

**REWARD MANAGEMENT AND EMPLOYEE PERFORMANCE AT THE  
NATIONAL COHESION AND INTEGRATION COMMISSION, KENYA**

**BY**

**MARY OSENGO**

**MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE  
MANAGEMENT)**

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**SEPTEMBER, 2025**

**DECLARATION**

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

**Student Name:** Mary Osengo

**Reg No.** 23/06281



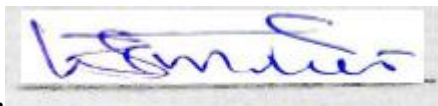
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**Mary Osengo**

And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.



**Signature** .....

**Date** .....8/8/2025.....

**Dr. Lemunen Solomon**

## ABSTRACT

Employee performance lies at the heart of the National Cohesion and Integration Commission's (NCIC) mission to foster national unity, reduce ethnic conflict, and advise the government on matters of discrimination and integration in Kenya. Despite this importance, the NCIC continues to grapple with persistent employee performance challenges. The Quality Assessment and Performance Improvement Strategy report noted that constitutional commissions experienced declining staff performance, the issues have been associated to reward system in the organization therefore the study sought to assess the effect of reward management on employee performance at the NCIC Kenya. Specifically, the study sought to assess the influence of cash incentives, employee recognition, promotion and training on employee performance at the NCIC, Kenya. The study was grounded on Expectancy, Herzberg's Two-Factor, Equity and Human Capital theories. The study adopted a cross-sectional descriptive survey design to determine the influence of reward management on employee performance at NCIC, Kenya. The target population comprised employees across all organizational levels, including commissioners, CEO, directors, senior officers, and junior staff. Primary data was collected through structured questionnaires containing both closed and open-ended items. These questionnaires were administered online via Google Forms to facilitate convenient and timely responses. Data were coded and analyzed using SPSS v25. Descriptive statistics (means and standard deviations) were used to summarize data trends, while inferential statistics (correlation, regression, and ANOVA) tested relationships and predictive power among variables. Thematic analysis was employed for qualitative responses to complement and enrich the quantitative findings. The findings indicate that each of these reward mechanisms contributes significantly though to varying degrees to enhancing employee motivation, engagement, and productivity. Cash incentives were found to positively influence employee performance, with a majority of respondents acknowledging that financial incentives motivate them to exceed targets and improve task efficiency. However, the impact was moderated by concerns over inconsistent implementation and perceived inequity in distribution. Promotional opportunities were strongly associated with higher performance levels, as employees viewed upward mobility as a recognition of merit and effort. Nonetheless, the study noted that lack of transparency and fairness in promotion criteria could dampen morale and reduce motivation among deserving employees. Employee appreciation emerged as one of the most influential non-monetary rewards. Respondents consistently indicated that timely and meaningful recognition of their contributions enhanced their sense of value, loyalty, and willingness to perform at optimal levels. Training was identified as a key enabler of improved employee competence and service delivery. Employees who had access to structure and relevant training programs reported increased job satisfaction, adaptability, and innovation. Yet, the effectiveness of training was sometimes limited by irregular planning and lack of follow-up. Overall, the study found that an integrated reward management approach combining both financial and non-financial incentives has a substantial impact on employee performance. The findings of this study underscore the importance of fairness, consistency, and alignment of reward practices with organizational goals to foster a motivated and high-performing workforce.

**Keywords: Employee Performance, Cash Incentives, Employee Recognition, Employee promotion, and Employee Training**

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## **DEDICATION**

I dedicate this research thesis to my family for their unwavering support, prayers, and encouragement throughout this journey. Your love and faith in me have been my greatest source of strength and motivation. May God bless you all abundantly.”

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>ANOVA:</b>	Analysis of Variance
<b>BSC:</b>	Balanced Scorecard
<b>CET:</b>	Cognitive Evaluation Theory
<b>KPIs:</b>	Key Performance Indicators
<b>NCIC:</b>	National Cohesion and Integration Commission
<b>OCB:</b>	Organizational Citizenship Behaviour
<b>OCT:</b>	Operant Conditioning theory
<b>PSC:</b>	Public Service Commission
<b>SRC:</b>	Salaries and Remuneration Commission

## OPERATIONAL DEFINITION OF TERMS

**Cash Incentives:** refers to the extrinsic financial rewards granted by an organization's management to recognize, motivate, and enhance employee performance (Kuvaas, 2020).

**Employee Performance:** refers to the level of an employee's output, effectiveness, and contribution to the organization's goals and objectives (Nguyen, Ngo, and Ruël, 2022).

**Employee Recognition:** refers to the act of acknowledging and appreciating an employee's contributions, achievements, or behaviours that positively impact the organization (Bai, Lee, and Lee, 2022).

**Employee Promotion:** refers to a reward practice that involves advancing an employee to a higher position within an organization, often accompanied by increased responsibilities and higher compensation as acknowledgement for their contributions and performance (Mohamed and Ali, 2023).

**Employee Training:** refers to a developmental reward provided by organizations to enhance employees' skills, confidence, self-esteem, and commitment, ultimately improving their performance and productivity (Dutta and Gupta, 2023).

**Reward management:** refers to a structured policy or framework established to acknowledge and appreciate employees for their contributions, with the goal of enhancing their performance and productivity (Armstrong, 2023).

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Employee performance refers to the extent to which workers effectively and efficiently fulfil their assigned tasks and contribute toward organizational objectives. In the public sector, performance is not merely about productivity or output but is directly tied to the quality of service delivery, responsiveness to citizen needs, and the successful implementation of government policies and programs (Mugo & Makhamara, 2022). Unlike the private sector, where profit often serves as the primary measure of performance, public sector performance is assessed through efficiency, accountability, inclusiveness, and the degree to which services improve the welfare of society (Adams & Ama, 2024).

The importance of employee performance in the public sector cannot be overstated. High-performing employees ensure that public services such as healthcare, education, infrastructure development, and security are delivered in a timely and efficient manner. They also play a crucial role in advancing national development agendas and policy initiatives, thereby contributing to socio-economic progress (Mugira & Kiiru, 2023). Strong performance enhances accountability in the use of public resources, minimizes inefficiencies, and fosters public trust in government institutions (Chumari, Were, & Rintari, 2023).

However, employee performance does not exist in isolation. It is deeply influenced by organizational systems, particularly reward management strategies. Reward management refers to the structured approach organizations use to recognize, motivate, and retain employees through both financial and non-financial incentives (Mugira & Kiiru, 2023).

For instance, monetary incentives such as bonuses or allowances encourage employees to remain committed to their duties and meet performance expectations. Equally, non-financial

rewards such as recognition, career development opportunities, and fair promotion systems nurture intrinsic motivation, foster loyalty, and enhance job satisfaction (Mugo & Makhamara, 2022). When employees perceive rewards as transparent, equitable, and linked to their contributions, they are more likely to exert effort, embrace innovation, and remain accountable to organizational goals (Chumari et al., 2023). On the other hand, weak or inconsistent reward systems often lead to demotivation, absenteeism, and reduced productivity, which undermine public trust in government services (Adams & Ama, 2024).

### ***1.1.1 Reward Management***

Reward management is the strategic framework that organizations use to design and implement policies, systems, and practices that ensure employees are fairly and equitably compensated for their contributions (Yoshimura & Anderson, 2022). It includes financial rewards such as salaries, allowances, bonuses, and pensions, as well as non-financial rewards such as recognition, career development opportunities, flexible working conditions, and job security (Werner & Balkin, 2021). The primary goal is to align employee motivation with organizational objectives in order to promote satisfaction, retention, and performance. Effective reward management also enhances the psychological contract between employers and employees, which strengthens engagement and reduces turnover (Nyaga, 2020).

In the United States, public institutions place strong emphasis on performance-based pay and recognition systems, particularly for specialized and senior roles. Reward management is largely shaped by a “pay-for-performance” culture that links merit increments and bonuses directly to individual output, supported by competitive benefits such as health insurance, pension contributions, and flexible working policies (Obiaga & Itakpe, 2021). This reflects the cultural orientation towards individual achievement and its recognition through financial incentives. Furthermore, studies indicate that only about 20 percent of organizations currently

provide financial well-being support, yet 65 percent of employees value such initiatives, suggesting a need for a more holistic approach to total reward management (CIPD, 2022).

Japan's reward management has traditionally been characterized by seniority-based systems and a strong emphasis on long-term employment stability. This reflects the country's collectivist culture, where loyalty and job security are valued as rewards in themselves (Kang & Lee, 2021). However, globalization and changing labor market demands are pushing public institutions in Japan to adopt more performance-oriented practices, gradually blending traditional systems with modern incentive schemes (Medvedev et al., 2024).

In Nigeria, reward management is more closely tied to government policy and reform programs. The Bureau of Public Service Reforms has been instrumental in introducing changes such as the monetization of fringe benefits, the implementation of contributory pension schemes, and the Service Compact with All Nigerians. These measures are designed to enhance transparency, improve motivation, and foster performance among civil servants, although challenges such as delayed payments continue to affect their overall effectiveness (BPSR, 2024).

In Kenya, the significance of reward management has escalated in response to a competitive labour market. Organisations allocate resources to performance-based incentives, training programs, and career advancement structures to enhance talent retention and productivity. Studies indicate that the combination of intrinsic and extrinsic rewards, including financial incentives, verbal recognition, and opportunities for career advancement, improves employee satisfaction and decreases turnover (Hussain et al., 2021; Moore, Coates, & Croucher, 2020). Effective systems incorporate cash incentives, recognition, promotion opportunities, and team-based reward schemes that align employee contributions with organisational objectives (Thomas, Ambrosini, & Hughes, 2019; Subedi & Ghimire, 2022).

Reward management is crucial for the National Cohesion and Integration Commission (NCIC) due to its mandate to promote peace and national unity. Similar to other public sector entities, aligning employee motivation with organisational goals necessitates a transparent and equitable reward system. Analysing the impact of cash incentives, recognition, promotions, and training on performance at NCIC is crucial for optimising service delivery and achieving organisational success.

### ***1.1.2 Employee Performance***

Employee performance significantly impacts organisational success, as the effective use of human resources directly affects productivity and competitiveness (Kuswati, 2020). Employee performance is influenced by various factors, including the quality and quantity of work produced, regularity in attendance, punctuality, and overall work efficiency and effectiveness. Additionally, employee performance is shaped by a combination of motivation and individual capability (Pangandaheng & Sutanto, 2021).

Globally, employee performance is a critical aspect of organizational success, and different countries have adopted various strategies to enhance it. In the United States, performance management systems are highly structured, incorporating key performance indicators (KPIs), annual appraisals, and continuous feedback mechanisms (Werner & Balkin, 2021).

The need for effective employee performance management has gained significant attention in Africa. In Nigeria, organizations in the banking and manufacturing sectors have adopted structured performance appraisal systems that emphasize continuous training and motivation to enhance productivity (Edet, Tom, & ItoroBassey, 2023). Similarly, in South Africa, performance management practices align with international standards, incorporating both financial and non-financial rewards to improve employee engagement and efficiency

(Obiaga & Itakpe, 2021). The focus on employee performance in these countries has demonstrated a positive impact on overall organizational growth and competitiveness.

Employee performance is assessed based on observable outputs produced by an employee. In this study, performance was evaluated through factors such as efficiency, innovation, work quality, achievement of set goals or targets, and adherence to organizational policies, as highlighted in research conducted by Ali, AbdKadir, Mohamed, Kamaruddin, and Borhanuddin (2021) in South Sudan. Performance is typically measured using appraisal systems that assess key performance indicators, including goal attainment and adherence to deadlines.

Employee performance management in Kenya is increasingly being recognized as a key factor in achieving organizational success. Companies in various sectors, including finance, healthcare, and education, have implemented structured appraisal systems to monitor and enhance employee productivity (Hussain *et al.*, 2019). Research suggests that Kenyan organizations benefit from a combination of performance-based incentives, professional development programs, and employee recognition schemes to drive efficiency and job satisfaction (Moore, Coates, & Croucher, 2020). Effective management of employee performance is crucial for aligning individual goals with the strategic objectives of organizations in Kenya.

Employees' individual performance significantly influences an organization's overall objectives, underscoring the necessity of effective performance management. In recent years, the importance of performance management systems has grown, as managers face increasing pressure to enhance organizational performance (Elrayah & Semlali, 2023).

## **1.2 Statement of the Problem**

Employee performance lies at the heart of the National Cohesion and Integration Commission's (NCIC) mission to foster national unity, reduce ethnic conflict, and advise the government on matters of discrimination and integration in Kenya. The effectiveness of the Commission in executing its mandate depends heavily on the efficiency, commitment, and productivity of its workforce. High employee performance is therefore critical not only to fulfilling NCIC's statutory responsibilities but also to ensuring that its interventions have meaningful impact across Kenyan society (Nyaga, 2020).

Despite this importance, the NCIC, like other constitutional commissions, continues to grapple with persistent employee performance challenges. The Quality Assessment and Performance Improvement Strategy report noted that constitutional commissions experienced declining staff performance. This resulted in an 8% drop in employee satisfaction between 2015 and 2016, largely due to missed deadlines, underqualified staff recruitment, and substandard execution of task (ResearchGate, 2023). Similarly, studies on workforce diversity and employee performance in constitutional commissions in Kenya have highlighted that while 74% of respondents agreed performance had improved, deficiencies in skill matching and effective management practices continue to constrain optimal productivity (National Cohesion and Integration Commission [NCIC], 2023).

While several studies have examined reward management in the public sector more broadly, few have specifically focused on its role and effectiveness within regulatory institutions such as the NCIC. As a constitutional commission mandated to foster national cohesion and integration, the NCIC's performance is intrinsically linked to the motivation and engagement of its employees. However, there is a notable absence of empirical research assessing how reward systems influence performance within this context. Existing literature

has largely overlooked this unique institutional setting and has often failed to apply robust statistical analyses such as correlation, regression, and ANOVA to quantify the relationship between reward management practices and employee performance outcomes.

Therefore, this study seeks to address these gaps by evaluating the effect of reward management on employee performance at the NCIC. Through a combination of descriptive and inferential statistical techniques, the study aims to generate evidence-based insights that can inform human resource strategies and policy interventions aimed at enhancing performance and accountability within Kenya's public sector institutions.”

### **1.3 Research Objectives**

#### ***1.3.1 General objective of the Study***

To assess the effect of reward management on employee performance at the NCIC Kenya.

#### ***1.3.2 Specific Objectives of the Study***

The specific objectives of this study were:

- i. To determine the influence of cash incentives on employee performance at the NCIC, Kenya.
- ii. To examine the influence of employee recognition on employee performance at the NCIC, Kenya.
- iii. To establish the influence of promotion on employee performance at the NCIC, Kenya.
- iv. To analyze the influence of training on employee performance at the NCIC, Kenya.

## **1.4 Research Questions**

The study sought answers to the following research questions:

- i. Do cash incentives have an influence on employee performance at the NCIC, Kenya?
- ii. How does employee recognition impact employee performance at the NCIC, Kenya?
- iii. What is the effect of promotion on employee performance at the NCIC, Kenya?
- iv. To what extent does training influence employee performance at the NCIC, Kenya?

