SUMMARY OF THE FINDINGS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of findings, conclusions and recommendations based on the research objectives; to determine the effect of job promotion practices, employee remuneration, career development, employee recognition practices on employee performance in Kenyatta University.

5.2 Summary of Findings

According to descriptive analysis, the overall mean score for employee remuneration and aggregated standard deviation suggested a low degree of variability and hinting those responses to individual questions were close to the sample mean. The findings clearly indicates that employees in Kenyatta University are moderately satisfied with the monthly salary payment. They indicated that employees are moderately satisfied with the wages, bonuses, and salaries. Salary, pay, and other rights should be paid quickly, according to the report, and workers should be supported. As a result, compensation has a substantial impact on employees' performance, as well as their attitude about their work.

The respondent's agreement level on various aspects of employee recognition practices on middle level managers' performance in Kenyatta University were summarized. The aggregated mean and standard deviation scores for the indicators of employee recognition practices, according to the descriptive analysis on the five-point Likert scale used in the study showed that the average response variability was modest. From the moderate mean, the result clearly presents that employee at Kenyatta University not fairly appreciated for well performed job,

the management at Kenyatta University moderately allow staff to participate in decision making activities and moderately provides financial rewards to staff in recognition of job well done. Furthermore, the study found that both financial as well as non-incentives influence job happiness, which has a direct impact on employee performance. On a Likert scale, the total mean score for the career development was equated to a 'disagree' response. Furthermore, the aggregated standard deviation score was showed that many employees' responses converge around the mean, indicating little variability. It is clear the university does not provide opportunity for self-development to high-performing personnel. Employees that do well were not given sufficient resources to help them grow in their professions. The University does not have an effective policy that encourages high-performing employees to join professional organizations. From entry - level positions to executive roles, the university does not offer a distinct career development and it moderately values its workers' personal objectives.

The respondents were requested to indicate the degree of agreement with several parts of Kenyatta University's job promotion methods on employees' performance. Because of the low variability of responses, the sample mean's aggregated score was a reasonable estimator of the population mean and could thus be used to make generalizations. The results indicate that employees' responsibilities grew as a result of job advancement. Employees were moderately encouraged to work hard for the available promotional opportunities. It is clear that promotions improve employees' confidence in their ability to complete a task and employee competency was enhanced when they were promoted to a higher position.

5.3 Conclusions

The study shows that all the study variables were significant at 95% confidence interval in explaining changes in employee performance. The results indicate that

job promotion practices, employee remuneration, career development and employee recognition practices positively and significantly affected employee performance. As a result, compensation has a substantial impact on employees' performance, as well as their attitude about their work. One of the important results was that rewarding an employee's successes through the availability of career progression chances leads to enhanced performance at both the individual and organizational levels. Employees can also enhance their abilities through professional development, according to the report.

5.4 Recommendations

According to the findings, managers should examine and raise employee salary and perks, as well as give additional advantages to employees. Workers' work-life harmony is well strengthened, and the company's management should give competitive pay packages to persuade employees not to quit the business on the basis of remuneration.

One of the important results was that rewarding an employee's successes through the availability of career progression chances leads to enhanced performance at both the individual and organizational levels. The report closes by recommending that suitable employee recognition initiatives be developed and implemented in order to promote individual and organizational effectiveness. Employees can also enhance their abilities through professional development. As a result, the research advised that the Kenyatta University to create trust, locate mentors, and push personnel to continually learn new knowledge in order to improve their competence abilities.

5.5 Suggestions for Further Study

The inferential analysis indicates that 73% of changes in employee performance was explained by that job promotion practices, employee remuneration, career

development and employee recognition practices and therefore a similar study is suggested to determine the remaining 27% changes in employee performance. The study was done in public university in Kenya; therefore, the study recommends a similar study to be done in other sectors, other public universities in Kenya to enable comparison. The study targeted managers, grade 9 to grade 12, and therefore similar study should be done to focus on lower-level employees.

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Appendices

1.1 Appendix I - Letter of Introduction

Evah Mugo
P.O Box
NAIROBI

The Deputy Vice-Chancellor (Research Innovation & Outreach)
Kenyatta University
P.O. Box 43844-00100
NAIROBI

Dear Sir/madam,

RE: REQUEST TO COLLECT DATA

I'm Evah Mugo, a Kenyatta University postgraduate student seeking a master's degree (MBA) in Human Resource Management. At Kenyatta University in Nairobi, Kenya, I am now doing research to determine the impact of reward management techniques on middle-level manager performance. The goal of this letter is to ask your office for permission to gather data on the impact of incentive management strategies on middle-level manager performance. Any information you provide will be kept in strict confidence. Neither the company's name nor the respondent's identity will be used. Special codes will be used instead. After the research is completed, the results will be published in an online journal, and you will be provided a link to view them.

