

EFFECT OF REWARD MANAGEMENT STRATEGIES ON EMPLOYEE
PERFORMANCE IN IMPACT SOURCING COMPANIES IN KENYA:
CASE OF CLOUDFACTORY KENYA LIMITED

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DECLARATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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DEDICATION

I dedicate this work to every woman juggling the balls of studying, working, raising a family, maintaining a social life; while still endeavoring to achieve excellence in all of them-you are a rare and a precious gem!

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God the Father, God the Son and God the Holy Spirit your presence with me is what has kept me afloat. I am so thankful. Indeed, in you I move, in you I live and have my being. Thank you for enabling me scale heights that seemed insurmountable.

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ABSTRACT

The global platform today has become dynamic and challenging with ever increasing demands on the organizations, and thus organizations must embrace reward management strategies that enhance competitiveness, profitability and employee performance. Human capital can give an institution unrivalled competitive advantage in the face of stiff competition. The specific objectives were to find out the effect of financial rewards on employee's performance, to find out whether developmental rewards affect employee performance, to establish the extent to which social rewards affect employee's performance and to assess if intrinsic rewards affect employee's performance. The scope of the study was Cloud Factory Kenya Limited. Descriptive research design was used for this study. The target population was 45 permanent staff. Primary data was collected using a self-administered google questionnaires. SPSS was utilized to process data. Data was analyzed using descriptive statistics, Pearson's correlation, regression analysis and analysis of variance. Financial reward was found to have a strong positive relationship with employee performance at $r=0.603$ with a $p=0.000$ which was significant at 0.01 significance level. Developmental rewards also had a strong positive relationship with employee performance at Cloud Factory Kenya Limited at $r=0.709$ with a $p=0.000$ which was significant at 0.01 significance level. Social rewards also had a strong positive relationship with employee performance at Cloud Factory Kenya Limited at $r=0.492$ with a $p=0.002$ which was significant at 0.01 significance level. Intrinsic reward was found to have a strong positive relationship with employee performance at Cloud Factory Kenya Limited with $r=0.511$ with a $p=0.001$ which was significant at 0.01 significance level. The study recommended that there should a continuous improvement of financial rewards, developmental rewards, social and intrinsic rewards in order to maximize employee performance.

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ABBREVIATIONS

IERB:	Internal Ethics and Research Board
SPSS:	Statistical Package for Social Sciences
ANOVA:	Analysis of Variance

CHAPTER 1:

INTRODUCTION

This chapter gives an overview of the background of the study, statement of the problem, general and specific objectives of the study, delimitations, and research questions.

1.1 Background of the Study

The global platform today has become dynamic with ever increasing demands on the organizations, and thus embracing reward management practices that enhance competitiveness, profitability and employee satisfaction is no longer an ideology that organizations can ignore, (Ndung'u & Kwasira, 2016).

Reward management strategies are the key to maximizing the return on investment in human capital and, hence, enhancing corporate competitive advantage. Organizations utilize reward management as a recruitment strategy to gain, retain and motivate high performing employees. An organization requires a workforce that is performing optimally for it to achieve the vision, mission and objectives set out on their strategic plan, (Brewster, Mayrhofer, & Farndale, 2018).

Human resource managers employ reward management strategies to hire and maintain highly qualified personnel. They incorporate them as a tool to motivate them to perform optimally while still being governed by the labor laws. They aim at connecting the reward strategies to the organizations strategic plan and employee's performance, (Yavarzadeh, Rabi, & Abadi, 2015).

Highly talented and motivated employees guarantee organizations success. Employees morale can be enhanced through creative reward strategies. It is expected that every organization should strive to make the most out of their employees in a bid to increase performance and remain profitable in a competitive business environment, (Tumwet, Chepkilot, & Kibet, 2015).

Studies done in Canada suggest that research to comprehend employee's expectations should be carried out and effort put to apply them. Managers should know the expectations of their employees in relation to job fulfilment, benefits, feedback on performance and work environment. A mutually beneficial work environment is achieved when organizations put effort to implement research findings on employees needs in that organizations achieve their goals and the employee's needs are met, (Jelavic & Salter, 2014).

Many strategies exist that organizations can utilize to gain competitive advantage over their competitors and to enable them deal with both the external and internal environment challenges. One of the key strategies that an organization can use to build employee and organizational output is rewards coupled with their effective management (Salah, 2016) .

There is a move from the traditional based reward structure that just encompassed salary according to research carried out in Sweden. Current trends are embracing total rewards that are inclusive of both extrinsic and intrinsic rewards which the current crop of employees prefer (Murphy, 2015). Focus should be on building an open and up to date reward structure that is connected to the organization culture and design. An effective reward strategy should help an organization to not only fulfil its objectives but also meet its obligations to stakeholders (Stephens, 2005).

In Italy, researchers found that the organization success and the desired transformation is affected by its internal and external environment and not just by the reward strategies in place (Azzone & Palermo, 2011).

Research in Asia points that employees demographics such as age, gender, marital status have little significance on their performance but factors like pay, bonus, fringe benefits, recognition, promotion, empowerment have a huge significant on their performance (Gohari, Ahmadloo, Boroujeni, & Hosseinipour, 2013).

Significant connection exists between extrinsic, intrinsic, social rewards mix and employee performance according to a research done in India. Highly compensated personnel exhibit high job satisfaction which leads to high performance. Job satisfaction leads to staff retention thus creating competitive advantage (Salah, 2016).

In Pakistan, a study done in a transport company showed a strong relationship between intrinsic and extrinsic rewards on employee performance (Khan, Waqas, & Muneer, 2017). The main goal of rewards whether they are intrinsic or extrinsic is to provide positive outcomes to assist desired performance.

As Researchers in South Africa indicate, employees' value intrinsic rewards as part of job offering (Schlechter, Thompson, & Bussin, 2015) which includes work life balance, career progression, and learning. The level of reward management offered will not only influence how people are attracted to work for the organization but also how long the employees stay with the organization, (Shaw, McPhail, & Ressia, 2018).

In Nigeria, studies indicate that although employees enjoy financial rewards, work environment also needed to be investigated. Recommendations were made that organizations should increase rewards to all cadre of staff in order to enhance optimal

performance. It is imperative that the reward management system is fair and transparent to employees of all cadres (Achie & Kurah, 2016).

Reward factors such as personal drive for achievement, growth opportunities, recognition and promotion according to (Wambugu & Ombui, 2013) greatly influence employee's performance as shown in their study carried out in Kenya. Financial rewards are also perceived to have an influence on employee performance in Kenya according to (Tumwet, Chepkilot, & Kibet, 2015).

Correct mix of reward management strategies such as financial rewards, developmental rewards, social rewards and intrinsic rewards eventually leads to great employee performance. When an employee is well rewarded their output is easily seen through optimal performance and through having a workforce that is motivated (Shields, 2016).

Profile of Cloud Factory Kenya Limited

Impact Sourcing companies according to Rockefeller Foundation are companies that intentionally employ workers who have limited opportunity for employment often times in developing countries. Cloud Factory Limited is an impact sourcing company which was founded in the year 2010. It has a huge mission which is to connect 1million people in the emerging economies to basic computer work and to train them as leaders to address poverty in their own communities. They do this by identifying and providing meaningful work to people whose talent is undervalued in the market place.

It has workers in Kathmandu, Nepal and Nairobi, Kenya with its headquarters in New York. Their core business is Machine Learning and Data Processing. Cloud Factory provides a tech-forward, professionally managed workforce solutions with all the benefits of a trained, internal team. It boasts of a workforce that is agile, scales fast, and can process routine, critical data efficiently and effectively on virtually any platform.