## **1.5 Justification of the Study**

This study provides actionable insights for policymakers, governmental entities, business organisations, and researchers to enhance human resource management via efficient compensation systems. The findings offer evidence-based recommendations for NCIC and comparable state agencies to develop sustainable incentive schemes that link employee demands with organisational objectives, thereby improving engagement, productivity, and overall service delivery. Public institutions can utilise the findings to guide senior management and board-level choices about remuneration strategies that enhance efficiency and foster national economic growth.

The study provides insights for private firms, non-governmental organisations, and labour institutions by demonstrating how competitive and equitable compensation frameworks enhance employee happiness and performance. It also guides essential policy entities, including the Salaries and Remuneration Commission (SRC), the Public Service Commission (PSC), and the National Treasury, in developing equitable and efficient compensation policies. Furthermore, it enhances academic literature by highlighting fairness, complexity, and employee happiness as essential aspects of incentive management, while pinpointing areas necessitating additional investigation.

## **1.6 Scope of the Study**

This research was confined to the National Cohesion and Integration Commission (NCIC) in Nairobi County, concentrating on 114 personnel from various employment tiers. The study carefully analysed the impact of four reward management practices: cash incentives, recognition, promotion, and training, on employee performance, motivation, and productivity. The study was conducted between the months of June 2025 to June 2026.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents a review of relevant theories and literature, identifies research gaps, and outlines the conceptual framework.

### **2.2 Theoretical Review**

The study was grounded on Expectancy, Herzberg's Two-Factor, Equity and Human Capital theories, as it seeks to examine the impact of reward management on employee performance.

#### ***2.2.1 Expectancy Theory (Vroom)***

Expectancy Theory was developed by Victor Vroom in 1964. The theory explains how individuals make choices about their behaviour based on the suggestion that an "individual's behaviour was motivated by anticipated results or consequences," and the intensity of their work was driven by the perception that their effort would lead to the desired outcome (Zajda, 2023). The theory posits that employee motivation is shaped by three core components: expectancy (the belief that effort will lead to improved performance), instrumentality (the belief that performance will be rewarded), and valence (the value the employee places on the reward). Together, these components create a motivational force that influences whether an employee decides to exert effort toward achieving a task. In this way, employees evaluate the likelihood that their efforts will translate into desirable outcomes, and they act accordingly.

Cash incentives, such as bonuses, allowances, or salary increments, are practical applications of this theory. According to Vroom, if employees at NCIC believe that working harder will directly improve their performance (expectancy), that this improved performance will be fairly recognized and rewarded (instrumentality), and that the rewards offered are

meaningful and valuable to them (valence), they are more likely to put in greater effort. The strength of Expectancy Theory lies in its clear and logical framework for linking effort, performance, and outcomes, offering managers a structured approach to designing effective reward systems.

However, the theory has also faced critiques. One limitation is its assumption that employees always make rational choices when evaluating effort and reward, overlooking emotional, cultural, and social influences that may shape behaviour ((Fang, 2023). Additionally, expectancy can be undermined in contexts where resources are limited or where performance is affected by external factors beyond an employee's control. In such situations, employees may perceive the link between effort and reward as weak, leading to reduced motivation.

Despite these critiques, the Theory is relevant in explaining how employees perceive the relationship between their efforts and the rewards they receive is essential in designing incentive schemes that genuinely motivate performance. If cash incentives are perceived as attainable, fair, and valuable, they can significantly enhance employee productivity and commitment to organizational goals. Conversely, if employees doubt the fairness or accessibility of rewards, the intended motivational effect will be lost.

Expectancy Theory provides a useful framework for understanding the link between financial rewards and employee performance. The theory posits that employees are motivated when they believe that their effort will lead to good performance, and that such performance will be rewarded with outcomes they value. In the context of NCIC, aligning financial incentives such as bonuses and allowances with employee expectations ensures fairness and transparency. When employees perceive that rewards are attainable and proportionate to their contributions, they are more likely to be motivated, committed to organizational goals, and

ultimately perform better. The theory supports the variable of cash incentives by linking the Expectancy theory to employee performance at NCIC, Kenya.

### ***2.2.2 Herzberg's Two-Factor Theory***

Herzberg's Two-Factor Theory was developed by Frederick Herzberg in 1959. The theory is a motivational framework that distinguishes between factors that cause job satisfaction and those that prevent job dissatisfaction. The theory posits that motivators (innate factors such as acknowledgement, achievement, and personal growth) lead to higher levels of satisfaction and motivation, while hygiene factors (extrinsic elements such as salary, job security, and work conditions) only prevent dissatisfaction but do not necessarily enhance motivation (Herzberg, Mausner & Snyderman, 1959). This framework underscores the importance of recognition as a motivator that can significantly influence employee performance.

In the workplace, employee appreciation serves as a key motivator that enhances satisfaction and encourages higher performance. When employees are acknowledged for their contributions whether through verbal praise, awards, or formal recognition programs they are more likely to feel valued and motivated. For instance, NCIC could implement structured recognition programs such as "Employee of the Month" awards or public acknowledgment of achievements in staff meetings. These initiatives would align with Herzberg's view that motivators stimulate intrinsic satisfaction, which in turn fosters stronger performance and commitment.

Recognition also helps reinforce a sense of achievement, signalling to employees that their efforts directly contribute to organizational success. This core reinforcement is often more sustainable than extrinsic rewards alone, as it taps into employees' need for growth and self-worth. When applied effectively, recognition can create a positive feedback loop as employees

perform well, they are recognized, and the distinction motivates them to sustain or improve their efforts.

However, Herzberg's theory has faced critiques for oversimplifying motivation by rigidly separating motivators from hygiene factors. In practice, elements such as salary and acknowledgment may overlap, influencing both satisfaction and dissatisfaction depending on context. Moreover, not all employees respond uniformly to distinction; some may value public acknowledgment, while others prefer private appreciation or tangible rewards. Cultural and organizational contexts, such as those at NCIC in Kenya, may further shape how recognition is perceived and whether it translates into improved performance (Caffrey, 2024).

Herzberg's Two-Factor Theory is highly relevant in explaining how employee recognition influences performance at NCIC. The theory distinguishes between hygiene factors, which prevent dissatisfaction, and motivators, which drive satisfaction and higher performance. Recognition falls under motivators, meaning that when employees are acknowledged fairly and transparently for their contributions, their intrinsic motivation and commitment to organizational goals are strengthened. Conversely, if recognition is absent or perceived as unfair, employees may become demotivated and disengaged, even when hygiene factors such as salary and working conditions are adequate. The theory supports the variable of employee recognition by linking Herzberg's two factor theory to employee performance at NCIC, Kenya.

### ***2.2.3 Equity Theory***

Equity Theory was introduced by John Stacey Adams in 1963 as a motivational framework that emphasizes fairness in workplace exchanges. The theory posits that employees evaluate the balance between their inputs (such as effort, skills, and experience) and outputs (such as pay, recognition, and promotions) in comparison to others. When employees perceive fairness

in this ratio, they are more motivated and satisfied; however, perceived inequities can lead to dissatisfaction, reduced performance, or withdrawal (Adams, 1963).

In the workplace, promotion serves as a critical output that employees associate with fairness and recognition of their contributions. When promotions are awarded transparently and based on merit, employees are likely to perceive a fair balance between their inputs and outcomes. At NCIC, if employees see that hard work, dedication, and competence are consistently rewarded with promotions, they will be more inclined to remain motivated, productive, and loyal to the organization.

For example, promoting high-performing staff into leadership roles not only enhances their sense of achievement but also signals to others that the organization values and rewards effort and capability. This perception of fairness can encourage healthy competition, higher productivity, and stronger organizational commitment among employees.

On the other hand, if promotions are perceived as unfair perhaps due to favouritism, unclear criteria, or inconsistent application employees may feel demotivated and disengaged. They may reduce their effort, seek employment elsewhere, or display counterproductive behaviours to restore perceived equity. This aligns with Adams' view that employees respond to inequities by attempting to re-balance input-output ratios, sometimes through negative actions.

However, while Equity Theory offers a strong framework for understanding the role of fairness in promotions, it has limitations. The theory assumes that employees' perceptions are always rational and based on objective comparisons, whereas in reality, perceptions of fairness can be subjective and influenced by emotions, cultural values, or organizational politics (Gudo et al., 2020; Mwani, Ejakait & Ogenga, 2023). Moreover, employees may compare themselves

not only with colleagues within NCIC but also with peers in other organizations, which complicates equity perceptions.

Equity Theory is particularly relevant in understanding how promotions influence employee performance at NCIC. The theory emphasizes that employees assess fairness by comparing their inputs, such as effort and competence, with the outcomes they receive, including promotions and career advancement opportunities. When promotions are transparent and merit-based, employees perceive equity, which strengthens motivation, enhances performance, and fosters organizational loyalty. However, if promotions are perceived as unfair or biased, employees may feel undervalued, leading to reduced morale, disengagement, and lower performance. The theory supports the variable of promotion by linking Equity theory to employee performance at the NCIC, Kenya.

#### ***2.2.4 Human capital theory***

Human Capital Theory, advanced by Gary Becker in 1964, emphasizes the economic value of investing in people through education, training, and skill development. According to this theory, employees are viewed as assets whose knowledge, abilities, and competencies directly contribute to organizational productivity and long-term growth (Becker, 1993). Training is therefore not merely an expense but an investment that enhances employees' capabilities, improves efficiency, and strengthens organizational competitiveness (Schultz, 1961).

Employee training plays a crucial role in improving performance by equipping staff with the necessary skills, knowledge, and attitudes to carry out their roles effectively. In line with Human Capital Theory, training enhances employees' technical and soft skills, enabling them to perform tasks more efficiently and adapt to organizational changes. At NCIC, for instance, training programs in conflict resolution, communication, and leadership can

significantly improve employee performance by ensuring staff are well-prepared to address the Commission's unique challenges.

Furthermore, training improves employee confidence and morale, as individuals feel more competent and empowered in their roles. This increased sense of capability often translates into higher job satisfaction, motivation, and performance. Additionally, Human Capital Theory highlights that employees who receive regular training are more likely to contribute innovative ideas, support organizational change, and remain committed to organizational goals. Thus, investment in training fosters both short-term productivity gains and long-term organizational sustainability.

However, Human Capital Theory has been critiqued for focusing primarily on the economic returns of training while overlooking social, cultural, and individual differences that influence learning outcomes. Not all employees benefit equally from training opportunities, and the effectiveness of such programs depends on organizational support, resource availability, and alignment with employee career goals (Marginson, 2019). Moreover, without proper follow-up and reinforcement, training may fail to translate into sustained performance improvement.

Human Capital Theory provides a strong basis for examining the effect of training on employee performance at NCIC. The theory posits that employees' knowledge, skills, and abilities are forms of capital that can be enhanced through targeted investment in training and development. When NCIC strategically invests in capacity-building programs, employees acquire new competencies that improve their efficiency, innovation, and problem-solving ability. This not only boosts immediate performance but also strengthens the Commission's long-term organizational growth, adaptability, and competitiveness. The theory supports the

variable of training by linking the Human Capital theory to employee performance at the NCIC, Kenya.

## **2.3 Empirical Review**

This section covers empirical review on cash incentives and performance, promotion and performance, Recognition and performance and Training and performance.

### ***2.3.1 Cash Incentives and Employee Performance***

Ochieng (2021) examined the effects of financial incentives on the performance of public institutions in Kenya, with a particular focus on the influence of salaries, bonuses, and commissions. The study employed a cross-sectional design targeting 234 public institutions, from which a sample of 89 institutions was drawn using stratified proportionate random sampling in combination with simple random sampling, guided by Nassiuma's (2000) formula. Data was collected using self-administered questionnaires administered through Google Forms, and the responses were coded to facilitate efficiency in data entry and analysis. Data analysis was conducted using the Pearson correlation coefficient, with results presented through tables, histograms, and line graphs. The study concluded that financial incentives, including salaries, bonuses, and commissions, exert a positive and significant influence on the performance of public institutions in Kenya.

However, the study broadly focused on public institutions in Kenya, overlooking the unique context of the National Cohesion and Integration Commission (NCIC), whose work environment is politically and socially sensitive. The study only emphasized on financial incentives; salaries, bonuses, and commissions while neglecting other key aspects of reward management such as recognition, promotions, and training, which are crucial in knowledge-driven institutions.

Chacha, Gakobo, and Ochieng (2019) examined the impact of financial incentives on the turnover of academic staff in public universities in Kenya. The study's target population comprised the entire teaching staff at Multimedia University of Kenya. Stratified random sampling was employed to select 85 respondents. Primary data were collected through a self-administered questionnaire, while secondary data regarding academic staff turnover were gathered using a Secondary Data Collection Sheet. The study data were analysed using both descriptive and inferential statistics, employing descriptive measures including frequencies, percentages, mean, and standard deviation. The Statistical Package for Social Sciences (SPSS version 23.0) software was utilised for this analysis. Pearson's correlation coefficient and regression analysis were employed as forms of inferential statistics. The study revealed a significant negative correlation between financial incentives and academic staff turnover in public universities in Kenya.

While the study emphasised financial incentives, it neglected other important aspects of reward management, including recognition, promotions, and training, which are vital in influencing employee performance. The findings from the academic sector may not directly apply to the National Cohesion and Integration Commission (NCIC), as its mandate and operational context differ significantly, creating an institutional and contextual gap that this study aims to address.

Chepkemoi (2018) examined the impact of cash incentives on employee performance at the Kenya Forest Service in Uasin Gishu County. The research was informed by the Force-Field Theory of Change and the Evolutionary Theory of Change. The study employed a descriptive survey research design, focussing on all employees of the Kenya Forest Service in Uasin Gishu County, which comprises 8 forest stations and a total population of 115 employees. The census method was employed to obtain a sample size of 115 respondents. Data collection was conducted using questionnaires. Data was analysed using descriptive

statistics, including percentages, mean, and standard deviation. The findings of the study indicate that incentives are crucial for organisational performance.

However, this study was limited to a forestry-based institution with a localized scope, which may not reflect the dynamics of reward management in government commissions with national mandates like NCIC. Moreover, the research focused broadly on incentives without disaggregating specific aspects such as recognition, promotions, and training, creating a gap that this study seeks to address within the NCIC context.

Nkereuwem, (2021) conducted a study on the impact of incentives on the performance of health workers in selected public sector institutions, with Abuja serving as the case study. Data collection involved the distribution of self-administered questionnaires to doctors and nurses at selected public health facilities in Abuja. The Statistical Package for Social Sciences (SPSS) software was utilised for data cleaning and analysis. The findings indicated that incentives related to employment terms and conditions significantly influence the performance of public sector health workers..

While relevant, the study is limited to the healthcare sector, whose operational dynamics differ greatly from governance institutions such as NCIC, which deal with social cohesion and integration mandates. Furthermore, it did not explore reward elements such as promotions and recognition in depth, leaving a contextual gap that this study addresses by examining diverse reward practices within NCIC.

### ***2.3.2 Employee recognition and Employee Performance***

Kariuki and Kiiru (2021) examined the impact of employee recognition on performance within public health facilities in Nyeri County, Kenya. The researchers employed a descriptive survey design, targeting 1,005 staff members from five health facilities, and drew a stratified random sample of 151 respondents. The participants encompassed various tiers of the workforce,

including upper and middle management, supervisors, and regular employees. Data were collected via structured questionnaires administered through a drop-and-pick method. The analysis of the collected data utilised descriptive and inferential statistical methods. The results indicated that employee recognition significantly and positively influenced performance.