Sincerely,

Evah Mugo
Reg. No: D53/PT/27923/2019s
Cellphone No. 0720 865728

1.2 Appendix II:-Questionnaire

SECTION A: GENERAL INFORMATION

| S/No. | PARTICULARS | | | |
|-----------|--|-------|-----------------------|---------|
| 1. | Gender of participant/s | | | |
| | | Male. | | Female. |
| 2. | Indicate the department you work in) | | | |
| | | | | |
| 3. | Level of Education Attained (Highest) | | | |
| | Primary. | | Secondary. | |
| | Diploma. | | Undergraduate Degree. | |
| | Postgraduate. | | Certificate. | |
| | Others: _____ | | | |
| | | | | |
| 4. | Number of Yaers worked in Kenyatta University | | | |
| | Less than 12 months | | Between 1 to 5years | |
| | 6 to 10 Years | | More Than 10 Years | |

SECTION B: EMPLOYEE REMUNERATION

Kindly point out your agreement level on various aspects of employee remuneration practices on middle level managers' performance in Kenyatta University

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | I am satisfied with the amount of salary I receive | | | | | |
| 2. | Employees receive salaries that match the job market | | | | | |
| 3. | The performance of staff can be improved through salary increment | | | | | |
| 4. | K.U. uses performance bonus to remunerate employees | | | | | |
| 5. | The institution pays wages that meet employees' needs | | | | | |

SECTION C: EMPLOYEE RECOGNITION PRACTICES

Kindly point out your agreement level on various aspects of employee recognition practices on middle level managers' performance in Kenyatta University

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1 | Employees at Kenyatta University are appreciated for well performed job | | | | | |
| 2 | The process of appreciating employees is free and fair | | | | | |
| 3 | The management at Kenyatta University allow staff to participate in decision making activities | | | | | |
| 4 | My institution provides financial rewards to staff in recognition of job well done | | | | | |
| 5 | When employees are appreciated, they improve on their performance | | | | | |

SECTION D: CAREER DEVELOPMENT

Kindly point out your agreement level on various aspects of career development practices on middle level managers' performance in Kenyatta University

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | The company provides opportunity for self-development to high-performing personnel. | | | | | |
| 2. | Employees that do well are given resources to help them grow in their professions. | | | | | |
| 3. | The company has a policy that encourages high-performing employees to join professional organizations. | | | | | |
| 4. | From entry - level positions to executive roles, the company offers a distinct career development ladder. | | | | | |
| 5. | The company values its workers' personal objectives and helps them realize them by facilitating and enhancing high-performing individuals. | | | | | |

SECTION E: JOB PROMOTION PRACTICES

Please indicate your degree of agreement with several parts of Kenyatta University's job promotion methods on employees' performance.


| S/No. | Statement | 1 | 2 | 3 | 4 | 5 |
|-------|--|---|---|---|---|---|
| 1. | Employees' responsibilities grow as a result of job advancement. | | | | | |
| 2. | Long employees leads to a change in managerial management to senior management position) | | | | | |
| 3. | | | | | | |
| 4. | Promotions improve employees' confidence in their ability to complete a task. | | | | | |
| 5. | Employee competency is enhanced when they are promoted to a higher position. | | | | | |

SECTION F: EMPLOYEE PERFORMANCE


Please indicate your degree of agreement on several elements of Kenyatta University staff performance.

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | How likely are you to stay at KU if you were to receive a 10% salary increase from another organization? | | | | | |
| 2. | How likely are you to be working at KU in one year? | | | | | |
| 3. | How likely would you be in recommending KU's products or services to a friend or colleague? | | | | | |
| 4. | How likely would you be absent from work on a weekly basis? | | | | | |
| 5. | How dependable do you believe you are at KU? | | | | | |
| 6. | How likely would receive a disciplinary action for being absent from work? | | | | | |
| 7. | How likely would you handle issues at work when you know you're going to be absent from work? | | | | | |
| 8. | The existing staff promotion policy is effectively implemented. | | | | | |
| 9. | How strongly do you think that promotion at KU should be enhancement? | | | | | |

1.3 Appendix II: -Research Permit




REPUBLIC OF KENYA
National Commission for Science, Technology and Innovation



NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **139298** Date of Issue: **11/May/2022**

RESEARCH LICENSE




This is to Certify that Ms. Evah Wangari Mugo of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: Reward Management Practices and Performance of Middle Level Managers at Kenyatta University, Nairobi City County, Kenya for the period ending : 11/May/2023.

License No: **NACOSTI/P/22/17398**

139298
Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

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1.4 Appendix II: - Research Authorization


KENYATTA UNIVERSITY

OFFICE OF THE DEPUTY VICE-CHANCELLOR RESEARCH, INNOVATION AND OUTREACH

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Ref: KU/DVCR/RCR/VOL. 3/339 Date: 17th May, 2022

Ms. Evah Mugo
School of Business
Kenyatta University

Dear Ms. Mugo,

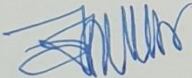
RE: COLLECTION OF RESEARCH DATA AT KENYATTA UNIVERSITY

Reference is made to your letter dated 4th May, 2022 requesting for authorization to collect research data at Kenyatta University on the topic **“Reward Management Practices and Performance of Middle Level Managers at Kenyatta University, Nairobi City County, Kenya”** towards the award of a Masters in Business Administration degree.

I am pleased to inform you that your request to collect data has been approved. It is noted that your data will be collected from members of staff.

It is further noted that the data will solely be used for academic purposes and will be treated with utmost confidentiality.

Yours sincerely,



Prof. Vincent Onywera Ph.D., ISAK 2
Ag. Deputy Vice-Chancellor Research, Innovation and Outreach

cc: Vice-Chancellor
DVC-Administration

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