To achieve this great mission of connecting 1 million people in the developing countries to meaningful digital work, it must take up the challenge of retaining quality, well trained, highly motivated workforce, fully utilizing and maximizing their capabilities through carefully thought reward management strategies.

1.2. Statement of the Problem

Reward management strategies are key to maximizing the return on investment in human capital. Organizations use them as a strategy to attract, retain and motivate high performing employees. High performing employees give an organization competitive advantage and enables it to achieve the vision, mission and objectives set out on their strategic plan (Brewster, Mayrhofer &Farndale, 2018).

The goal of CloudFactory is to have happy, productive workers and satisfied customers. However, this has not been the case and the employees have been exhibiting several challenges that impact on their performance. These are segregation of employees by rank, change of pay without prior consultations, strenuous working conditions, skills training that is shallow and not aligned with worker's career path, unhealthy competition between branches and high staff turnover which makes it impossible to have a lasting impact in the society. These challenges directly affect their performance and the organization may not grow to achieve its vision and mission.

Following these challenges this study therefore sought to examine the combined effect of financial and non-financial reward management strategies on employee performance at CloudFactory Kenya Limited.

1.3. Objectives

1.3.1 General Objectives

The study sought to find out the effect of reward management strategies on employee performance in Impact Sourcing Companies in Kenya: A Case of Cloud Factory Kenya.

1.3.2 Specific Objectives

- i. To find out the effect of financial rewards on employee's performance at Cloud Factory Kenya Limited.
- ii. To find out whether developmental rewards affect employee's performance at Cloud Factory Kenya Limited.
- iii. To establish the extent to which social rewards affect employee's performance at Cloud Factory Kenya Limited
- iv. To determine if intrinsic rewards affect employee performance at Cloud Factory Kenya Limited.

1.4. Research Questions

- i. How do financial rewards affect employees' performance at Cloud Factory Kenya Limited?
- ii. How do developmental rewards affect employees' performance at Cloud Factory Kenya Limited?
- iii. How do social rewards affect employees' performance at Cloud Factory Kenya Limited?
- iv. How do intrinsic rewards affect employees' performance at Cloud Factory Kenya Limited?

1.5. Justification of the Study

This study will help Cloud Factory Kenya Management team to document the effect of reward management strategies on employee performance. The findings will help the management to come up with reward management strategies that creatively meet the needs of the employees. Whereas many researches have been done on the area of reward management, few have focused on Impact Sourcing Companies and so this research will attempt to bridge that gap.

1.6. Delimitation and Scope of the Study

CloudFactory Kenya Limited operates in Kathmandu, Nepal and Nairobi, Kenya with its headquarters in New York. However, this study only factored the Nairobi branch since that was the one approved by the Company Executive Officer. The study only factored the permanent employees and not the ones on contract employment since they are the ones that their talent department have full control over. The study focused on an Impact Sourcing company due to their deliberate effort to reach talented young people in the developing countries and equipping them with fishing tools as opposed to just giving fish.

1.7 Limitation of the Study

The researcher had initially planned to undertake the study at an institution of higher learning. However, the request was not granted by authorities, citing Human Resource data is sensitive. This prompted the researcher to change the scope of her study in conjunction with her supervisors. CloudFactory is a digital and paperless company and so the researcher had to learn how to generate a google questionnaire and also how to send the link out.

1.8 Definition of Terms

Reward Management

Reward management is the key to maximizing the return on investment in human capital and hence enhancing corporate competitive advantage, (Brewster, Mayrhofer, & Farndale, 2018).

Intrinsic Rewards

Intrinsic rewards can be defined as intangible gifts. They fulfil employee's intrinsic factors or motivators and thus motivate them, and include autonomy, task variety and job challenge (Khan, Waqas, & Muneer, 2017).

Extrinsic Rewards

Extrinsic rewards are tangible in nature and include such rewards as salary, base pay, bonuses. Fixed or base pay provides pay related to the value of the job and provides reward that recognizes individual contribution (Armstrong & Taylor, 2014).

Employee Performance

Motivation influences employee performance, the time such an employee takes to finish a particular task, the requisite skills and competencies for the job (understanding of the role and skill); the capacity and facilitation that may include technology, material inputs and collegial support including from subordinates (Shields, 2016).

Financial Rewards

Financial rewards can be categorized into three classes, that is, fixed or base pay, direct benefits and performance linked pay. They fall under the category of tangible rewards, (Khan, Waqas, & Muneer, 2017)

Social Rewards

Social rewards include but are not limited to such things as work life balance, recognition and work environment, (Jessen, 2010).

CHAPTER 2:

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on rewards management practices and their effects on employee performance. The review begins with an analysis of the theories relating to both independent and dependent variables. This will then be followed by empirical literature review on reward management strategies and how they affect employee performance.

2.2 Theoretical Literature Review

There are theories that employers can make use of in their operations in order to improve employees drive to achieve high quality output in their organizations. Theories, being lenses through which we appreciate phenomena, they may be understood in terms of content or process theoretical base to keep employees motivated, energized, happy and committed (Lynn De Vito, 2016).

2.2.1 Expectancy Theory of Motivation

The expectancy theory of motivation, developed by Victor H. Vroom in 1964, is based on the notion that human behavior depends on people's expectations concerning their ability to perform tasks and to receive their desired rewards. (Hiriyappa, 2018).

Further this theory is also anchored on the notion that “workers tend to perform more effectively if their wages are related to performance which is not based on personal bias

or prejudice but on objective of an employee merit,” (Puwanenthiren, 2011).

According to Vrooms expectancy theory:

The motivation with which an individual engages in an activity depends on the valence or attraction for the rewards or incentives that the organization has to offer, on the expectancy that effort results in a certain level of performance and on the instrumentality of such performance in the attainment of the rewards sought (Chelladurai, 2006).

The expectancy theory has three key elements, which are; expectancy, instrumentality, and valence This, therefore, means that an individual is motivated to the degree that they believe their effort will lead to acceptable performance. In this case, performance will be rewarded and the value of reward is highly positive according to (Lunenborg, 2011).

With the perception of positive outcomes interpreted in form of financial rewards such increased pay, direct benefits and performance linked pay, employees are driven to put extra effort in given assignments. The perception suggests that the higher the attractiveness of the rewards to the employees the higher the output and vice versa. In turn the organizations reap the benefits of achieved objectives which become a win-win for the employees as well as for the employer. The managers benefit from the expectancy theory as it helps them to understand the psychological processes that cause motivation. The thinking, perceptions, beliefs, estimates of chances and probabilities and other such factors of employees strongly influence their motivation, performance and behavior (Parijat & Bagga, 2014) .

Hence when an employer is coming up with an incentive program it is important to be clear on what the employees are expected to do and how it will contribute to organizational success. V room’s expectancy theory therefore shows the very critical things that should be considered to motivate employees. This works by influencing the

effort by the employee to performing, the reward expectancy and reward valences (Lunenburg, 2011). The theory is instrumental to this study because it clearly stipulates the link between financial rewards and employee performance.

2.2.2 Herzberg's Two Factor Theory

The theory was developed in the 1960's by Fredrick Herzberg. He seemed to suggest, contrary to what Maslow argues, that there were really two basic needs not five. Further, Herzberg argues that the basic needs were not arranged hierarchically as independent of one another. These are hygiene needs which would be compared to the physical and security needs by Abraham Maslow. Motivator needs comparable to Maslow's social, esteem and actualization needs.