However, the study was confined to the healthcare sector in Nyeri County, whose operational environment differs from that of NCIC, which functions in a governance and social cohesion context. Moreover, while the study emphasized recognition and financial bonuses, it did not explore other reward dimensions such as promotions and training, creating a gap that this study seeks to fill by examining recognition alongside other reward practices at NCIC.

Hussain *et al.* (2019) examined the impact of employee rewards, recognition, and job-related stress on employee performance, with a focus on the mediating effect of perceived organisational support in call centres in Lahore, Pakistan. The data were collected using a questionnaire survey method. This study employs a simple random sampling technique. The findings indicated that employee rewards and recognition significantly enhance employee performance, while job stress adversely affects it. The study results indicated that perceived organisational support serves as a significant and complete mediator in the relationship between employee rewards, recognition, job stress, and employee performance.

The study, although insightful, was conducted within a private-sector, service-based context, which markedly contrasts with the mandate and operational structure of NCIC as a government institution in Kenya. The study inadequately addressed other essential reward dimensions, including promotions and training, resulting in a gap that this research aims to fill by exploring a wider range of reward management practices at NCIC.

Ampofo *et al.* (2023) examined the interconnections among employee recognition, job embeddedness (JE), knowledge sharing, service orientation, and abusive supervision. Data

were collected from frontline employees in restaurants across Ghana in three distinct waves. The findings indicated that

While the study offered valuable insights into recognition dynamics, its concentration on the hospitality sector restricts its relevance to public institutions such as NCIC, which function under distinct structures and mandates. The study also neglected to consider other significant reward practices, including cash incentives, promotions, and training, resulting in a contextual gap that this research aims to fill within the Kenyan public sector context.

Yang, Xia, and Cheng (2022) examined the relationship between employee recognition and task performance, as well as Organizational Citizenship Behavior (OCB), through the mediating role of authentic pride and the moderating role of hubristic pride. A cross-sectional survey of 256 participants demonstrated that employee recognition significantly enhances both task performance and OCB, with authentic pride serving as a key mediating factor. Additionally, hubristic pride was found to strengthen the relationship between employee recognition and these performance outcomes. These findings highlight the importance of understanding the emotional and behavioral mechanisms underlying employee recognition to optimize both task performance and OCB.

While their findings deepen understanding of recognition's psychological effects, the study was conducted in a generalized organizational setting and did not consider public sector institutions like NCIC, where recognition practices may differ due to bureaucratic structures and cultural influences. Moreover, the study overlooked the interplay of recognition with other reward management practices such as promotions, cash incentives, and training, leaving a contextual gap in linking recognition to holistic employee performance in Kenyan public institutions.

Kwarteng, Frimpong, Asare, and Wiredu (2024) examined the impact of employee recognition and engagement on productivity in the Ghana Health Service in Kumasi, incorporating transformational leadership as a moderating variable. The research employed a cross-sectional design, utilising structured close-ended questionnaires distributed to 258 randomly selected employees with at least five years of service. The findings indicated that recognition and engagement substantially improved employee productivity, with engaged employees showing a higher propensity to align with organisational objectives.

The study provides important insights into the relationship between recognition, engagement, and leadership in enhancing productivity; however, its focus on the health sector restricts its applicability to other public institutions with different mandates and bureaucratic environments. The focus on recognition and engagement has overlooked other reward mechanisms, including promotions, training, and financial incentives, resulting in a contextual gap that this study aims to address within the Kenyan public sector.

Nguyen, Le, Trinh, and Thi (2021) examined the direct effects of inclusive leadership on person-job fit, employee well-being, and innovative behaviour. It also extends existing research to observe the role of mutual recognition respect and fundamental motivation in job performance. By using a structural equation model approach to analyse the data survey from 387 respondents, who were working at interior design and construction companies, the results revealed that inclusive leadership has a positive impact on key determinants such as employee well-being, person-job fit, and innovative behaviour. The study also identified the mediating role of innovative behaviour in the linkage between person-job fit and job performance.

### ***2.3.3 Promotion and Employee Performance***

Duru et al. (2023) examined the relationship between promotion and employee performance at the University of Abuja. The research utilised a descriptive design, incorporating multiple

regression analysis and descriptive statistics. Data were gathered via standardised questionnaires distributed to 337 university personnel. The findings indicated that just and equitable promotion methods, access to professional development opportunities, and the provision of promotional pathways favourably impacted employee performance.

However, the study was limited to an academic environment, whose promotion frameworks and performance criteria markedly differ from those in public organisations like NCIC in Kenya. Furthermore, it failed to account for the synergistic impact of additional reward management practices such as recognition, monetary incentives, and training resulting in a contextual deficiency that this study aims to rectify within the NCIC framework.

Rinny, Purba, and Handiman (2020) examined the impact of salary, job promotions, and job satisfaction on the performance of the teaching staff at Mercu Buana University. This research employs a quantitative approach for causal analysis. Questionnaires were administered to 77 employees of Mercu Buana University from a total population of 332 employees utilising convenience sampling methods. This study use multiple linear regression as its analytical method. The findings indicated that remuneration, promotions, and work satisfaction collectively exerted a substantial influence on performance.

However, the study was limited to the higher education sector in Indonesia, where promotion structures and motivational drivers differ from public service institutions in Kenya. This established a contextual void, as the impact of promotion on employee performance in governmental entities like the NCIC has not been adequately examined.

Ligare, Wanyama, and Aliata (2020) conducted a study to determine the impact of job promotion on the performance of administrative police. The research employed a descriptive survey methodology. The target group comprised 1,318 administration police officers in Bungoma County, from which a sample size of 384 respondents was selected. Questionnaires

served as the major devices for gathering primary data. Stratified random sampling, basic random sampling, and systematic random sampling methods were employed. The analysis employed both descriptive and inferential statistics. The study's results indicated a statistically significant positive correlation between job promotion and employee performance, with job promotion explaining.

The study offered useful insights into disciplined forces but was however, confined to a paramilitary security organisation, where promotion systems and performance measures differ from those in civilian public service. This established a contextual void, as the correlation between promotion and employee performance in non-uniformed government entities like the NCIC remains inadequately examined.

Ratemo, Bula, and Felistus (2021) examined the impact of job promotion methods on employee performance at the Kenya Forestry Research Institute in Muguga, Kenya. The research was based on expectation theory. The research employed a positivist mindset and a descriptive research design. The unit of analysis was the Kenya Forestry Research Institute. The target population comprised all 178 staff members employed at the Kenya Forestry Research Institute in Muguga. A cohort of 121 participants was chosen via stratified random sampling. A semi-structured questionnaire was employed to gather primary data. Both descriptive and inferential data were analysed using SPSS Version 25. The data gained were provided in both tables and figures (pie charts and bar graphs). The research indicated that promotion methods substantially influence employee performance at the Kenya Forestry Research Institute.

However, the study was limited to a research-oriented, semi-autonomous government agency, where promotion rules and career trajectories diverge from those of conventional public service entities. This established a contextual void, as the impact of promotion on

employee performance within organisations like the NCIC, which function under unique mandates and reward structures, is yet to be examined.

Nyaga and Omuya (2024) evaluated the impact of promotional methods on employee performance at the National Bank of Kenya Limited. This study utilised a descriptive survey design targeting a population of 215 staff members, including managers, supervisors, and bank officials from the Human Resources, Operations, Marketing, and Finance departments of the National Bank of Kenya's head office. . The quantitative data collected was edited, coded, and analysed. The analysis was conducted utilising the Statistical Package for the Social Sciences (SPSS). This study included both descriptive and inferential statistics, with results presented in tables and figures. The research indicated that promotion processes exerted a statistically significant favourable impact on employee performance at NBK.

However, the study was conducted within a financial firm where organised promotion rules and competitive advancement prospects significantly diverge from those of public service commissions. This establishes a contextual void, as the impact of promotion on employee performance in governmental commissions like the NCIC, which operate under distinct mandates and public accountability structures, remains insufficiently examined.

#### ***2.3.4 Training and Employee Performance***

Njuguna (2021) conducted a research to examine the impact of performance appraisal systems on staff productivity in water and sewerage firms in Kiambu County, Kenya. The target audience included 972 individuals from human resources, finance, IT, technical support, and customer service departments, with a stratified random sample of 300 respondents consisting of department heads, division heads, and supervisors. Data were obtained using a descriptive research methodology through structured questionnaires and processed with SPSS. Results indicated that managers consistently delivered performance evaluations, with positive feedback

occurring more often than negative remarks. Feedback has been demonstrated to encourage individuals, facilitate personal development, and improve alignment with corporate norms. The study found that appraisal methods, feedback, and standards positively affected productivity, however other factors also influenced performance.

The Kiambu County study demonstrated that assessment feedback, methodologies, and standards improved productivity in water and sewerage companies, highlighting the significance of organised evaluation in employee motivation. Nevertheless, its emphasis on utility companies creates a contextual void about the impact of appraisal-linked training and development on performance inside governance institutions such as the NCIC, whose success is contingent upon cohesion and the delivery of public services.

Mohammed et al. (2022) examined the impact of training and development on employee productivity in the 21st century. The study employed a conceptual literature review methodology, synthesising academic publications from 2000 to 2020 that focused on training, development, and productivity. The review indicated that trained employees are typically more skilled, knowledgeable, and efficient in performing their responsibilities than their untrained counterparts.

The study was however, based on secondary data synthesis and did not empirically test training impacts in specific institutional contexts. This presents both an institutional and contextual gap, as the NCIC requires empirical evidence on how training influences employee performance within a governance and peacebuilding mandate, rather than the generalized productivity focus highlighted in the reviewed literature.

Yimam (2022) evaluated the influence of training on employee performance at a technology-oriented academic institution, particularly among the administrative staff of Bahir Dar University, Ethiopia, who participated in training in 2019. A quantitative methodology

was employed, wherein data were gathered via a cross-sectional survey utilising simple random sampling, resulting in the distribution and successful retrieval of 316 questionnaires. The analysis utilised both descriptive and inferential statistics to evaluate the data. The results indicated that training design, training needs assessment, training delivery method, and training evaluation significantly enhanced employee performance. In light of these findings, the study advised that human resource management should improve both the quality and quantity of training programs and assure the methodical implementation of the four training phases.

However, the study was limited to a technology-oriented university context, where training primarily focused on administrative and technical functions. This leaves a contextual gap since the NCIC, a governance institution, requires training that addresses policy enforcement, conflict management, and cohesion-building, which differ significantly from the academic environment.

Gitongu (2021) evaluated the impact of training methodologies on organisational performance at three-star hotels within Nakuru County, Kenya. The study evaluated the impact of training design on organisational performance in three-star hotels within Nakuru County, Kenya. The study employed a cross-sectional survey approach including a target group of 422 employees. The study comprised a sample size of 202 employees. Data collection was conducted using self-administered questionnaires. The data analysis included both descriptive statistics (frequency tables and measures of central tendency) and inferential statistics (multiple regression). The data was processed via the Statistical Package for Social Sciences (SPSS) software and displayed through tables and figures. The research indicated that training approaches favourably affect organisational performance in three-star rated hotels.

The study was however, limited to the hospitality sector, where training is tailored toward service quality and customer satisfaction. This presents a contextual gap since the

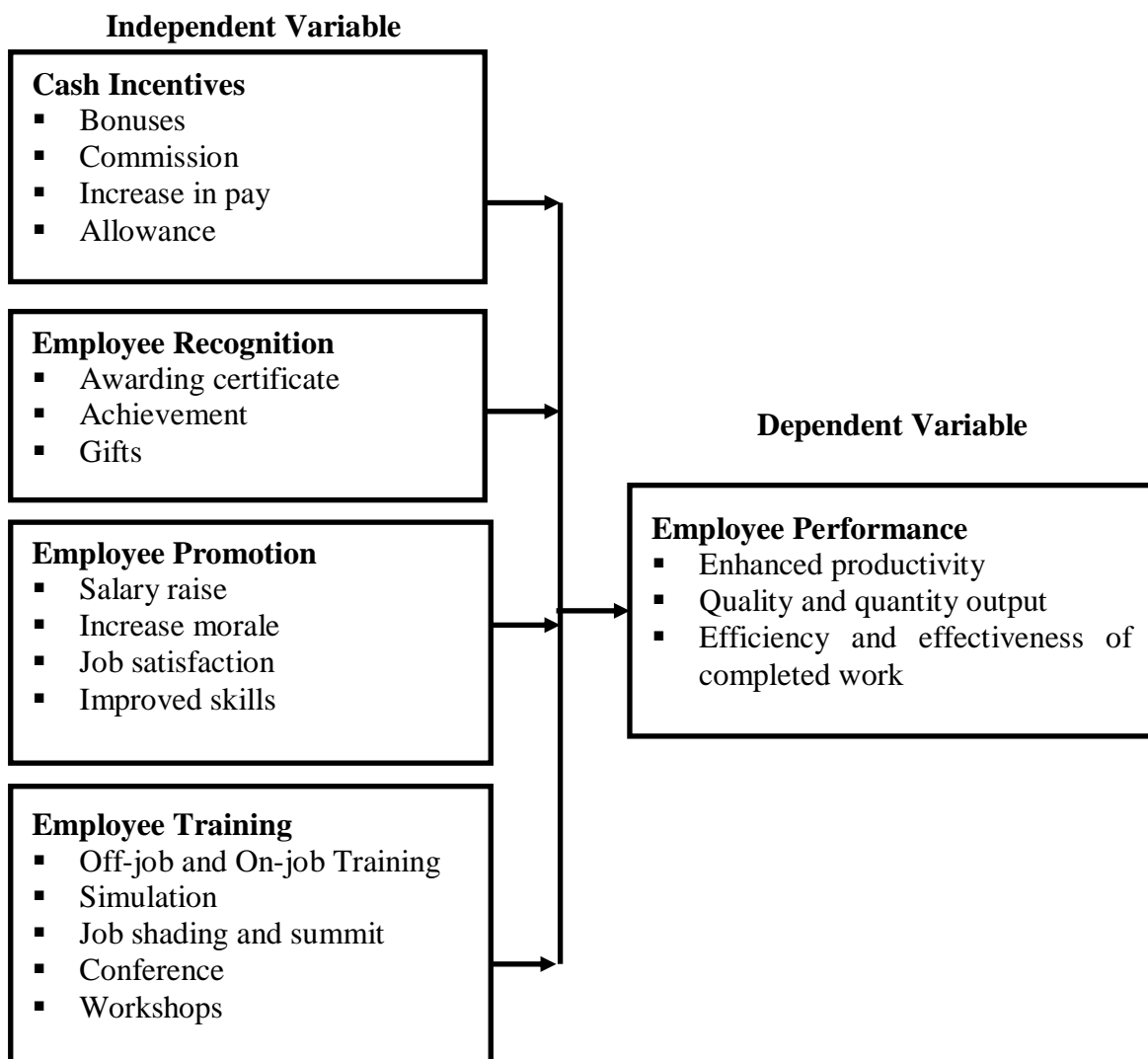
NCIC, as a public governance body, requires training that addresses policy implementation, conflict resolution, and institutional performance, areas not captured in the hotel industry context.

Kuruppu et al. (2021) examined the effect of training on the performance of operational-level personnel in a specific apparel organisation in Sri Lanka. An investigation of 60 replies from a randomly selected sample of machine operators reveals a substantial, positive, and significant correlation of 0.817 between training and performance. The regression analysis results demonstrate a strong favourable effect of training content and operational parameters on employee performance. The researchers advocate enhancing the training material and precisely specifying training requirements, including appropriate training time, to improve employee performance. However, the study was confined to a private-sector, production-oriented context, where training needs are largely technical and operational. This creates a contextual gap, as little is known about how training influences employee performance in public institutions like the NCIC, where training is more focused on policy implementation, governance, and cohesion-building functions.

## 2.4 Conceptual Framework

The conceptual framework presented in this study demonstrates the perceived relationship among four key sets of independent variables: cash incentives, employee recognition, promotion, and training, and the dependent variable employee performance as illustrated in Figure 1

**FIGURE 1:**  
**Conceptual Framework**



Source: Author (2025)

## 2.5 Operationalization of Variables

The study variables were operationalized as summarized in table 1 below.

**Table 1:**  
**Operationalization and Measurement of Variables**

Type	Variable	Operationalization	Measurement Scale Likert (1-5)
Independent variable	Cash Incentives	<ul style="list-style-type: none"> <li>▪ Bonuses</li> <li>▪ Commission</li> <li>▪ Increase in pay</li> <li>▪ Allowance</li> </ul>	Ordinal
Independent Variable	Recognition	<ul style="list-style-type: none"> <li>▪ Awarding certificate</li> <li>▪ Achievement</li> <li>▪ Gifts</li> </ul>	Ordinal
Independent Variable	Promotion	<ul style="list-style-type: none"> <li>▪ Salary raise</li> <li>▪ Increase morale</li> <li>▪ Job satisfaction</li> <li>▪ Improved skills</li> </ul>	Ordinal
Independent Variable	Training	<ul style="list-style-type: none"> <li>▪ Off-job and On-job Training</li> <li>▪ Simulation</li> <li>▪ Job shading and summit</li> <li>▪ Conference</li> <li>▪ Workshops</li> </ul>	Ordinal
Dependent Variable	Employee Performance	<ul style="list-style-type: none"> <li>▪ Enhanced productivity</li> <li>▪ Quality and quantity output</li> <li>▪ Efficiency and effectiveness of completed work</li> </ul>	Ordinal

**Source: Author (2025)**

## 2.6 Summary and Research Gaps

While multiple studies have explored the relationship between promotion and employee performance (Mwamwala *et al.*, 2022; Ligare *et al.*, 2020), the majority of these studies are concentrated in specific sectors such as education, banking, and private institutions. There is limited research focusing on government agencies, particularly in emerging economies like Kenya, where promotion criteria and career advancement policies may differ.

Most of the reviewed literature relies on cross-sectional research designs (Tadesse, 2020; Ratemo, Bula & Felistus, 2021), which capture employee perceptions at a single point in time. This approach does not effectively assess the long-term impact of promotions and training on sustained employee performance. A descriptive approach would provide deeper insights into the causal relationship between career development initiatives and employee engagement over time what the current study seeks to acheive.

Several studies (Akumtalibey, 2019) highlight the importance of promotion in motivating employees, yet they do not adequately explore how different promotion policies (e.g., merit-based vs. seniority-based promotions) influence employee performance. Furthermore, employee perceptions of fairness in promotion processes are not consistently examined, which could provide critical insights into motivation and retention.

While various studies acknowledge the positive impact of training on performance (Karanja *et al.*, 2022; Mwangi *et al.*, 2020; Peter, 2020), they often fail to examine how different training methodologies (e.g., on-the-job training vs. formal education programs) influence performance outcomes. Additionally, there is little discussion on how organizations can tailor training programs to align with individual career aspirations, thereby enhancing employee motivation and engagement.

Existing studies on career development (Jia-Jun & Hua-ming, 2022; Thwin *et al.*, 2023) primarily focus on career advancement opportunities but lack a detailed analysis of how career development initiatives influence organizational loyalty and employee commitment in different workplace settings. Additionally, limited research explores the role of career mentoring and coaching in fostering long-term employee growth and productivity.

Various studies such as Susanto (2022), Wau (2021) and Hewett *et al.* (2021) employ different performance metrics, making it challenging to draw definitive conclusions on the

effectiveness of training and promotions. Some studies focus on job satisfaction, while others use productivity or commitment as key indicators, leading to inconsistencies in findings. A standardized approach to measuring employee performance would enhance comparability across studies.

While career growth and training have been linked to motivation and engagement (Turner, 2020; Werner & Balkin, 2021), few studies delve into the psychological mechanisms underlying these relationships. Future research should explore factors such as intrinsic motivation, psychological contract fulfillment, and emotional intelligence in shaping the impact of career development on employee performance. Most existing studies do not consider the influence of digital transformation and remote work on training and career advancement. Given the evolving nature of work environments, there is a need for research on how virtual training, e-learning platforms, and digital mentorship programs impact employee growth and productivity.

Although numerous studies have examined the influence of reward management practices on employee performance across diverse sectors such as health, hospitality, education, security services, and financial institutions, their findings cannot be directly generalized to the National Cohesion and Integration Commission (NCIC). This study bridges this gap by focusing on a governance and regulatory body that operates under a politically and socially sensitive environment, where employee motivation is shaped not only by financial rewards but also by recognition, fair promotion opportunities, and continuous training. By examining the combined influence of cash incentives, recognition, promotion, and training on employee performance at NCIC, the study offers both contextual and theoretical contributions. Contextually, it addresses the unique institutional environment of NCIC that has been largely overlooked in existing scholarship. Theoretically, it enriches the discourse on reward

management in the public sector by integrating multiple reward dimensions to explain performance outcomes.

## **CHAPTER THREE:**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter covers research design, target population, sample size and sampling techniques and data collection instruments are presented in this chapter as well. The chapter further covers the data collection procedure, pilot test, validity and reliability of the research instruments and data analysis and presentation.

#### **3.2 Research Design**

This is the blueprint of any scientific study. It also comprises of the research methodologies, tools as well as the techniques that are used to carry-out research (Saharan, Kulhari, Jadhav, Pooja, Banerjee, & Singh, 2020). The study adopted descriptive cross-sectional survey research design. It is a descriptive method that is used to study a particular section of people at a given point in time (Hunziker, & Blankenagel, 2021). The research design is suitable for the current study as it allows same variables such as cash incentives, employee recognition, promotion, training and performance to be researched on over the same period of time.” It is also perfect if you want to understand the current status of a population, like opinions, behaviors, or characteristics and is also lower in cost and quicker to conduct. One can reach a broad and diverse group fairly easily and this makes your findings more generalizable to the larger population (if sampling is done properly). Unlike experimental or longitudinal designs, you don’t need to track participants over time manipulate variables and control complex environments.

#### **3.3 Target Population**

This is the group of individuals that the researcher intends to research on and draw conclusions from (Siedlecki, 2020). The study population comprised of the total number of elements that

were researched and targeted employees (114) working at the NCIC in Kenya where the sampling population was selected from among Top management (Commissioners, CEO, Directors, and Deputy Directors), Principal Officers, Senior officers, Program officers and Junior officers at the NCIC.

**TABLE 2**  
**Target Population**

<b>Category</b>	<b>Population Size (N)</b>	<b>Percentage</b>
Commissioners/CEO	7	6.14
Directors	2	1.75
Deputy Directors	2	1.75
Principal officers	25	21.93
Senior officers	21	18.42
Program officers	26	22.81
Junior officers	31	27.19
<b>Total</b>	<b>114</b>	<b>100.0</b>

Source: NCIC database, (2024)

### 3.4 Sampling Technique and Sample Size Determination

#### 3.4.1 Sampling Technique and Determination

The study adopted Fischer’s formula for sample size determination. For a large population, the sample size ( $n_0$ ) is calculated using the formula:

$$n_0 = \frac{Z^2 p(1 - p)}{d^2}$$

Substituting the standard values:

$$n_0 = \frac{1.96^2 \times 0.5(1 - 0.5)}{0.05^2}$$

$$n_0 = 384.16$$

Where  $n_0$  is the initial sample size (before adjustment),  $Z$  is the Z-score (typically 1.96 for a 95% confidence level)  $p$  is the estimated proportion of the population with the

characteristic of interest (usually 0.5 if unknown) and  $d$  is the margin of error (commonly 0.05 or 5%).

For a small population less than 1000, an adjustment is made using the finite population correction formula:

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

Where  $n$  is the adjusted sample size and  $N$  is the total population size.

Substituting values:

$$n = \frac{384.16}{1 + \frac{384.16 - 1}{114}} = 88.089 \approx 88$$

Therefore, this study employed a sample size ( $n$ ) of 88 respondents randomly selected from among the top management and principal officers.

### ***3.4.2 Sampling Determination***

To determine the sample size for each category, the study employed stratified random sampling. This approach ensured that all subgroups within the population were adequately represented, thereby enhancing the accuracy and generalizability of the study findings

**TABLE 3****Sample Size Distribution**

<b>Category</b>	<b>Target Population (N)</b>	<b>Sample Size (n)</b>
Commissioners/CEO	2	1
Directors	2	1
Deputy Directors	7	4
Principal officers	25	20
Senior officers	21	17
Program officers	26	19
Junior officers	31	26
<b>Total</b>	<b>114</b>	<b>88</b>

**Source: Author (2025)**

### **3.5 Research Instruments**

The study employed questionnaires to collect data. Questionnaires are tools that comprises of a set of questions or statements whose aim is to collect data from a respondent. Questionnaires can either comprise of open-ended questions, closed ended questions and a combination of both (Turner, 2020). Semi-structured questionnaire was adopted in the study. The structured part of the questionnaire comprised of statements which were rated on a 5-point Likert scale of the form ‘1’ strongly disagree to ‘5’ strongly agree. These questionnaires were administered online via Google Forms to facilitate convenient and timely responses. The participants had adequate time to answer the questions and the answered questionnaires were collected on the collapse of 3 days.

### **3.6 Pilot Test**

Pilot test preceded the actual study. Pilot test is done on a small group of respondents, and it assesses appropriateness of data collection instruments among others (Hunziker, & Blankenagel, 2021). It is tested with a small number of respondents with the intention to test validity as well as reliability. The sample size for the pilot study is 10 percent (%) of the actual sample size for the study (Siedlecki, 2020). In this study, questionnaires were issued to 5 respondents (10%) at NCIC in Nairobi County. Pilot study was conducted so as to improve

both the quality as well as the efficiency of the actual study. Pilot study helps to determine research design feasibility and findings at this stage was used to remove ambiguities in the questionnaire.

### ***3.6.1 Validity of the Research Instrument***

Validity refers to the extent to which a research instrument measures what it is supposed to measure (Mukherjee, 2019). Content validity was adopted to assess the validity of the questionnaire. It is a type of validity that is used to assess the contents of the questionnaire. This is to ensure the questionnaire can facilitate collection of data that helps to address the objectives of the study. In this study, content validity was assessed using experts' opinion. In this study, the experts shall be supervisors and quality assurance officer (s)."

### ***3.6.2 Reliability of the Research Instrument***

Amirrudin, Nasution, and Supahar (2021) defined reliability as the extent to which a research instrument produces consistent results or data upon repeated trials. The pilot study allowed the researcher to evaluate the clarity of the questionnaire items, ensuring that any inadequate or ambiguous items were modified to enhance the quality of the research instrument, thereby increasing its reliability. Measure of internal consistency technique method was used to establish reliability of the instrument. The reliability coefficient (Cronbach's Coefficient Alpha) was computed to indicate reliability of the instrument. A coefficient of 0.70 or more indicated that the instrument is highly reliable (Punch, 2015).

## **3.7 Data Collection Procedure**

An introductory letter for data collection was sought from the school at KCA University. Upon obtaining the authorization letter from the faculty, the researcher applied for a license from National Commission for Science, Technology & Innovation (NACOSTI). A letter was drafted and mailed to the management of NCIC requesting for an opportunity to collect data on. After

the request is approved, the researcher booked for an appointment from the respective respondents and there after proceed with the data collection exercise.

### **3.8 Data Processing and Analysis**

Data analysis procedure involve; data cleaning, analysing data and reporting the results (Mishra & Alok, 2022). Data cleaning involved whether data was captured and coded in the right manner. It also involves whether the researcher obtained all data or whether some data is missing. It also involves determining whether outliers exist and whether the data obtained has the potential to answer the research questions (Turner, 2020). Analysing data involves visualization of data using charts, tables and graphs among others. It also involves identification of patterns, correlations, and trends. Reporting the results involves communication and results interpretation, conclusion and recommendation and presenting the results in such a manner that the target audience can understand the results (Bairagi & Munot, 2019). “The collected data was analyzed using both descriptive and inferential statistics. Descriptive statistics employed in the study included frequencies, percentages, mean, and standard deviation, while inferential statistics involved regression analysis. The findings were presented using tables and charts. Multiple Regression Model adopted were in the form of:  $Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \epsilon$ .

Where; Y is the dependent Performance, X<sub>1</sub> is Cash incentives, X<sub>2</sub> is Employee recognition, X<sub>3</sub> is Employee promotion, X<sub>4</sub> is Employee Training,  $\beta_1$ - $\beta_4$  are Co-efficient of the parameters, and  $\epsilon$  is the Error Term.

### **3.9 Ethical Considerations**

At the onset of the study, the researcher obtained an introductory letter from KCA University, a clearance letter from the KCA University Scientific and Research Ethics Committee, and a research authorization permit from the National Commission for Science, Technology and

Innovation (NACOSTI). These documents not only served to identify the researcher to the relevant authorities but also demonstrated compliance with ethical requirements for conducting academic research in Kenya.

Respondents were fully informed about the objectives of the study, the voluntary nature of their participation, and the assurance of confidentiality before data collection commenced. Participation was strictly voluntary, with no form of coercion or undue influence. In order to uphold ethical standards, respondents were explicitly instructed not to provide their names or any identifying information. This ensured anonymity and protected their identity. All responses were anonymized and used solely for academic purposes. No personal details that could reveal the identity of respondents were included in reports, analyses, or publications resulting from this study.

Additionally, ethical standards relating to the storage, protection, and disposal of data were strictly observed. All collected data was stored in password-protected electronic files and accessible only to the researcher. Hard copy materials were kept under lock and key to prevent unauthorized access. Upon completion of the study, data will be retained for the period specified by university and regulatory guidelines, after which it will be safely disposed of to protect respondent confidentiality. These measures ensured that the study adhered to the principles of respect for persons, beneficence, and justice.

## **CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS**

### **4.1 Introduction**

This chapter presents data analysis and provides a detailed discussion of the findings. The study aimed to assess the effect of reward management on employee performance at the NCIC, Kenya. Specifically, it sought to explore how cash incentives, employee recognition, promotions, and training, influence employee performance within the organization. The findings are organized to correspond with the specific objectives of the study. The chapter begins with a demographic profile of the respondents, followed by a descriptive analysis of the key variables related to reward management and employee performance. Data collected through questionnaires from employees at various levels within the NCIC, including managers and staff, was presented and analyzed. Key trends, patterns, and insights are highlighted, and the results are discussed in relation to the existing literature on reward management practices and employee performance.