According to Herzberg, the hygiene needs deals with dissatisfaction though this may not translate into positive satisfaction or motivated behavior. Motivations is really brought about by motivators but not maintenance factors. Meeting the motivators needs results in employee putting effort in their work, therefore satisfaction. The theory makes the assumption that a happy worker is a productive worker (Conte, 2010).

Under the hygiene factors, the motivation is drawn extrinsically, from outside the worker and the job. These factors include working conditions, pay, title, job security, fringe benefits and relationships, rules and regulations and supervision. Motivators or intrinsic factors on the other hand refer to factors that come from within the individual through the work itself. They refer to challenging assignments, increased responsibility, recognition for work and individual growth. They include achievement, recognition, challenge and advancement (Hiriyappa, 2018).

This is where intrinsic rewards come in. The hygiene factors such as financial rewards will keep the employees on the job while the motivator factors such as autonomy, task variety, and job challenge as well social rewards will push the employees to want to do more. They enhance job satisfaction which is seen through exemplary employees' output. The greatest form of motivation is the one drawn intrinsically, and employers should incorporate reward strategies that draw it out.

The presence of extrinsic factors such as financial rewards will only deal with the work dissatisfaction but does not necessarily provide job satisfaction. Conversely, intrinsic factors- when sufficiently supplied cultivates employees' inner growth and development. It follows that the employees will be more productive and perform better. The opposite is also true, lack of it neutralizes their feelings and not necessarily lead to job satisfaction or dissatisfaction (Yusoff, Kian, & Idris, 2013). This theory is relevant to this study because of its integrations of social and intrinsic rewards and how they lead to improved and increased employee performance.

2.2.3 Maslow's Need – Hierarchy Theory of Motivation

It is a popular theory of content-based motivation. The theory was developed by Dr. Abraham Maslow in 1940 and it is based on four major assumptions. According to this theory, the assumptions are only unmet needs motivate, people's needs are arranged in order of importance from basic to complex whereby the lower level needs must be met first before the other levels can make any sense (Hiriyappa, 2018).

While arranging the levels in the Maslow's hierarchy of needs, they become more abstract as they rise through the hierarchy. He believes that employees are motivated by promotions and the need to rise up the organizational ladder. The reason for this is personal development and to constantly handle more challenges.

Looking at the pyramid from the bottom, we start with Psychological needs. They are viewed as the bedrock of motivation, also viewed as the basic needs for human survival. At this point, this would mean a decent salary. Moving up to the second tier and which is safety and security which would include a safe work environment and insurance (both life and medical). Comparing the first and the second tier, psychological needs are basic and one may not do without them but tier two, whose focus is security and insurance, they are viewed as things one aspires to as they build their career but are not essentials.

The third tier up is the need for Belonging, which constitutes having an efficient work environment with supportive employers and co-workers. Fourth tier up from the bottom is the need for Esteem, such as through receiving awards or promotions to show recognition for hard work. The top tier of Maslow's Needs Hierarchy is that of self-actualization, at which point, the employee is giving back to others what they have learned either by mentoring them or using their business savvy in a new way (Lynn De Vito, 2016)

An understanding of these theories provides the manager with a grasp of the intricacies and complexities of human motivation, as well as insight into the appropriateness of the theories and their concepts to specific situations. To fulfill these needs, developmental rewards which encompass training and development, career progression, work environment should be taken into consideration (Chelladurai, 2006).

Training is important in every organization since it aligns itself with employee performance which aid accomplishment of organizational. The theory is relevant to this study because of its integration of developmental and social rewards and how they ultimately lead to improved performance (Mutua, Kinyili, & Arasa, 2017).

Theoretical Framework

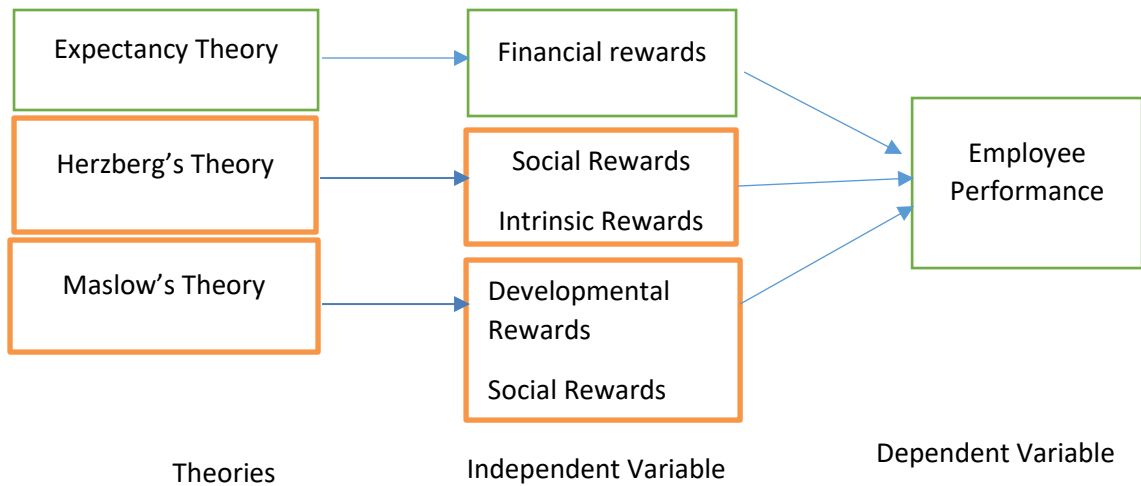


Figure 2.1: Theoretical Framework (Source: Researcher, 2019)

2.3 Empirical Literature Review

2.3.1 Financial Rewards on Employee Performance

Financial rewards can be categorized into three classes, that is, fixed or base pay, direct benefits and performance linked pay. Financial rewards serve many purposes in organizations. They serve to build a better employment deal, hold on to good employees and to reduce turnover. The principal goal is to increase people's willingness to work in one's company, to enhance their productivity. Most people associate rewards, with salary raise or bonuses, but this is only one kind of extrinsic reward (Khan, Waqas, & Muneer, 2017).

Studies show that pay greatly affects job satisfaction. Employees have an expectation of a certain level of financial rewards for their contribution to the organization's goals. Pay is used as a quantitative measure of an employee's worth and in order to compete for the most talented workers, organizations need to provide attractive and equitable pay. In today's competitive and dynamic environment, the role of financial rewards in

attracting and retaining employees positively affect employee performance (Tessema, Ready, & Embaye, 2013).

Pay is by no means the only factor that influences people to join or remain with an organization, but it is important. For a financial reward scheme to be effective and elicit the desired changes in employee's performance, it should factor the amount and type of payment as well as other non-monetary incentives such job autonomous, conducive work environment and career progression opportunities. Monetary reward may not be a very good motivator, but the absence of it is a key de-motivator. Optimum employee performance followed by high monetary reward predicts future high performance as a high occurrence. Further, pay is a significant factor that affects employee performance (Kathombe, Kipchumba, & Kirui, 2018).

Employee benefits consist of arrangements made by employers for their employees that enhance the employees' well-being. They are an addition to the fixed/base pay. They differ from one company to another, but the basics are exotic holidays, pension scheme, insurance covers, loans, company cars and leave allowances. Flexible employee benefit schemes give employees a choice, within limits, of the type or scale of benefits offered to them by their employers as stated by. Employee benefits are a costly part of the remuneration package and therefore they have to be planned and managed with care (Armstrong & Taylor, 2014).