### **4.2 Response Rate**

Table 4.1 presents a summary of the response rates obtained from various employee categories within the National Cohesion and Integration Commission (NCIC).

**TABLE 4****Summary Response Rate**

<b>Category</b>	<b>Target (N)</b>	<b>Sample (n)</b>	<b>Returned (r)</b>	<b>Rate (%)</b>
Commissioners/CEO	2	1	1	50.0
Directors	2	1	1	50.0
Deputy Directors	7	4	4	100.0
Principal Officers	25	20	18	90.0
Senior Officers	21	17	15	88.2
Program Officers	26	19	18	90.5
Junior Officers	31	26	22	88.5
<b>Total</b>	<b>114</b>	<b>88</b>	<b>79</b>	<b>89.8</b>

*Source: Author (2025)*

According to the summary statistics presented in table 4.1, out of a total sample size of 88 respondents drawn from a target population of 114 NCIC employees, 79 questionnaires were duly completed and returned, yielding an overall response rate of approximately 89.8%. This high response rate indicates strong engagement and cooperation from the sampled employees across all organizational levels. Such a robust response rate enhances the credibility of the study findings and supports the generalizability of conclusions drawn regarding reward management and employee performance at NCIC. These statistics are consistent with the observation by Jaeger and Cardello (2022), who assert that a response rate exceeding 70% is generally regarded as credible and sufficient for generalizing findings and drawing valid conclusions in empirical research.

### **4.3 Demographic Characteristics**

This section presents a demographic and professional profile of respondents within the NCIC. The data encompasses key socio-demographic variables including gender, age group, marital status, and educational attainment as well as organizational attributes such as tenure and job designation. By systematically outlining the frequency and percentage distribution across each category, the table offers critical insights into the composition of the NCIC workforce. Understanding these characteristics is essential for informing policy development, promoting

inclusivity, and fostering strategic human resource planning within the institution. Table 4.1 presents a comprehensive summary of the descriptive statistics derived from the study data.

**TABLE 5****Demographic Characteristics of Sampled Respondents**

<b>Category</b>	<b>Options</b>	<b>Frequency(f)</b>	<b>Percentage (%)</b>
<b>Gender</b>	Male	36	45.57
	female	43	54.43
<b>Age Group</b>	Below 25 years	5	6.33
	25-35 years	35	44.30
	Above 35 years	39	49.37
<b>Marital Status</b>	Married	48	60.76
	Single	30	37.97
	Divorced	1	1.27
<b>Education level</b>	Certificate	3	3.80
	Diploma	10	25.32
	Bachelors	40	50.63
	Masters	20	12.66
	O'Level	6	7.59
<b>Tenure</b>	Less than 3 years	34	43.04
	3-5 years	30	37.97
	Above 5 years	15	18.99
<b>Job Designation</b>	Commissioner/CEO	2	2.53
	Directors/Deputy Director	4	5.06
	Principal Officer	15	18.99
	Senior officer	19	24.05
	Program Officer	30	37.97
	Junior Officer	9	11.39

*Source: Author (2025)*

Based on the statistics presented in table 4.2, the gender distribution of the sampled respondents reflects a slight female majority (54.43%), suggesting a relatively balanced workforce. Gender diversity is a critical factor in examining differential perceptions and responses to various reward mechanisms. Additionally, the age distribution is predominantly composed of individuals aged 25–35 years (44.30%), indicative of a youthful and potentially dynamic workforce. Such demographic characteristics suggest a greater receptiveness to contemporary, non-monetary incentives such as employee recognition and career advancement opportunities. This observation is supported by Dongol (2022), who emphasizes that age significantly influences employee responsiveness to reward strategies, thereby impacting overall performance.

In terms of marital status, the predominance of married respondents (60.76%) suggests a workforce with long-term stability needs, which has implications for the design and implementation of financial rewards and promotional pathways. Married employees may place a higher value on structured compensation and career progression schemes that support personal and family security.

The educational profile of the respondents is notably high, with 50.63% holding a Bachelor's degree and an additional 12.66% possessing a Master's degree. A highly educated workforce is typically characterized by elevated expectations concerning transparency and fairness in reward systems. Such individuals are more likely to critically evaluate ambiguous or inconsistently applied reward policies and to value well-structured training and professional development initiatives. These considerations are directly aligned with the study's emphasis on promotion and training as key determinants of employee performance.

The tenure data shows that 81.01% of employees have been with the organization for five years or less, indicating a relatively new or growing workforce. This suggests that a significant portion of employees are still forming their professional identity within NCIC and are more likely to be influenced by early career recognition, skill-building through training, and opportunities for upward mobility.

Finally, the distribution of job designations reveals that most respondents occupy mid-tier positions, particularly as Program Officers (37.97%) and Senior Officers (24.05%). These roles are central to operational execution and are typically most sensitive to motivational factors such as recognition, fair compensation, and advancement opportunities.

The statistical findings presented in this section underscore the presence of a youthful, well-educated, and moderately tenured workforce, largely concentrated at mid-level positions. These demographic characteristics imply that reward management practices at the NCIC must

be carefully tailored to align with the expectations and motivational drivers of a performance-oriented, upwardly mobile employee population. Accordingly, the effectiveness of cash incentives, employee recognition, promotion, and training as examined in the study's objectives must be interpreted within the context of this workforce profile. According to Amegayibor (2023) implementing transparent, equitable, and development-oriented reward strategies is thus likely to enhance employee performance, foster retention, and ultimately contribute to the overall effectiveness of the organization.

#### **4.4 Descriptive Analysis**

This section presents the descriptive analysis of data collected to examine the effect of reward management on employee performance at the NCIC, Kenya. The analysis is organized thematically, corresponding to the study's specific objectives, each of which explores a key dimension of reward management: cash incentives, employee recognition, promotion, and training. Descriptive statistics, including frequencies, percentages, mean scores, and standard deviations were used to summarize the data and highlight prevailing trends.

##### ***4.4.1 Influence of Cash Incentives on Employee Performance***

The first objective was to determine the influence of cash incentives on employee performance at the NCIC, Kenya. Cash incentives are fundamental extrinsic motivators commonly employed to enhance employee commitment, satisfaction, and productivity. In public service institutions like NCIC, the structure, fairness, and transparency of remuneration systems can significantly affect employee morale. This section explores employees' perceptions of compensation equity, satisfaction with current pay schemes, and the extent to which financial rewards impact their performance and the organization's ability to attract and retain talent. These insights provide a foundational understanding of how cash-based rewards contribute to

employee outcomes. Table 4.3 below provides a summary of the responses, offering a concise overview of the key data collected.

**TABLE 6**

**Influence of Cash Incentives on Employee Performance**

Statements	SA		A		N		D		SD		M	Std
	f	%	f	%	f	%	f	%	f	%		
All employees are fairly compensated	10	12.7	33	41.8	20	25.3	10	12.7	6	7.6	2.61	1.103
Employee grades and pay structures are used to determine the remuneration	23	29.1	37	46.8	12	15.2	5	6.3	2	2.5	2.57	0.996
I am content with the remuneration scheme in the firm	10	12.7	30	38.0	26	32.9	10	12.7	3	3.8	2.57	0.996
The current pay schemes enhance employee effort	9	11.4	30	28.0	24	20.4	15	19.0	1	1.3	2.66	0.904
The cash incentives have led to the upgrading of workforce quality	4	5.1	35	44.3	27	34.2	10	12.7	3	3.8	2.81	1.063
The cash incentives rewards in our firm is attracting talent	6	7.6	29	36.7	29	30.4	14	17.7	6	7.6	2.81	1.063
<b>Aggregate</b>											<b>2.67</b>	<b>1.021</b>

**Key:** SA - Strongly Agree, A - Agree, N - Neutral, D - Disagree, SD - Strongly Disagree, M - Mean, Std - Standard Deviation

**Source:** Author (2025)

The findings indicate that 12.7% of respondents strongly agreed that all employees are fairly compensated, 41.8% agreed, 25.3% were neutral, 12.7% disagreed, and 7.6% strongly disagreed, with a mean of 2.61 and a standard deviation of 1.103. This suggests that while some employees perceive compensation as fair, a significant proportion remain neutral or dissatisfied. The moderate perception of fairness may influence employee motivation and commitment to work. This may be attributed to perceived inconsistencies in how compensation is allocated across different roles and departments.

Additionally, 29.1% of respondents strongly agreed that employee grades and pay structures are used to determine remuneration, 46.8% agreed, 15.2% were neutral, 6.3%

disagreed, and 2.5% strongly disagreed, with a mean of 2.57 and a standard deviation of 0.996. This indicates that most employees acknowledge the structured pay system, reflecting an organized approach to remuneration. However, some employees may not fully understand or trust the grading system, which could affect perceived equity. This may be attributed to limited communication or transparency regarding how grades and pay scales are determined.

The findings further reveal that 12.7% of respondents strongly agreed that they are content with the remuneration scheme, 38.0% agreed, 32.9% were neutral, 12.7% disagreed, and 3.8% strongly disagreed, with a mean of 2.57 and a standard deviation of 0.996. This shows that while employees generally accept the remuneration scheme, satisfaction is moderate, suggesting that pay alone may not fully meet employee expectations and may need to be complemented with other benefits or incentives. This may be attributed to a mismatch between employee expectations and the perceived value of the remuneration package.

Regarding employee effort, 11.4% strongly agreed that current pay schemes enhance effort, 28.0% agreed, 20.4% were neutral, 19.0% disagreed, and 1.3% strongly disagreed, with a mean of 2.66 and a standard deviation of 0.904. This suggests that cash incentives partially motivate employees, but other factors, such as recognition, career development, and supportive work culture, may also be critical for improving performance. This may be attributed to the limited motivational impact of cash incentives alone without complementary non-monetary rewards.

On workforce quality, 5.1% strongly agreed that cash incentives have led to upgrading workforce quality, 44.3% agreed, 34.2% were neutral, 12.7% disagreed, and 3.8% strongly disagreed, with a mean of 2.81 and a standard deviation of 1.063. This implies that cash incentives are moderately perceived to improve workforce quality by retaining or attracting skilled employees, though non-monetary factors may also play a role in developing skills and

performance. This may be attributed to cash incentives being an important but not exclusive factor in talent retention and skill development.

Finally, 7.6% strongly agreed that cash incentive rewards attract talent, 36.7% agreed, 30.4% were neutral, 17.7% disagreed, and 7.6% strongly disagreed, with a mean of 2.81 and a standard deviation of 1.063. This suggests that cash incentives are somewhat effective in attracting talent, but other factors such as career growth, training, and recognition are also important considerations. This may be attributed to the multifaceted nature of talent attraction, where compensation alone is insufficient to draw highly skilled employees.

The aggregate mean of 2.67 and standard deviation of 1.021 indicate that respondents generally perceive cash incentives to have a moderate influence on employee performance at NCIC Kenya. While cash incentives contribute to motivation, workforce quality, and talent attraction, they are not the sole determinant of performance, highlighting the need for a balanced reward system that combines both monetary and non-monetary incentives. This may be attributed to the interplay between financial and non-financial rewards in shaping employee performance outcomes. The findings agree with Expectancy Theory (Vroom), which states that motivation is maximized when rewards are transparent, fair, and aligned with employee expectations and values. The finding that cash incentives alone only moderately influence performance suggests that employees may recognize the value of financial rewards, but additional non-monetary incentives such as recognition, career growth, and training are also critical to fully enhance motivation and overall performance.

This observation reflects the broader challenges associated with compensation systems in the public sector. It highlights the need for NCIC to undertake benchmarking exercises against peer organizations to ensure its remuneration practices remain competitive and capable of attracting high-caliber professionals. These results are consistent with those reported by Nze

and Ahumibe (2023), who found that while structured pay systems are generally acknowledged, perceptions of their effectiveness in enhancing workforce quality and talent attraction remain moderately positive. Similarly, Idigo (2023) recommends that effective employee incentive schemes should combine both financial and non-financial components. He emphasizes the importance of improving non-monetary reward packages to optimize employee performance and satisfaction. The findings reinforce the assertion that financial incentives are a pivotal motivational tool in driving performance, particularly when aligned with employee expectations and institutional goals.

The consistently low to moderate mean scores, along with noticeable variability in standard deviations, point to both structural and perceptual limitations in NCIC's current compensation framework. To address these concerns, it is imperative that the organization enhances the transparency and fairness of its incentive system. Moreover, the incorporation of performance-based bonuses and other outcome-linked monetary rewards could significantly improve the alignment between employee effort and organizational goals.

#### ***4.4.2 Effect of Employee Recognition on Employee Performance***

The second objective was to examine the effect of employee recognition on employee performance at the NCIC, Kenya. Recognition is a powerful, non-monetary motivator that reinforces desired behaviors and enhances job satisfaction. Formal and informal recognition mechanisms such as commendation letters, certificates, and public acknowledgment can significantly influence employee motivation and workplace culture. At the NCIC, understanding how recognition is perceived, implemented, and valued is essential for assessing its contribution to employee performance. This section analyzes staff perspectives on the adequacy, fairness, and motivational effect of recognition initiatives. The findings are

systematically presented in Table 4.4 below, offering a comprehensive overview of the relevant data.

**TABLE 7**  
**Effect of Employee Recognition on Employee Performance**

Statements	SA		A		N		D		SD		M	Std
	f	%	f	%	f	%	f	%	f	%		
The organization's management highly recognizes employee efforts and achievements	7	8.9	22	27.8	33	29.1	18	22.8	9	11.4	3.00	1.115
Rewards such as gifts and certificate awards encourage performing employees	14	17.7	31	39.2	18	22.8	12	15.2	4	5.1	2.51	1.108
Employees recognitions are given through letter of commendation	10	12.7	18	22.8	19	24.1	25	31.6	7	8.9	3.01	1.193
Formal recognition in our firm is well documented and used for future reference	8	10.1	19	24.1	20	25.3	25	31.6	7	8.9	3.05	1.154
Formal recognition encourages employees to work hard in our firm	13	16.5	28	35.4	20	25.3	13	16.5	5	6.3	2.23	1.12
Employee recognition improves workplace relations and performance	23	29.1	31	39.2	12	15.3	10	12.7	3	3.8	2.23	1.12
<b>Aggregate</b>											<b>2.67</b>	<b>1.135</b>

**Key:** SA - Strongly Agree, A - Agree, N - Neutral, D - Disagree, SD - Strongly Disagree, M - Mean, Std - Standard Deviation

**Source:** Author (2025)

The findings indicate that 8.9% of respondents strongly agreed that the organization's management highly recognizes employee efforts and achievements, 27.8% agreed, 29.1% were neutral, 22.8% disagreed, and 11.4% strongly disagreed, with a mean of 3.00 and a standard deviation of 1.115. The results suggest that while some employees perceive recognition as strong, a considerable proportion remain neutral or perceive recognition as insufficient, which may limit motivation and overall performance. This may be attributed to inconsistent acknowledgment of employee achievements by management.