Another element under financial rewards is performance linked pay. The connection between performance and rewards are the goals set and the performance measured against the goals set. Performance related pay can be defined as any remuneration practice in which part or all of the remuneration is based directly and explicitly on

employees assessed work behavior and or measured results (Anku, Amewugah, & Glover, 2018).

A good reward system is one that convinces employees that they have a stake in the business as well as providing them with additional pay.

An organization can decide on the rewards to give to their staff when they successfully meet the set targets. This can be done through annual bonuses or through performance linked pay whereby the achieved targets are rewarded. They help employees to put in all activities and efforts during the year to achieve more than a satisfactory appraisal and increases chances of earning several salaries as lump sum. The scheme bonuses vary within the organizations (Khan, Waqas, & Muneer, 2017).

2.3.2 Developmental Rewards on Employee Performance

Training is the planned and systematic modification of behavior through learning activities, programs and instructions which enable individuals to achieve the level of knowledge, skills and competences needed to perform optimally. Good training programs lead to increased employee performance. Training needs are identified through a formal or informal approach. they arise from recruitment of new staff, shortfall in employee performance, organizational change and individuals expressed needs (Kakui & Gachunga, 2016).

Career progression can be said to be activities which help employees to chart their own career path in an organization so that both the employees and the employer can develop greatly. It helps an organization to increase individual capability of attaining the expected career growth. Career development has a great significance on employee performance. Organizations that are able to manage career progression well benefit

from highly motivated employees. It contributes to the increase in employee performance (Nasution, Mariatin, & Zahreni, 2018).

The workplace itself as an environment for learning can reward people by offering them opportunities to develop their skills and therefore their competitiveness. Focus has been on career progression on employee retention and organizational effectiveness leaving out the role on employee performance. Career development remains a tactic not employed a lot by organizations in order to improve employee performance. Studies have shown a negative relationship between employee performance and career progression (Mark & Nzulwa, 2018).

Indicators of promotion include increased responsibilities and duties, more rights and greater authority. It is characterized by a sense of achievement, a higher status among peers and additional allowances which contributes to greater employee performance. Promotion is an important factor in an organization and is a direct opposite of career stagnation which leads to laziness and discontentment. Employers should continually promote employees who are qualified and capable in order to encourage motivation (Saharuddin & Sulaiman, 2016).

Financial rewards are significant but not satisfactory to retain employees and enhance their performance. Non-monetary incentive such as promotion, praise, appreciation and positive feedback from managers and peers for a job well done is important to generate job satisfaction and motivation. Promotion practices are positively correlated to employee performance and commitment when they are free from bias. To avoid negative correlation, the promotion process should be free from bias. It has been noted that supervisors do invariably tend to discriminate amongst employees (Gathungu, Iravo, & Namusonge, 2015).

2.3.3 Social Rewards on Employee Performance

Social rewards include but are not limited to such things as work life balance, recognition and work environment. Work life balance can be defined as the positive relationship between work and other equally important activities in life which include family, leisure, personal development and community development issues. Work life balance is meant to allow employees greater flexibility in their working patterns to enable them balance what they do at work with the other equally demanding interests outside work. Studies show that work and family priorities conflict affected the performance of employees and hence organizations should come up with creative ways of balancing what employees do in their jobs and how they cater for their family needs to reduce the imbalance and thus improve their performance (Wambui, Cherotich, Emily, & Dave, 2017).

Research has proven that when human beings are appreciated and praised they tend to improve their performance. Recognition is one of the most powerful methods of rewarding people, they need to understand not only how well they have achieved their objectives but also that their achievements are appreciated (W. L. Njanja, 2013).

Forms of recognition include immediate positive feedback from the managers, promotion, public applause, and status symbol of one kind or another, allocation to a high-profile project all of which can function as rewards. Studies emphasizes that employees take recognition as their feelings of value and appreciation and as a result it boosts up moral of employee which ultimately increases productivity of organizations (Khan, Waqas, & Muneer, 2017).

According to (Murlis, 2007) in work life balance, the employees want to know whether there is flexibility and scope for people to manage their work within the context of other

things in their life. Though work life balance should not disrupt operations or hamper production, the balance between career and life obligations should be such that it helps to manage stress levels in the workplace and allow enough rest.

Work environment can be categorized into physical and behavioral components. It involves the physical geographical location as well as the immediate surroundings of the workplace such as a construction site or office blocks. Other factors relating to work environment include the quality of the air, noise level, additional perks and benefits such as unlimited coffee and tea, adequate parking or free child care. Work place environment also factors organizational culture, relationship with supervisor and interpersonal relations. Research has shown there is a relationship between work environment and employee performance and satisfaction of employees towards overall workplace environment leads to greater output (Massoudi & Hamdi, 2017).

Work environment has an impact on an individual's ability to work safely, competently and in compliance with operational performance targets. Studies suggest that improvement in the working conditions leads to better employee's performance and could result into improved performance of the organization due to high retention of employees (Malik, Ahma, Gome, & Al, 2011).

2.3.4 Intrinsic Rewards on Employee Performance

Intrinsic rewards refer to the inherent features of work and characteristics associated with the task itself for instance job autonomy, task variety and job challenge. Intrinsic rewards are intangible and non-monetary in value. They emanate from within the worker themselves and are attached to the job assignments given (Jessen, 2010).

When a worker is given challenging tasks and goes ahead to achieve them, when they are given more room to make decisions and accorded more authority they derive satisfaction from those achievements which become rewarding to them (Obicci, 2015).

Work autonomy has a direct effect on organizational commitment. It shows that a worker has been given substantial room and independence to work creatively and independently, to make judgements and utilize their wisdom in choosing what tasks to accomplish at what time. Studies indicate that Work autonomy increases greater work satisfaction, allows employees to become more creative, reduces emotional exhaustion and gives room to employees to learn better, work better and handle work issues more effectively (Sarinah, Akbar, & Prasadja, 2018).

Task variety and job challenge have a significant impact on employee performance. Job challenge and interesting ensures an integration of different elements of a job such as planning, controlling and executing. Task variety integrates a number of task components involving skills and competencies needed. Task variety enables employees to recognize problems and trouble shoot which removes routineness of tasks to be performed and thus increase optimal employee performance (Gichuki & Munjuri, 2018).

2.3.5 Employee Performance

When employees are well rewarded, they get job satisfaction, they are highly motivated they perform optimally, and the output can be seen through their performance and that of the organization. Provision of financial and non-financial rewards allows organization to address specific employee needs in a more targeted manner (Shields, 2016).

How employees perform and what they expect in return to performance should be clearly defined. Performance management programs can be used to plan, monitor, measure, evaluate and control performance (Salah, 2016).

2.3.6 Conceptual Framework

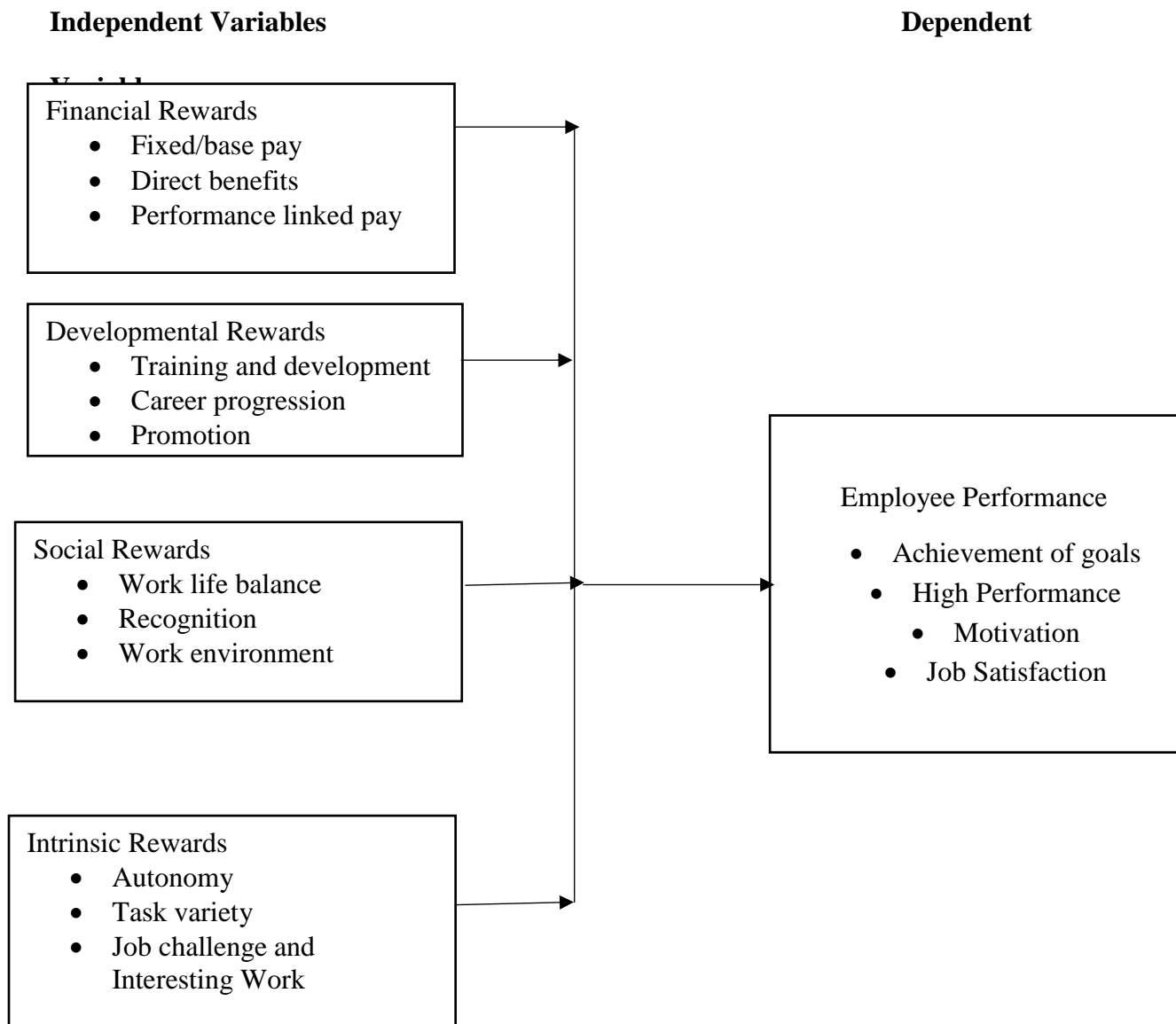


Figure 2.1: Conceptual Framework (Source: Researcher, 2019)

Figure 2.1 shows the indicators that were used to measure each independent variable and the dependent variable. Under financial rewards, the researcher sought to measure whether fixed pay, direct benefits and performance linked pay had any relationship with

employee performance. The researcher sought to see if there are any Developmental rewards offered at CloudFactory Kenya Limited and they were measured by training and development, career progression and promotion. Recognition of work well done, whether individually or as a team is one of the greatest motivator tools which falls under social rewards alongside work life balance and work environment. Those indicators were categorized under social rewards and their measurement depicted their relationship to employee performance. Intrinsic rewards emanate from the job itself and the researcher looked at autonomy, task variety and job challenge as some of the indicators and their relationship to employee performance.

CHAPTER 3:

RESEARCH METHODOLOGY

3.0 Introduction

This chapter covered the methodology and procedures that were used for collecting and analysing data for the study. It also dealt with the type of research design, the population and sampling design, data collection methods as well as data analysis methods.

3.1 Research Design

The study adopted descriptive research design. It helped the researcher to understand specific predictions with narration of facts and characteristics concerning the variables under study. It also assisted the researcher to describe systematically and accurately the facts and characteristics (Kothari & Garg, 2014).

3.2 Target Population

A research population is a collection of individuals or objects with similar characteristics. All individuals or objects within a certain population usually have a common, binding characteristic or trait, (Kombo & Trom, 2014). This study targeted the permanent staff of Cloud Factory Kenya Limited. The population size was 45 permanent staff members. Census was utilized for the study.

Table 3.1 : Population Table

CloudFactory Permanent Staff	Number
Delivery	26
Operations	10
Talent	3
Finance& Accounting	1
Entry Level	2
Administration	3
TOTAL POPULATION	45

3.4 Data Collection Procedure

Primary data was collected using Google questionnaires for this study which was sent through the email. The Google questionnaires were administered after acquiring the research permits. The questionnaire carried two sections. Section A had demographic questions and section B had questions relating to the variables. The respondents were the different categories of Cloud Factory employees.

3.5 Data Collection Instrument

Data was collected using closed-ended google questionnaire. The Likert scale was used to do the rating. The respondents were the permanent employees of CloudFactory Kenya Limited. Closed ended questions were used.

3.6 Data Analysis

SPSS was utilized to process the data. Data analysis was done using descriptive statistics, Pearson's correlation, regression analysis and analysis of variance. Descriptive statistics helped to show the mean, mode, standard deviation and frequency. Pearson's correlation described the relationship between two variables while regression analysis predicted the relationship between two variables. Analysis of Variance (ANOVA) showed the extent to which two or more variables differed (Malik, Ahma, Gome, & Al, 2011). The multiple regression model equation is shown here below:

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

Where;

Y= Employee Performance

X₁-X₄- Independent Variables

X₁= Financial Rewards

X₂= Developmental Rewards

X₃= Social Rewards

X₄= Intrinsic Rewards

β₀= Constant

β₁ – β₄= Beta Co-efficient

ε= Error Term

3.7 Research Ethical Issues

The researcher observed the highest possible ethical standards as well as integrity throughout the research period. Respect was guaranteed to all respondents and confidentiality of the data collected and shared was observed. The google questionnaire did not require the respondents to append their names for maximum confidentiality nor was it collecting respondents' emails in order to enhance anonymity. A research permit letter was also issued by IERB.

CHAPTER 4:

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

This chapter comprises of data analysis, findings and interpretation. Results were presented in tables and diagrams. The analyzed data was arranged under themes that reflect the research objectives. The study findings were compared with the findings of previous studies and the implications were also established.

4.1 Descriptive Statistics

4.1.1 Response Rate

45 google questionnaires were administered via a google link and 37 of them were filled correctly . This gave a response rate of 82%. The figure below shows the response rate. According to Kothari & Garg (2018) a response rate of 50% or more is adequate for a descriptive study. Babbie (2004) also asserted that return rates of 50% are acceptable to analyze and publish, 62% is good and 71% is very good. Based on these assertions therefore, the response rate is adequate for the study.