Additionally, 17.7% of respondents strongly agreed that rewards such as gifts and certificates encourage performing employees, 39.2% agreed, 22.8% were neutral, 15.2% disagreed, and 5.1% strongly disagreed, with a mean of 2.51 and a standard deviation of 1.108. The results indicate that tangible forms of recognition are moderately effective in motivating employees. This may be attributed to limited or irregular provision of material rewards and certificates for good performance.

Regarding recognition through letters of commendation, 12.7% strongly agreed, 22.8% agreed, 24.1% were neutral, 31.6% disagreed, and 8.9% strongly disagreed, with a mean of 3.01 and a standard deviation of 1.193. The results suggest that formal recognition mechanisms, such as commendation letters, are not consistently perceived as motivating. This may be attributed to delays in issuing commendations or lack of awareness among employees about these recognitions.

In terms of formal documentation, 10.1% strongly agreed, 24.1% agreed, 25.3% were neutral, 31.6% disagreed, and 8.9% strongly disagreed that recognition is well documented and used for future reference, with a mean of 3.05 and a standard deviation of 1.154. The results indicate that formal recognition practices may not be systematically applied or effectively communicated. This may be attributed to poor record-keeping and inconsistent documentation of recognition activities.

The findings further show that 16.5% strongly agreed and 35.4% agreed that formal recognition encourages employees to work hard, 25.3% were neutral, 16.5% disagreed, and 6.3% strongly disagreed, with a mean of 2.23 and a standard deviation of 1.12. The results suggest that recognition has some positive effect on effort, but the influence is moderate. This may be attributed to variability in how recognition is implemented and the perceived fairness or visibility of the process.

Finally, 29.1% strongly agreed and 39.2% agreed that employee recognition improves workplace relations and performance, 15.3% were neutral, 12.7% disagreed, and 3.8% strongly disagreed, with a mean of 2.23 and a standard deviation of 1.12. The results indicate that recognition is beneficial for teamwork and performance, though perceptions vary. This may be attributed to inconsistent recognition practices and insufficient reinforcement of collaborative achievements.

The aggregate mean of 2.67 and standard deviation of 1.135 indicate that employees generally perceive recognition as having a moderate influence on performance at NCIC Kenya. While recognition contributes to motivation, effort, and workplace relations, inconsistencies in application, documentation, and visibility may reduce its overall effectiveness. The findings agree with Herzberg's Two-Factor Theory, which states that employee motivation is enhanced when hygiene factors are met and motivators, such as recognition, are fairly and transparently applied. While recognition contributes to motivation, effort, and workplace relations, inconsistencies in application, documentation, and visibility may reduce its overall effectiveness.

These findings suggest that NCIC Kenya should strengthen employee recognition practices by ensuring they are timely, visible, and well-documented. Incorporating both formal (letters, certificates) and informal (praise, rewards) recognition strategies can enhance motivation, improve workplace relations, and ultimately boost employee performance. Consistency in applying recognition practices across departments will also improve employee trust and engagement.

These results highlight the critical need for a more structured, equitable, and transparent recognition framework within the organization. These findings are consistent with the study by Chrissy, Namusonge, and Iravo (2022), which identified a statistically significant positive

relationship between recognition schemes and employee performance in selected public institutions in Rwanda. To maximize the impact of recognition on employee motivation and performance, it is imperative to formalize recognition policies, ensure consistency in their application, and integrate recognition with broader performance management systems.

Although employees at the NCIC generally recognize the value of recognition practices, the current implementation appears fragmented and inconsistently experienced across the organization. While symbolic rewards are received positively, there is an evident need for enhanced formalization, systematic documentation, and equitable distribution of recognition efforts. Given its demonstrated potential to foster employee morale, motivation, and organizational commitment, recognition should be institutionalized as a strategic component of NCIC's human resource management framework.

#### ***4.4.3 Effect of Promotion on Employee Performance***

The third objective was to establish the effect of promotion on employee performance at the NCIC, Kenya. Promotions are critical to employee development and organizational growth, often linked with increased responsibility, recognition, and improved compensation. This section explores the extent to which promotions are based on merit, performance, tenure, and fairness, and how these factors influence employee motivation, retention, and performance. Table 4.5 below provides a detailed presentation of the descriptive statistics, offering insights into the distribution and central tendencies of the study variables.

**TABLE 8****Effect of Promotion on Employee Performance**

Statements	SA		A		N		D		SD		M	Std
	f	%	f	%	f	%	f	%	f	%		
The promotion system is based on the competence of the employee	7	8.9	30	38.0	15	19.0	18	22.8	9	11.4	2.9	1.194
Promotions are based on employee performance	8	10.1	25	31.6	20	25.3	17	21.5	9	21.5	2.92	1.185
Promotions are based on years of service and experience	11	13.9	30	38.0	22	27.8	9	11.4	7	8.9	2.63	1.134
Promotion criteria in organization are fair	3	3.8	25	31.6	28	35.4	13	16.5	10	12.7	3.03	1.074
The promotion scheme encourages staff retention	15	19.0	26	32.9	26	32.9	8	10.1	4	5.1	2.49	1.073
The promotion system encourages the employees to improve their performance in the firm	18	22.8	32	40.5	17	21.5	7	8.9	4	5.1	2.35	1.121
<b>Aggregate</b>											<b>2.72</b>	<b>1.130</b>

**Key:** SA - Strongly Agree, A - Agree, N - Neutral, D - Disagree, SD - Strongly Disagree, M - Mean, Std - Standard Deviation

**Source:** Author (2025)

The findings indicate that 8.9% of respondents strongly agreed that the promotion system is based on the competence of the employee, 38.0% agreed, 19.0% were neutral, 22.8% disagreed, and 11.4% strongly disagreed, with a mean of 2.9 and a standard deviation of 1.194. The results suggest that while some employees perceive promotions to be competence-based, a significant proportion remain neutral or disagree, which may affect trust in the promotion system and employee motivation. This may be attributed to perceived inconsistencies in assessing employee competence during promotion decisions.

Additionally, 10.1% of respondents strongly agreed that promotions are based on employee performance, 31.6% agreed, 25.3% were neutral, 21.5% disagreed, and 21.5% strongly disagreed, with a mean of 2.92 and a standard deviation of 1.185. The results indicate that while performance is considered in promotion decisions, some employees feel it is not

consistently applied. This may be attributed to limited transparency or fairness in linking performance appraisals to promotion decisions.

Regarding promotions based on years of service and experience, 13.9% strongly agreed, 38.0% agreed, 27.8% were neutral, 11.4% disagreed, and 8.9% strongly disagreed, with a mean of 2.63 and a standard deviation of 1.134. The results suggest that experience is moderately recognized in promotion decisions, but not uniformly. This may be attributed to organizational emphasis on other factors such as performance or educational qualifications alongside tenure.

On fairness of promotion criteria, 3.8% strongly agreed, 31.6% agreed, 35.4% were neutral, 16.5% disagreed, and 12.7% strongly disagreed, with a mean of 3.03 and a standard deviation of 1.074. The results indicate that perceptions of fairness in promotion are mixed, which may influence employee morale and engagement. This may be attributed to inadequate communication or lack of clarity regarding promotion policies and criteria.

The findings further show that 19.0% strongly agreed and 32.9% agreed that the promotion scheme encourages staff retention, 32.9% were neutral, 10.1% disagreed, and 5.1% strongly disagreed, with a mean of 2.49 and a standard deviation of 1.073. The results suggest that promotion is somewhat effective in retaining staff, but the moderate perception may limit its impact. This may be attributed to employees perceiving that promotion opportunities are limited or inconsistently applied.

Finally, 22.8% of respondents strongly agreed and 40.5% agreed that the promotion system encourages employees to improve their performance, 21.5% were neutral, 8.9% disagreed, and 5.1% strongly disagreed, with a mean of 2.35 and a standard deviation of 1.121. The results indicate that promotions motivate performance improvement to some extent,

though perceptions vary. This may be attributed to the degree to which promotions are visibly linked to measurable performance outcomes.

The aggregate mean of 2.72 and standard deviation of 1.130 indicate that respondents generally perceive promotions to have a moderate influence on employee performance at NCIC Kenya. While promotions contribute to motivation, retention, and performance improvement, inconsistencies and perceived lack of transparency may reduce their overall effectiveness. This may be attributed to the variability in applying promotion policies and the interplay of multiple factors such as competence, performance, and tenure in promotion decisions. The findings agree with Equity Theory, which states that employees are motivated when they perceive fairness in organizational decisions, including promotions. While promotions contribute to motivation, retention, and performance improvement, inconsistencies and perceived lack of transparency may reduce their overall effectiveness. This may be attributed to variability in applying promotion policies and the interplay of multiple factors such as competence, performance, and tenure in promotion decisions.

These findings are congruent with the study conducted by Setyawati and Rianto (2022), which demonstrated that career development, motivation, and promotion have a statistically significant influence on employee performance. The present results suggest that, although the concept of promotion is valued among employees at the National Cohesion and Integration Commission (NCIC), its implementation is perceived as lacking in transparency, fairness, and uniformity factors critical to fostering trust and enhancing motivational outcomes.

According to a study by Ramadina, Cikusin, and Krisdianto (2023) when promotions are not clearly linked to merit or performance-based criteria, they risk being viewed as arbitrary or politically influenced, which can erode employee trust and heighten dissatisfaction. To maximize the motivational potential of promotions, NCIC should establish and enforce

standardized, merit-based criteria that are both transparent and consistently applied. Furthermore, the integration of objective performance appraisals into promotion decisions, coupled with the provision of well-defined career development pathways, can substantially enhance employee engagement, retention, and overall organizational effectiveness.

**4.4.4 Influence of Training on Employee Performance**

The fourth objective was to analyze the influence of training on employee performance at the NCIC, Kenya. Training is a strategic tool for enhancing individual competencies and organizational effectiveness. Both on-the-job and off-the-job training opportunities, including workshops, conferences, and job shadowing, contribute to employee growth, innovation, and improved service delivery. The aggregated responses are presented in Table 4.6 below, providing a structured summary of the participants' views on the relevant variables.

**TABLE 9**

**Influence of Training on Employee Performance**

Statements	SA		A		N		D		SD		M	Std
	f	%	f	%	f	%	f	%	f	%		

Off-job and On-job Training has enhanced employee performance	12	15.2	45	57.0	11	13.9	8	10.1	3	3.8	2.3	0.979
The organization plans for annual job shading and summits to enhance employee performance	7	8.9	27	34.2	21	26.6	16	20.3	8	10.1	2.89	1.143
The organization has a corporate policy for organizing training	11	13.9	35	44.3	13	16.5	15	19.0	5	6.3	2.59	1.38
Conferences and industry seminars provide employees with the latest trends, tools, and technologies, enabling them to stay ahead in their field.	24	30.4	31	39.2	15	19.0	5	6.3	4	5.1	2.16	1.091
Conference participation encourages networking with peers and experts, fostering collaboration and the sharing of innovative ideas that improve performance.	25	31.6	36	45.6	13	16.5	1	1.3	4	5.1	2.03	1.00
Employees earn knowledge and experience through workshops	26	32.9	40	50.6	9	11.4	3	3.8	1	1.3	1.9	0.841
<b>Aggregate</b>											<b>2.31</b>	<b>1.072</b>

**Key:** SA - Strongly Agree, A - Agree, N - Neutral, D - Disagree, SD - Strongly Disagree, M - Mean, Std - Standard Deviation

**Source:** Author (2025)

The findings indicate that 15.2% of respondents strongly agreed that off-job and on-job training has enhanced employee performance, 57.0% agreed, 13.9% were neutral, 10.1% disagreed, and 3.8% strongly disagreed, with a mean of 2.3 and a standard deviation of 0.979. The results suggest that training is generally perceived to improve performance, though a small proportion of employees remain neutral or dissatisfied. This may be attributed to variations in the relevance and quality of training programs provided.

Additionally, 8.9% of respondents strongly agreed that the organization plans for annual job shading and summits to enhance employee performance, 34.2% agreed, 26.6% were neutral, 20.3% disagreed, and 10.1% strongly disagreed, with a mean of 2.89 and a standard deviation of 1.143. The results indicate that while some employees perceive structured planning for performance enhancement, others remain unsure or dissatisfied. This may be

attributed to inconsistent scheduling or communication of training initiatives such as job shading and summits.

Regarding corporate policies for organizing training, 13.9% strongly agreed, 44.3% agreed, 16.5% were neutral, 19.0% disagreed, and 6.3% strongly disagreed, with a mean of 2.59 and a standard deviation of 1.38. The results suggest that although a corporate training policy exists, its implementation and awareness may vary among employees. This may be attributed to limited dissemination or enforcement of the formal training policy.

On the impact of conferences and industry seminars, 30.4% strongly agreed, 39.2% agreed, 19.0% were neutral, 6.3% disagreed, and 5.1% strongly disagreed, with a mean of 2.16 and a standard deviation of 1.091. The results indicate that participation in conferences is perceived to equip employees with up-to-date knowledge and tools, though some employees may not fully benefit. This may be attributed to unequal access to conferences or differences in relevance of the sessions to employees' roles.

Regarding networking and collaboration, 31.6% strongly agreed, 45.6% agreed, 16.5% were neutral, 1.3% disagreed, and 5.1% strongly disagreed, with a mean of 2.03 and a standard deviation of 1.00. The results suggest that conference participation fosters networking and sharing of innovative ideas that improve performance. This may be attributed to opportunities provided for interaction with peers and experts, which are not consistently available to all employees.

Finally, 32.9% strongly agreed and 50.6% agreed that employees earn knowledge and experience through workshops, 11.4% were neutral, 3.8% disagreed, and 1.3% strongly disagreed, with a mean of 1.9 and a standard deviation of 0.841. The results indicate that workshops are highly effective in enhancing knowledge and skills. This may be attributed to the practical, hands-on nature of workshops that directly improve employee competencies.

The aggregate mean of 2.31 and standard deviation of 1.072 indicate that employees generally perceive training to have a strong influence on performance at NCIC Kenya. While training enhances skills, knowledge, and collaboration, variations in access, relevance, and implementation may affect its overall impact. This may be attributed to differences in training delivery, employee participation, and alignment of training content with job requirements. The findings agree with Human Capital Theory, which states that investing in employee skills and knowledge through training enhances workforce productivity and organizational performance. Employees generally perceive training to have a strong influence on performance at NCIC Kenya, highlighting the value of treating training as an investment rather than a cost to strengthen employee competencies.

These findings align with those of Siswadi and Fahmi (2023) who reported that training has a significant impact on enhancing employee performance. Their study emphasizes that consistent and high-quality training initiatives contribute meaningfully to improved employee outcomes.

The present findings underscore the critical need for the National Cohesion and Integration Commission (NCIC) to institutionalize and standardize training policies to promote equitable access and uniform impact across all departments. Respondents expressed strong support for workshops and conferences, identifying them as high-impact training formats that should be prioritized in future planning. Moreover, the moderate variation in responses suggests an underlying need for improved transparency and communication regarding training opportunities, organizational policies, and eligibility criteria.

According to Pramono and Prahiawan (2022) to maximize the benefits of training programs, organizations should establish clearly defined frameworks and schedules for structured learning initiatives such as job-shadowing, industry summits, and sector-specific

seminars. By enhancing clarity and consistency in training delivery, the organization stands to improve employee satisfaction, strengthen performance outcomes, and advance its broader institutional goals.