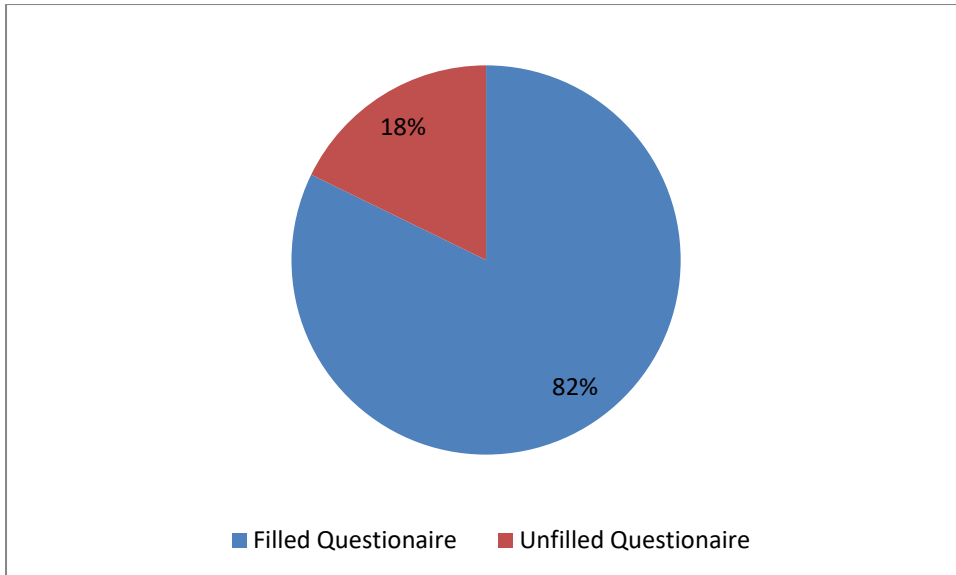


Figure 4.1: Response rate

4.1.2 Gender of Respondents

The figure below shows the gender of the respondents at the Cloud Factory Kenya Limited. 51% of the respondents were female and 49% were male.

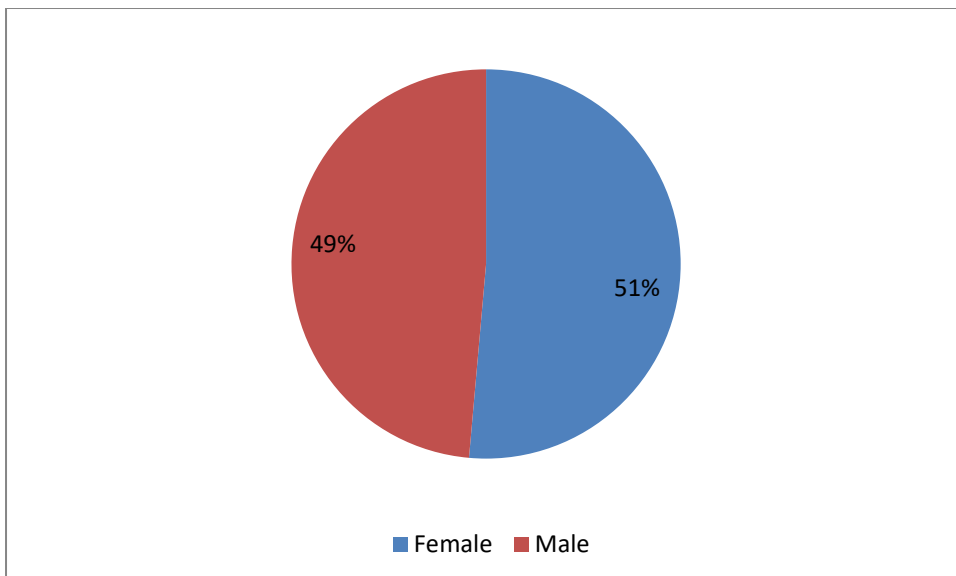


Figure 2.2: Gender of respondents

4.1.3 Years in Organization

The figure below shows the year that respondents have been associated with CloudFactory Kenya Limited. 67.6% of the respondents have been in the organization

for not more than 2 years. 27% have been in the organization for about 2-4 years and 5.4% of the respondents have been there for about 4.6 years.

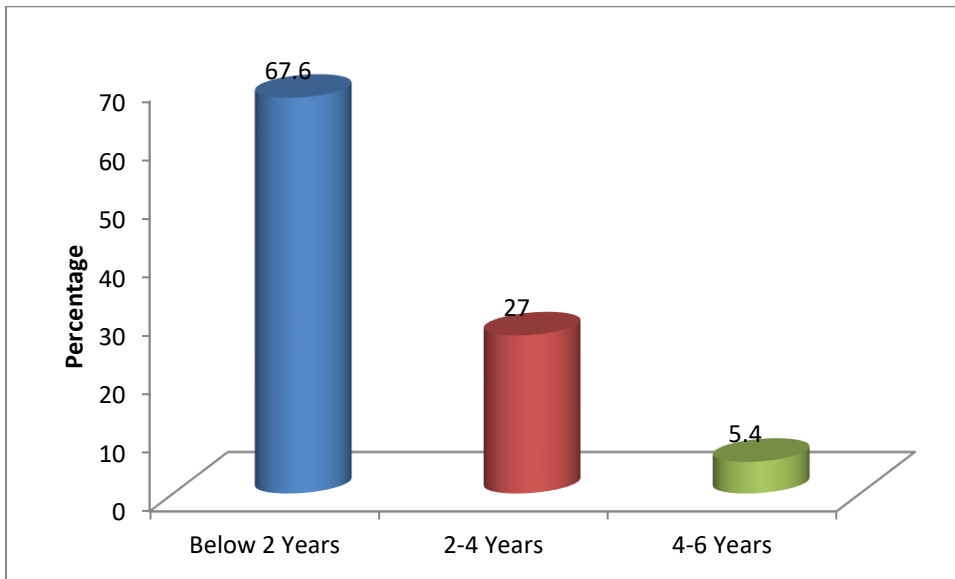


Figure 4.3: Years in Organization

4.1.4 Department Worked on

There are different departments at CloudFactory Kenya Limited that the respondents are working in. The results show that 29.7% of the respondents work in operations department and 56.8% work in delivery department. 8.1% of the respondents are focusing on talent and 2.7% of the respondents are both working in finance and accounting department and other departments.

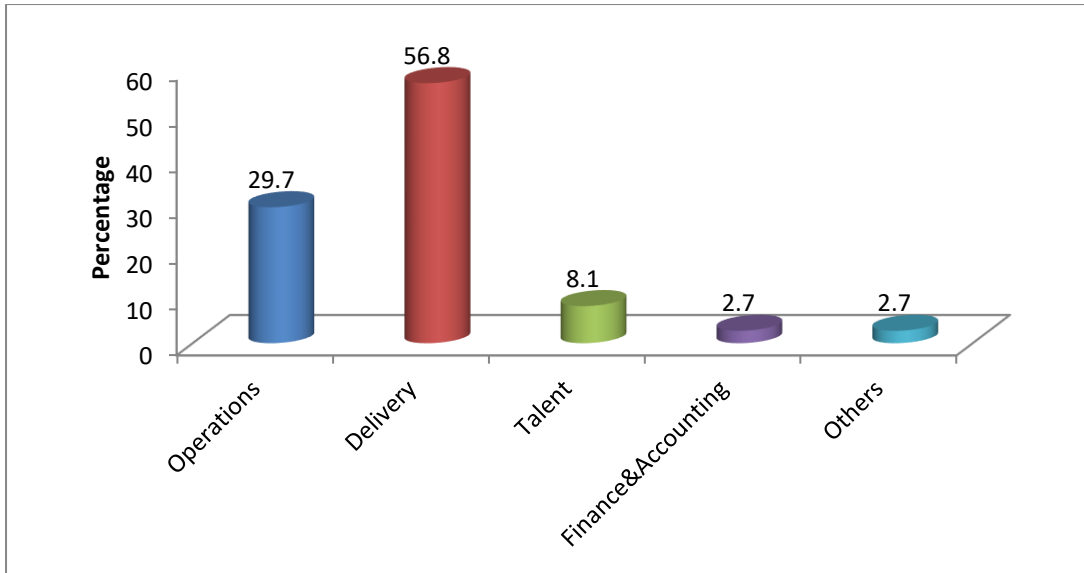


Figure 4.4: Department worked on

4.1.5 Descriptive Results on Financial Reward

The table below shows the descriptive results on financial reward. The results indicate that 40.5% of the respondents agree that they are paid a fixed/base pay commensurate to their skills set. 35.1% while about 21.6% respectively agree that the salary they earn is as per the market rate and it motivates them to perform optimally. 48.6% of the respondents agree that the benefits they earn such as leave allowance, pension scheme and medical cover are competitive and commensurate to the skills they possess. Also, 29.7% of the respondents agree that the benefits that they are given allows them to have a peace of mind and concentrate more on their work. 51.4% and 27% of the respondents agree and strongly agree that their supervisor involves them in setting work targets which are measurable.