#### ***4.4.5 Employee Performance Indicators***

This section examines employee performance at the NCIC, Kenya, as influenced by various reward management strategies. Employee performance is a critical outcome variable that reflects the effectiveness of reward systems in enhancing productivity, efficiency, and quality of work. This analysis focuses on key performance indicators such as productivity enhancement, efficiency in task completion, quality of output, and the ability to meet deadlines and manage workload. By capturing employee perceptions of these dimensions, the study seeks to provide an empirical overview of how reward mechanisms translate into measurable performance improvements. The summary of responses is presented in Table 4.7 below.

**TABLE 10****Employee Performance**

Statements	SA		A		N		D		SD		M	Std
	f	%	f	%	f	%	f	%	f	%		
Best rewarded employees show enhanced productivity	16	20.3	33	41.8	17	21.5	9	11.4	4	5.1	2.39	1.091
Employee reward encourages efficiency and effectiveness in work completion	19	24.1	39	49.4	11	13.9	8	10.1	2	2.5	2.18	0.997
The quality of work output in our firm is high	14	17.7	29	36.7	23	29.1	8	10.1	5	6.3	2.51	1.096
Employees are always able to meet production deadlines and targets	12	15.2	31	39.2	25	31.6	10	12.7	1	1.3	2.46	0.945
Employees are able to serve and cover more workload in a short time	9	11.4	34	43.0	26	32.9	8	10.1	2	2.5	2.49	0.918
<b>Aggregate</b>											<b>2.41</b>	<b>1.009</b>

**Key:** SA - Strongly Agree, A - Agree, N - Neutral, D - Disagree, SD - Strongly Disagree, M - Mean, Std - Standard Deviation

**Source:** Author (2025)

The findings indicate that 20.3% of respondents strongly agreed that best rewarded employees show enhanced productivity, 41.8% agreed, 21.5% were neutral, 11.4% disagreed, and 5.1% strongly disagreed, with a mean of 2.39 and a standard deviation of 1.091. The results suggest that employees who receive rewards tend to be more productive, though some employees remain neutral or disagree. This may be attributed to the motivational effect of recognition and incentives on employee effort and engagement.

Additionally, 24.1% of respondents strongly agreed and 49.4% agreed that employee reward encourages efficiency and effectiveness in work completion, 13.9% were neutral, 10.1% disagreed, and 2.5% strongly disagreed, with a mean of 2.18 and a standard deviation of 0.997. The results indicate that rewards positively influence efficiency and effectiveness. This may be attributed to the reinforcement of positive behavior through monetary and non-monetary incentives that encourage employees to perform better.

Regarding quality of work output, 17.7% strongly agreed, 36.7% agreed, 29.1% were neutral, 10.1% disagreed, and 6.3% strongly disagreed, with a mean of 2.51 and a standard deviation of 1.096. The results suggest that the overall quality of work is perceived as high, though some employees remain uncertain. This may be attributed to the combination of training, recognition, and promotion systems that support employee competence and performance standards.

On meeting production deadlines and targets, 15.2% strongly agreed, 39.2% agreed, 31.6% were neutral, 12.7% disagreed, and 1.3% strongly disagreed, with a mean of 2.46 and a standard deviation of 0.945. The results indicate that employees are generally able to meet deadlines and targets, though a notable proportion remain neutral or less confident. This may be attributed to effective performance management practices and incentive structures that motivate timely completion of tasks.

Finally, 11.4% strongly agreed, 43.0% agreed, 32.9% were neutral, 10.1% disagreed, and 2.5% strongly disagreed that employees are able to serve and cover more workload in a short time, with a mean of 2.49 and a standard deviation of 0.918. The results suggest that reward systems support employees in handling higher workloads efficiently. This may be attributed to enhanced motivation and focus resulting from cash incentives, promotions, recognition, and training interventions.

The aggregate mean of 2.41 and standard deviation of 1.009 indicate that employees generally perceive reward management practices to have a moderate influence on overall performance at NCIC Kenya. While rewards improve productivity, efficiency, quality, and workload management, their effectiveness may be enhanced when integrated with other non-monetary motivators and consistent performance management systems. This may be attributed

to the combined effect of cash incentives, recognition, promotions, and training on employee performance outcomes.

The data implies that while employees recognize the motivational potential of rewards, the systems in place may not yet be optimized to fully translate into consistent improvements in productivity, quality, and efficiency across the board. Policy refinements targeting fairness, transparency, and alignment of rewards with performance indicators are therefore recommended (Hidayat & Heryjanto, 2024). These findings provide evidence that effective reward mechanisms can lead to measurable improvements in output and time management.

#### 4.5 Inferential Analysis

This study sought to examine the effect of reward management on employee performance at the National Cohesion and Integration Commission (NCIC), Kenya. The specific objectives included analyzing the influence of cash incentives, employee recognition, promotion systems, and training on employee performance. To test these relationships, a multiple linear regression model was used, followed by an ANOVA to assess the significance of each predictor.

**TABLE 11**

**Regression Analysis of Reward Management and Employee Performance**

<b>Variable</b>	<b>Coefficient</b>	<b>Std. Error</b>	<b>t-Statistic</b>	<b>P-Value</b>	<b>95% CI Lower</b>	<b>95% CI Upper</b>
<b>Intercept</b>	0.4768	0.2221	2.147	0.0351	0.0342	0.9193
<b>Cash Incentives</b>	0.2412	0.0802	3.007	0.0036	0.0814	0.4011
<b>Employee Recognition</b>	0.1987	0.0635	3.129	0.0025	0.0722	0.3253
<b>Promotion System</b>	0.1323	0.0605	2.187	0.0319	0.0118	0.2528
<b>Industry Seminars</b>	0.2129	0.0685	3.110	0.0027	0.0765	0.3493

*Source: Author (2025)*

The regression coefficient analysis reveals that all four reward management variables cash incentives, employee recognition, promotion system, and training positively and significantly influence employee performance at the NCIC, Kenya.

$$Y=0.477+0.241X_1+0.199X_2+0.132X_3+0.213X_4$$

From the findings, the  $\beta_1$  value for cash incentives was 0.241, with a significant value of  $p = 0.004$ . This means that a unit change in cash incentives results in a 0.241 increase in employee performance. This implies that although the effect is moderate, providing financial rewards such as bonuses and allowances plays an important role in motivating employees to improve their productivity at NCIC. These findings are consistent with those of Muturi and Wambugu (2021), who reported that financial incentives such as bonuses and performance-based pay substantially enhance motivation and employee output in public organizations in Kenya. Similarly, Munyua et al. (2020) found that employees who receive regular cash rewards are more committed to organizational goals, as they associate financial compensation with recognition of their efforts. This alignment suggests that cash incentives remain a central tool in reward management for stimulating employee productivity.

In addition, the  $\beta_2$  value for employee recognition is 0.199, with a significant value of  $p = 0.003$ . This means that a unit change in employee recognition results in a 0.199 increase in employee performance. This implies that recognizing employees through verbal appreciation, certificates, and awards enhances their morale and sense of belonging, which translates into improved performance. These results corroborate the work of Chepng'etich (2019), who established that recognition practices such as certificates of excellence, awards, and public acknowledgment boost morale and inspire employees to perform better. In agreement, Njuguna and Wekesa (2022) found that recognition creates a sense of belonging, reduces turnover, and strengthens organizational loyalty. Thus, the present study adds to the evidence that non-

financial rewards such as recognition play an equally important role as financial incentives in driving employee performance.

Furthermore, the findings indicated that the  $\beta_3$  value for promotion system is 0.132, with a significant value of  $p = 0.032$ . This means that a unit change in promotion results in a 0.132 increase in employee performance. This implies that offering fair and transparent promotion opportunities has a positive, though relatively smaller, effect on motivating employees to work harder and remain committed to their roles. These findings are consistent with Omondi and Ochieng (2020), who observed that fair and transparent promotion practices increase job satisfaction and motivate employees to work harder. Similarly, Kariuki (2021) found that promotions provide employees with career progression pathways, enhancing their sense of achievement and organizational commitment. This implies that even though the effect of promotion is relatively smaller compared to other variables, it remains a critical component of long-term employee motivation and retention.

Finally, the  $\beta_4$  value for training is 0.213, with a significant value of  $p = 0.003$ . This means that a unit change in training leads to a 0.213 increase in employee performance. This implies that providing training opportunities through seminars, workshops, and professional development programs equips employees with new knowledge and skills, thereby enhancing their performance at NCIC. These results are in line with Njoroge and Kihara (2020), who reported that training equips employees with relevant skills and knowledge, thereby boosting efficiency and performance outcomes. Wanjiru (2021) also highlighted that continuous training through seminars and workshops improves adaptability to changing work demands and enhances innovation. This confirms that investment in training is not only a means of improving individual competencies but also a driver of overall organizational performance.

The findings demonstrate that all four reward management practices cash incentives, recognition, promotion, and training positively and significantly influence employee performance at NCIC. Among these, cash incentives and training emerged as relatively stronger predictors, suggesting that both financial motivation and capacity-building are crucial in enhancing performance. This aligns with Expectancy Theory, which argues that employees exert greater effort when they perceive a clear link between rewards and performance outcomes. At the same time, recognition and promotion reflect elements of Equity Theory and Herzberg's Two-Factor Theory, where non-financial rewards contribute to intrinsic motivation, job satisfaction, and long-term commitment. Thus, the results highlight that employee performance is best sustained through a balanced reward management system that combines immediate financial incentives with long-term developmental and recognition-based rewards.

While all four reward management practices significantly influenced employee performance, promotion was found to have the weakest effect compared to cash incentives, recognition, and training. One possible explanation is that promotion opportunities in government institutions such as NCIC are relatively infrequent and often constrained by rigid structures, hierarchical limitations, and bureaucratic procedures. As a result, employees may not view promotion as an immediate or attainable motivator for performance. Instead, they may rely more on rewards that are tangible in the short term, such as cash incentives, or those that directly contribute to personal growth, such as training.

Moreover, the perceived fairness and transparency of promotions in the public sector may also play a role. If employees believe that promotions are based more on tenure or political considerations rather than merit, the motivational value of promotions diminishes. This could explain why promotion, while still significant, exerts a weaker effect on performance compared to other forms of reward management.

**TABLE 12****ANOVA Results Showing the Contribution of Each Predictor to the Model**

<b>Predictor</b>	<b>Sum of Squares</b>	<b>df</b>	<b>F-Statistic</b>	<b>P-Value</b>
<b>Cash Incentives</b>	2.727	1	9.041	0.0036
<b>Employee Recognition</b>	2.952	1	9.788	0.0025
<b>Promotion System</b>	1.443	1	4.784	0.0319
<b>Industry Seminars</b>	2.918	1	9.674	0.0027
<b>Residual</b>	22.322	74		

*Source: Author (2025)*

The ANOVA results provided further evidence regarding the individual contribution of each reward strategy to employee performance. Among the predictors, employee recognition had the highest F-statistic (9.79) and a p-value of 0.0025, confirming its strong influence in the model. Training, measured by industry seminar attendance, closely followed with an F-statistic of 9.67 ( $p = 0.0027$ ), showing that continuous learning initiatives have a significant impact.

Cash incentives also showed a notable contribution with an F-value of 9.04 and a p-value of 0.0036, supporting the assertion that financial rewards can effectively boost employee motivation and productivity. Promotion systems, while having the lowest F-value (4.78), still recorded a statistically significant contribution ( $p = 0.0319$ ), implying that career advancement opportunities, though slightly less impactful than the other variables, remain essential for performance improvement.

The ANOVA table highlights that all the independent variables included in the model significantly affect employee performance, further validating the regression findings. This combination of regression and ANOVA analysis provides strong statistical backing for the study's conclusions.

The results of this study provide compelling evidence that reward management practices significantly influence employee performance at NCIC, Kenya. Each of the four

examined strategies: cash incentives, employee recognition, promotion systems, and training were found to have a meaningful and statistically significant effect on performance outcomes. The findings suggest that institutions aiming to enhance productivity and efficiency should adopt a multifaceted reward management approach. By strategically combining financial and non-financial incentives, organizations can foster a more motivated, engaged, and high-performing workforce.

## **CHAPTER FIVE:**

### **SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents a comprehensive summary of the study's key findings, the conclusions drawn from the analysis, and practical recommendations based on the investigation into the effect of reward management on employee performance at the NCIC, Kenya. The study was guided by four specific objectives: to determine the influence of cash incentives, to examine the effect of employee recognition, to establish the impact of promotion, and to analyze the influence of training on employee performance. Using a descriptive research design, the study employed quantitative methods to assess how these four dimensions of reward management contribute to enhancing motivation, job satisfaction, and overall employee productivity within a public sector institution. Data was collected through structured questionnaires and analyzed using descriptive and inferential statistics. The sections that follow provide a summary of the findings aligned with the study's objectives, present conclusions based on the data analysis, and offer actionable recommendations for improving reward management practices at NCIC. The chapter also concludes with suggestions for future research on related topics in other public sector contexts.

#### **5.2 Summary of the Study**

The study found that cash incentives had a moderate but significant effect on employee performance, with salary increments and bonuses enhancing motivation and task focus. The findings agree with Muturi and Wambugu (2021), who reported that financial incentives significantly boost employee commitment in public institutions. Similarly, Munyua et al. (2020) established that bonuses and allowances enhance motivation by linking effort directly to rewards, consistent with Expectancy Theory.

Recognition was found to significantly improve morale and productivity, with practices such as public praise, awards, and verbal acknowledgment serving as effective motivators. The findings agree with Chepng'etich (2019), who highlighted that recognition practices enhance employee morale and job satisfaction. Similarly, Njuguna and Wekesa (2022) noted that recognition strengthens organizational loyalty by fostering a sense of belonging, especially in contexts where monetary incentives are fixed or limited.

Promotion was shown to positively influence performance, though its effect was weaker compared to other variables. The findings agree with Omondi and Ochieng (2020), who established that fair and transparent promotion practices improve employee motivation and job satisfaction. Likewise, Kariuki (2021) found that career advancement opportunities create a sense of achievement, which encourages long-term organizational commitment, even if such opportunities are infrequent in government institutions.

Training emerged as the strongest predictor of employee performance, with respondents emphasizing the role of capacity-building in enhancing efficiency and job satisfaction. The findings agree with Njoroge and Kihara (2020), who observed that training significantly improves adaptability and productivity in public sector organizations. Similarly, Wanjiru (2021) reported that continuous professional development fosters innovation and equips employees with relevant skills, directly contributing to organizational performance.

### **5.3 Conclusions of the Study**

From the findings the study concluded that cash incentives revealed a modest but important influence on employee performance. Monetary rewards such as salary increments and bonuses encouraged employees to exceed performance expectations, complete tasks more efficiently, and remain committed to organizational objectives. However, their motivational impact was reduced when distribution was perceived as inconsistent or opaque. This outcome reflects

Expectancy Theory, which emphasizes that employees are more motivated when they perceive rewards to be transparent, equitable, and directly linked to their performance outcomes.

In examining promotions, the study established that career advancement opportunities significantly influence job satisfaction and long-term organizational loyalty. Employees who perceive a fair and merit-based promotion system demonstrate higher levels of commitment, initiative, and retention. However, unclear or biased promotion procedures risk diminishing morale and trust in management. These findings support Equity Theory, which argues that fairness in career advancement is critical in sustaining motivation and reducing dissatisfaction in the workplace.

Employee recognition emerged as a highly influential non-financial motivator. Verbal praise, certificates, and public commendations enhanced employees' sense of belonging, engagement, and teamwork, leading to improved performance. This aligns strongly with Herzberg's Two-Factor Theory, which identifies recognition as a core motivator that directly contributes to job satisfaction and intrinsic motivation. Recognition thus plays a critical role in fostering a performance-oriented organizational culture.

With regard to training, the findings highlighted that capacity development initiatives such as workshops, seminars, and on-the-job coaching are essential for enhancing employee competence and adaptability. Training not only improved technical skills but also fostered innovation and improved service delivery. However, irregular or poorly structured training programs limited their effectiveness. These results support Human Capital Theory, which views investment in employee learning and development as essential to improving both individual productivity and organizational performance.

Overall, the study concludes that effective reward management spanning both financial (cash incentives, promotions) and non-financial (recognition, training) strategies has a direct

and significant influence on employee performance at NCIC. When implemented fairly, consistently, and transparently, these strategies create a motivated, productive, and high-performing workforce. While cash incentives provided a direct motivator consistent with Expectancy Theory, recognition and training played equally critical roles in line with Herzberg's Two-Factor Theory and Human Capital Theory. Promotion, though less impactful in the short term, remained vital for long-term motivation and retention, as emphasized by Equity Theory.

Collectively, the findings from both descriptive and inferential analyses underscore the importance of adopting a holistic reward management framework that integrates intrinsic and extrinsic motivators. Institutions such as NCIC can enhance workforce productivity, morale, and efficiency by not only offering competitive financial rewards but also embedding recognition practices, structured career advancement pathways, and continuous training opportunities within a framework of fairness, equity, and accountability.

#### **5.4 Recommendations of the Study**

Based on the findings on the effect of reward management strategies on employee performance at NCIC, the following recommendations are made to guide both policy and organizational practice.

##### ***5.4.1 Recommendations for Policy***

###### ***Institutionalize a Comprehensive Reward Policy***

NCIC should develop and adopt a formalized reward management policy that clearly outlines eligibility criteria, allocation procedures, and implementation guidelines for both monetary and non-monetary rewards. The policy should be embedded into organizational HR frameworks and reviewed every three years to ensure relevance and alignment with evolving employee expectations.

### ***Integrate Career Development in Public Sector HR Policy***

National HR policies should mandate at least 10% of HR budgets be allocated to continuous professional development. This should cover mandatory skill-enhancement programs, leadership development courses, and structured mentorships. Similarly, merit-based promotion frameworks should be standardized across public institutions to safeguard fairness and reduce political or subjective influence.

### ***Gender-Inclusive Reward Guidelines***

Policies should include gender-sensitive provisions, such as ensuring at least 40% female representation in promotions and training opportunities, to address disparities in career growth and motivation. Gender-balanced recognition programs should also be institutionalized to enhance inclusivity and cohesion in the workplace.

### ***Tenure-Sensitive Retention Strategies***

Given the high proportion of employees with less than five years of service, national HR policy should establish retention incentives such as loyalty bonuses awarded at 5-year intervals, pension enhancement packages, and structured long-term career paths for employees in commissions like NCIC. These will mitigate turnover risks and promote workforce stability.

## ***5.4.2 Recommendations for Practice***

### ***Implement a Structured Cash Incentive Scheme***

NCIC should introduce a performance-linked cash incentive system where at least 15% of employee appraisals are tied to measurable KPIs such as productivity levels, quality of service delivery, and task completion timelines. Rewards should be distributed quarterly to strengthen the link between effort and outcomes.

### ***Enhance Employee Recognition Programs***

The commission should establish a quarterly recognition program involving verbal commendations, certificates, “employee of the quarter” awards, and peer-to-peer recognition. Recognition criteria should be tied to innovation, teamwork, and service quality to ensure fairness and measurable impact on morale.

### ***Strengthen Merit-Based Promotion Systems***

Promotion decisions should be based on performance appraisals and competency evaluations, with at least 70% of promotion criteria tied to documented performance evidence and 30% to leadership potential or specialized skills. NCIC should also publish promotion criteria annually to enhance transparency and trust.

### ***Invest in Continuous Training and Capacity Building***

NCIC should allocate at least 12% of its HR budget to structured training initiatives tailored to specific job categories. Training should be delivered through blended formats (workshops, online courses, coaching), and impact evaluations should be conducted annually to ensure alignment with strategic organizational objectives.

### ***Establish Performance Monitoring and Feedback Mechanisms***

The organization should adopt a real-time employee performance dashboard integrated with HR systems, supported by quarterly review meetings. This will allow management to monitor performance trends, identify training gaps, and make evidence-based reward decisions. Feedback should be a two-way process, allowing employees to raise concerns about fairness in rewards.

## **5.5 Contribution to Knowledge and Practice**

### ***Contribution to Knowledge***

This study provides empirical evidence on the influence of reward management strategies on employee performance within a public commission context (NCIC, Kenya). By examining cash incentives, promotions, recognition, and training simultaneously, the research enriches post-2019 literature on HRM in public sector organizations, demonstrating the differential impact of financial and non-financial rewards on performance.

### ***Contribution to Practice***

The study offers actionable insights for HR managers in public sector institutions. Specifically, it provides strategic guidelines on structuring transparent reward systems, allocating HR budgets to training, and institutionalizing recognition frameworks. These contributions can inform organizational reforms within commissions and government agencies, thereby fostering a culture of fairness, inclusivity, and continuous improvement in employee performance.

## **5.6 Suggestions for Further Study**

While this study has provided empirical insights into the effect of reward management on employee performance at NCIC, further research is recommended in the following areas:

- i. Comparative studies across other government commissions or ministries to assess whether similar trends hold in other public sector institutions.
- ii. Longitudinal studies to evaluate the long-term impact of reward strategies on employee retention and institutional performance.
- iii. Qualitative investigations into employee perceptions of fairness, organizational justice, and their relationship with intrinsic rewards and motivation.

- iv. Exploration of gender-sensitive reward policies, given the balanced gender distribution, to determine whether men and women perceive or respond to reward strategies differently.
- v. Integration of digital performance management systems to track, analyze, and tailor reward strategies in real-time, particularly in response to the needs of a technologically evolving workforce.

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## APPENDICES

### Appendix I: Letter of Introduction

Mary Osengo,  
P.O. Box 56147-00200  
Nairobi, Kenya  
14<sup>th</sup> February 2025

#### **RE: CONSENT TO COLLECT DATA**

As a final-year Master's student in Business Administration, specializing in Human Resource Management at the School of Business and Public Management, KCA University, I am conducting a research study on reward management and employee performance at the National Cohesion and Integration Commission (NCIC), Kenya. I sincerely seek your honest and informed responses to the questionnaire provided.

Please be assured that all information collected will be handled with the highest level of confidentiality and used exclusively for academic purposes. If you wish, you may request a copy of the final research report. Your participation and support in this study are highly valued and appreciated.

Sincerely,



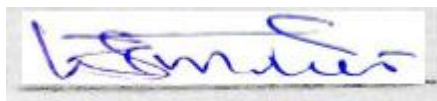
**Mary Osengo**

**Approved by:**

**Research Supervisor: Dr. Lemunen Solomon**

**Official KCAU Stamp:**

**Signature:**



## Appendix II: Study Questionnaire

Dear Participant,

This questionnaire aims to gather data on "Reward Management and Employee Performance at the National Cohesion and Integration Commission, Kenya." All responses will be handled with the highest level of confidentiality. To maintain anonymity, respondents are requested not to disclose their names. The information provided will be utilized solely for academic research purposes. Kindly indicate your responses by ticking (√) in the appropriate sections.

### Section A: Demographic characteristics

1. What is your Gender?

Male  Female

2. Age group

Below 25 years  25-35 years  Above 35 years

3. Marital status

Married  Single  Divorced

4. Highest level of education attained?

O-Levels  Certificate  Diploma  Bachelors' degree   
Master's degree  Doctorate

5. For how long have you been working at NCIC?

Less than 3 years  3-5 years  Above 5 years

6. What is your designation at NCIC?

Commissioner/Chief Executive Officer  Directors/Deputy Director   
Principal Officer  Senior officer  Program Officer   
Junior Officer

### Section B: Cash incentives on employee performance

In a scale of 1- 5 where; 1 – Strongly Agree, 2 – Agree, 3 – Neutral, 4, Disagree, 5 – Strongly Disagree. Rate the extent to which cash incentive influence employee performance.

Statements	1	2	3	4	5
All employees are fairly compensated					
Employee grades and pay structures are used to determine the remuneration					
I am content with the remuneration scheme in the firm					
The current pay schemes enhance employee effort					
The cash incentives have led to the upgrading of workforce quality					
The cash incentives rewards in our firm is attracting talent					

### Section C: Employee recognition on employee performance

In a scale of 1- 5 where; 1 – Strongly Agree, 2 – Agree, 3 – Neutral, 4, Disagree, 5 – Strongly Disagree. Rate the extent to which employee recognition influence employee performance.

Statements	1	2	3	4	5
The organization's management highly recognizes employee efforts and achievements					
Rewards such as gifts and certificate awards encourage performing employees					
Employees recognitions are given through letter of commendation					
Formal recognition in our firm is well documented and used for future reference					
Formal recognition encourages employees to work hard in our firm					
Employee recognition improves workplace relations and performance					

**Section D: Promotion on employee performance**

In a scale of 1- 5 where; 1 – Strongly Agree, 2 – Agree, 3 – Neutral, 4, Disagree, 5 – Strongly Disagree. Rate the extent to which employee promotion influence employee performance.

Statements	1	2	3	4	5
The promotion system is based on the competence of the employee					
Promotions are based on employee performance					
Promotions are based on years of service and experience					
Promotion criteria in organization are fair					
The promotion scheme encourages staff retention					
The promotion system encourages the employees to improve their performance in the firm					

**Section E: Training on employee performance**

In a scale of 1- 5 where; 1 – Strongly Agree, 2 – Agree, 3 – Neutral, 4, Disagree, 5 – Strongly Disagree. Rate the extent to which employee training influence employee performance.

Statements	1	2	3	4	5
Off-job and On-job Training has enhanced employee performance					
The organization plans for annual job shading and summits to enhance employee performance					
The organization has a corporate policy for organizing training					
Conferences and industry seminars provide employees with the latest trends, tools, and technologies, enabling them to stay ahead in their field.					
Conference participation encourages networking with peers and experts, fostering collaboration and the sharing of innovative ideas that improve performance.					
Employees earn knowledge and experience through workshops					

**Section F: Employee performance**

In a scale of 1- 5 where; 1 – Strongly Agree, 2 – Agree, 3 – Neutral, 4, Disagree, 5 – Strongly Disagree. Rate the extent to which you agree or disagree on the following statements on employee performance.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Best rewarded employees show enhanced productivity					
Employee reward encourages efficiency and effectiveness in work completion					
The quality of work output in our firm is high					
Employees are always able to meet production deadlines and targets					
Employees are able to serve and cover more workload in a short time					

*Thank You for Your Cooperation*

## Appendix III: KCA Introduction Letter to NACOSTI



Thika Road, Ruaraka  
P.O. Box 56808-00200 Nairobi Kenya  
Pilot Line: +254 20 8070408/9

Tel: +254 20 3537842  
Fax: +254 20 8561077  
Mobile: +254 734 888022, 710 888022  
Email: [kca@kca.ac.ke](mailto:kca@kca.ac.ke)  
Website: [www.kca.ac.ke](http://www.kca.ac.ke)

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### **BOARD OF POSTGRADUATE STUDIES**

KCAU/BPS/2025

Date: Wednesday, April 30, 2025

**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION (NACOSTI)**  
**P.O BOX 30623-00100**  
**NAIROBI**

Dear Sir/Madam,

**RE: MARY OSENGO - REG NO. 23/06281**

It is my distinct pleasure to introduce to you Mary Osengo who is a student in our institution pursuing a Master of Business Administration (Human Resource) degree in the School of Business.

Mary is conducting a research on a topic titled ***“Reward management and employee performance at the national cohesion and integration commission, Kenya”*** Her study has been reviewed and approved by the University’s Ethics Review Committee Certificate No. KCAU/SERC/82 and she is now set to proceed with data collection from January 2025 to April 2025.

Any assistance accorded to her is highly appreciated.

Yours faithfully,

**DR. JACKSON NDOLO**  
**DIRECTOR, BOARD OF POST GRADUATE STUDIES**

## Appendix IV: KCA Introduction Letter



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### **BOARD OF POSTGRADUATE STUDIES**

KCAU/BPS/2025

Date: Wednesday, April 30, 2025

#### TO WHOM IT MAY CONCERN

Dear Sir/Madam,

#### **RE: MARY OSENGO - REG NO. 23/06281**

It is my distinct pleasure to introduce to you Mary Osengo who is a student in our institution pursuing a Master of Business Administration (Human Resource) degree in the School of Business.

Mary is conducting a research on a topic titled *“Reward management and employee performance at the national cohesion and integration commission, Kenya”* which is part of the requirements of the program she is pursuing. The research as well as the data procured thereof shall be used for academic purposes only. Any assistance accorded to her is highly appreciated.

In case of further inquiry, do not hesitate to contact the undersigned.

Yours faithfully,

**DR. JACKSON NDOLO**

**DIRECTOR, BOARD OF POST GRADUATE STUDIES**

## Appendix V: Ethical Clearance Letter



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### KCA UNIVERSITY SCIENTIFIC AND ETHICS REVIEW COMMITTEE

REF: KCAU/SERC/82  
TO: MARY OSENGO (23/06281)

Date: 24<sup>th</sup> APRIL 2025

Dear Sir/Madam

**RE: REWARD MANAGEMENT AND EMPLOYEE PERFORMANCE AT THE NATIONAL COHESION AND INTEGRATION COMMISSION, KENYA**

This is to inform you that KCA University Scientific Ethics Review Committee (KCAUSERC) has reviewed and approved your above research proposal. Your application approval number is **KCAUSERC SOB82**. The approval period is **24<sup>th</sup> APRIL 2025 – 24<sup>th</sup> APRIL, 2026**.

This approval is subject to compliance with the following requirements;




- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by **KCAUSERC**.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **KCAUSERC** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **KCAUSERC** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to **KCAUSERC**.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely

Dr. Caroline Ntara  
Chairperson, KCA University Scientific And Ethics Review Committee

# Appendix VI: NACOST Permit

 <p>REPUBLIC OF KENYA</p>	 <p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>
Ref No: <b>620664</b>	Date of Issue: <b>08/June/2025</b>
<b>RESEARCH LICENSE</b>	
	
<p><b>This is to Certify that Ms.. Mary Osengo of KCA University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: REWARD MANAGEMENT AND EMPLOYEE PERFORMANCE AT THE NATIONAL COHESION AND INTEGRATION COMMISSION, KENYA for the period ending : 08/June/2026.</b></p>	
License No: <b>NACOSTI/P/25/4174316</b>	
620664	
Applicant Identification Number	Deputy Director <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
	Verification QR Code
	
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