Table 4.1: Descriptive results on Financial Reward

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
I am paid a fixed/base pay commensurate to my skills set	5.4%	27.0%	16.2%	40.5%	10.8%	3	1
The salary I earn is as per the market rate and it motivates me to perform optimally	5.4%	35.1%	35.1%	21.6%	2.7%	3	1
I am compensated every time I work overtime in order to achieve the institution's goals	32.4%	43.2%	13.5%	8.1%	2.7%	2	1
The benefits I earn such as leave allowance, pension scheme and medical cover are competitive and commensurate to the skills I possess	0.0%	5.4%	21.6%	48.6%	24.3%	4	1
The benefits that I am given encourages me to continue working without thinking of greener pastures	10.8%	35.1%	27.0%	16.2%	10.8%	3	1
The benefits that I am given allows me to have a peace of mind and concentrate more on my work	8.1%	27.0%	27.0%	29.7%	8.1%	3	1
I am given annual salary increment to enhance my motivation and high performance	5.4%	16.2%	37.8%	27.0%	13.5%	3	1
I am awarded bonuses for exceedingly meeting the set and agreed targets	21.6%	18.9%	21.6%	24.3%	13.5%	3	1
My supervisor involves me in setting work targets which are measurable	5.4%	5.4%	10.8%	51.4%	27.0%	4	1

4.1.6 Descriptive Results on Developmental Reward

The descriptive results indicate that 45.9% and 18.9% of respondents agree and strongly agree that they participate in short term training and development programs organized by the institution and they enable them to enrich their skills set. 43.2% of the respondents strongly disagree that they have been sponsored by the institution to attend long term and short-term training and development programs. On the other hand, 45.9% of the respondents agree that career progression opportunities improves their job performance and 54.1% of the respondents agree that they have coaches and mentors in the institution who have helped them with tips on career growth and progression. 45.9% of respondents were neutral that they have been promoted after successful completion of trainings sponsored by the organization. Also, 40.5% of respondents

strongly agree that promotion prospects would motivate them to perform exemplary well.

Table 1.2: Descriptive results on Developmental Reward

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
I participate in short term training and development programs organized by the institution and they enable me to enrich my skills set	8.1%	18.9%	8.1%	45.9%	18.9%	3	1
I have been sponsored by the institution to attend long term and short-term training and development programs	43.2%	27.0%	18.9%	10.8%	0.0%	2	1
There is a well-organized training policy manual in the institution	27.0%	24.3%	16.2%	29.7%	2.7%	3	1
Career progression opportunities improves my job performance	10.8%	21.6%	10.8%	45.9%	10.8%	3	1
I have the opportunity to be involved in activities that promote my career progression	2.7%	18.9%	10.8%	54.1%	13.5%	4	1
I have coaches and mentors in the institution who have helped me with tips on career growth and progression	2.7%	10.8%	16.2%	54.1%	16.2%	4	1
I have been promoted after successful completion of trainings sponsored by the organization	27.0%	21.6%	45.9%	5.4%	0.0%	2	1
Promotion criteria is based on merit and is unbiased	2.7%	13.5%	35.1%	32.4%	16.2%	3	1
Promotion prospects would motivate me to perform exemplary well	2.7%	8.1%	10.8%	37.8%	40.5%	4	1

4.1.7 Descriptive Results on Social Reward

In the table below, the descriptive results indicate 40.5% of the respondents strongly disagree and disagree respectively that the tasks they do encroach on their social life and hence they are not able to balance their work and other personal obligations. 40.5% and 48.6% of respondents agree and strongly agree respectively that flexible working arrangements lead to enhanced employee retention and hence reduces turnover. Also, 56.8% of the respondents agree that they are praised and recognized for the good work that they do. In addition, 62.2% of the respondents strongly agree that working environment has ample amenities that motivate them to work harder such as clean

purified water, clean office space, enough fresh air. 70.3% of the respondents strongly agree that the organization culture provides a conducive environment to work.

Table 4.3: Descriptive results on Social Reward

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
The tasks I do encroach on my social life and hence I am not able to balance my work and other personal obligations	40.5%	40.5%	5.4%	8.1%	5.4%	2	1
Flexible working arrangements lead to enhanced employee retention and hence reduces turnover	0.0%	2.7%	8.1%	40.5%	48.6%	4	1
Work life takes all my time during the day that I do not have time for my family	37.8%	35.1%	10.8%	16.2%	0.0%	2	1
I am praised and recognized for the good work that I do	0.0%	8.1%	21.6%	56.8%	13.5%	4	1
Recognition enables me to enhance my achievement and feel involved in the institution culture	0.0%	13.5%	10.8%	48.6%	27.0%	4	1
Recognition for the work I do enables me to have a better perception of my work, workplace and the people I work for	0.0%	13.5%	16.2%	45.9%	24.3%	4	1
The working environment has ample amenities that motivates me to work harder such as clean purified water, clean office space, enough fresh air	0.0%	0.0%	0.0%	37.8%	62.2%	5	0
I enjoy a good working relationship from my seniors, supervisors and fellow colleagues	0.0%	0.0%	5.4%	37.8%	56.8%	5	1
The organization culture provides a conducive environment to work	0.0%	0.0%	0.0%	29.7%	70.3%	5	0

4.1.8 Descriptive Results on Intrinsic Reward

The descriptive results show that 62.2% that the level of autonomy they are given at work has a positive impact on their productivity, performance and creativity. 54.1% and 45.9% of the respondents strongly agree and agree respectively that they regard minimal supervision in the workplace highly because it builds their confidence to delivery. 40.5% of the respondents strongly agree and agree that institution combines various aspects of the job that they do (planning, controlling and executing). Also, 51.4% of the respondents agree that there are challenging and interesting opportunities to utilize skills possessed even outside their area of operation that challenge them to

grow and develop the institution. Another 51.4% of the respondents of agree that challenging and interesting work pushes them out of their comfort zone and pushes them to consult their colleagues.

Table 4.4: Descriptive results on Intrinsic Reward

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
The level of autonomy I am given at work has a positive impact on my productivity, performance and creativity	2.7%	0.0%	2.7%	62.2%	32.4%	4	1
I regard minimal supervision in the workplace highly because it builds my confidence to deliver	0.0%	0.0%	0.0%	45.9%	54.1%	5	1
I am allowed to decide how to go about getting my job done	0.0%	0.0%	10.8%	43.2%	45.9%	4	1
I am clear about my tasks in all the organizational levels	0.0%	2.7%	8.1%	51.4%	37.8%	4	1
The institution combines various aspects of the job that I do (planning, controlling and executing)	0.0%	2.7%	16.2%	40.5%	40.5%	4	1
ask variety pushes me to think creatively, brainstorm on issues and enhance my performance	0.0%	2.7%	5.4%	45.9%	45.9%	4	1
There are challenging and interesting opportunities to utilize skills possessed even outside my area of operation that challenge me to grow and develop the institution	0.0%	5.4%	10.8%	51.4%	32.4%	4	1
Challenging and interesting work removes routineness and boredom from my work and improves my performance	0.0%	5.4%	5.4%	48.6%	40.5%	4	1
Challenging and interesting work pushes me out of my comfort zone and pushes me to consult my colleagues	0.0%	2.7%	8.1%	51.4%	37.8%	4	1

4.1.9 Descriptive Results on Employee Performance

Descriptive results on employee performance indicate that 56.6% of respondents strongly agree that they are very familiar with all the organization objectives and goals and 56.8% of the respondents strongly agree that they are committed to achieve all the goals that they set with their supervisors. Similarly, 59.5% of respondents agree that the tools and resources needed to do their job are sufficient and thus they perform highly

and on the other hand, 62.2% of the respondents agree that challenging and interesting tasks enhances their motivation at Cloud Factory Kenya Limited. 37.8% of the respondents agree and 24.3% disagree that the reward strategies in place motivates them to perform better in all their tasks. In addition, 45.9% agree and 24.3% strongly agree and neutral that the top management motivates them to achieve their targets.

Table 4.5: Descriptive results on Employee Performance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
I am very familiar with all the organization objectives and goals	0.0%	0.0%	8.1%	35.1%	56.8%	4	1
I am involved in the process of drawing the strategic plan hence I fully participate in its implementation	5.4%	24.3%	37.8%	27.0%	5.4%	3	1
I am committed to achieve all the goals that we set with my supervisor	0.0%	0.0%	0.0%	43.2%	56.8%	5	1
The tools and resources needed to do my job are sufficient and thus I perform highly	2.7%	0.0%	13.5%	59.5%	24.3%	4	1
My supervisor and I conduct performance appraisal in order to improve the quality of my work output	2.7%	10.8%	29.7%	43.2%	13.5%	4	1
The performance appraisal process is objective, and feedback is always given on my ratings	8.1%	16.2%	29.7%	32.4%	13.5%	3	1
Challenging and interesting tasks enhances my motivation	0.0%	0.0%	2.7%	62.2%	35.1%	4	1
The reward strategies in place motivates me to perform better in all my tasks	5.4%	24.3%	21.6%	37.8%	10.8%	3	1
The top management motivates me to achieve my targets	2.7%	2.7%	24.3%	45.9%	24.3%	4	1

4.2 Inferential Statistics

4.2.1 Correlation Matrix and Analysis

A Pearson correlation was used to establish the association among the variables used in the study. It indicated the direction in one variable if another variable changes. A negative Pearson correlation value indicates negative correlation while a positive Pearson correlation value indicates a positive correlation. The strength of the association increases as the value approaches either negative 1 or positive 1.

Table 4.6: Correlation Matrix

		Financial Reward	Developmental Reward	Social Reward	Intrinsic Reward	Employee Performance
Financial Reward	Pearson Correlation	1				
	Sig. (2- tailed)	0.000				
	N	37				
Developmental Reward	Pearson Correlation	.510**	1			
	Sig. (2- tailed)	0.001	0.000			
	N	37	37			
Social Reward	Pearson Correlation	0.08	0.174	1		
	Sig. (2- tailed)	0.637	0.303	0.000		
	N	37	37	37		
Intrinsic Reward	Pearson Correlation	0.057	.364*	.699**	1	
	Sig. (2- tailed)	0.736	0.027	0.000	0.000	
	N	37	37	37	37	
Employee Performance	Pearson Correlation	.603**	.709**	.492**	.511**	1
	Sig. (2- tailed)	0.000	0.000	0.002	0.001	0.000
	N	37	37	37	37	37

** Correlation is significant at the 0.01 level (2-tailed).

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

The study used correlation to understand the relationship that exists between the dependent variable (Employee Performance) and the independent variables (Financial Reward, Developmental Reward, Social Reward and Intrinsic Reward) at CloudFactory Kenya Limited.

According to the correlation matrix results, financial reward has a strong and positive relationship with employee performance at CloudFactory Kenya Limited. The value of Pearson correlation was $r = 0.603$ with a $p = 0.000$ which was significant at 0.01 significance level. This means that an improvement on financial reward will lead to improvement on the employee performance at CloudFactory Kenya Limited.

Similarly, developmental reward also has a positive relationship with employee performance at CloudFactory Kenya Limited. The value of Pearson correlation was $r=0.709$ with a $p=0.000$ which was significant at 0.01 significance level. This means that effective implementation of developmental reward will result into better employee performance at CloudFactory Kenya Limited.

Also, from the correlation matrix results, it is clear that social reward has a strong and positive correlation with employee performance at the organization. The value of Pearson correlation was $r=0.492$ with a $p=0.002$ which was significant at 0.01 significance level. It means that an improvement on the social reward at CloudFactory Kenya Limited will lead to better employee performance.

Finally, the correlation results also indicate that intrinsic reward has a strong positive correlation with the employee performance at CloudFactory Kenya Limited. The Pearson value of correlation was $r=0.511$ with a $p=0.001$ which was significant at 0.01 significance level. This clearly means that an improvement on intrinsic reward at the CloudFactory Kenya Limited will result into better employee performance.

4.2.2 Regression Analysis

According to Kothari & Garg (2018), regression is the determination of a statistical relationship between two or more variables. Regression was adapted to further test the nature of relationship between independent variables and dependent. When there are two or more than two independent variables, the analysis concerning relationship is known as multiple regressions and the equation describing such relationship as the multiple regression equation. The table below shows the model summary

Table 4.7: Co-efficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854a	0.73	0.696	0.31062

a Predictors: (Constant), Intrinsic Reward, Financial Reward, Developmental Reward, Social Reward

The results showed that intrinsic reward, financial reward, developmental reward and social reward had a significant association with the employee performance at CloudFactory Kenya Limited (R=0.854). The summary also shows the value of adjusted R square at 0.696. Moreover, the results revealed that intrinsic reward, financial reward, developmental reward and social reward jointly accounted for 73% of the variation in employee performance at CloudFactory Kenya Limited. This means that intrinsic reward, financial reward, developmental reward and social reward contribute 73% of factors affecting employee performance at CloudFactory Kenya Limited. It also means that there are other factors that contribute to employee performance at CloudFactory Kenya Limited and the factors add up to 27%.

4.2.2.1 Analysis of Variance (ANOVA)

In accordance to Kothari (2014), ANOVA is a procedure for testing the difference among different groups of data for homogeneity. The essence of ANOVA is that the total amount of variation in a set of data is broken down into two types; that amount which can be attributed to chance and that amount which can be attributed to specified causes while F- test was also used in the context of the analysis of variance (ANOVA) for judging the significance of multiple correlation coefficients.

Table 4.8: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.35	4	2.087	21.635	.000b
	Residual	3.088	32	0.096		
	Total	11.437	36			

a Dependent Variable: Employee Performance

b Predictors: (Constant), Intrinsic Reward, Financial Reward, Developmental Reward, Social Reward

The results of ANOVA in the table above indicate that intrinsic reward, financial reward, developmental reward and social reward were significant predictor variables of employee performance at CloudFactory Kenya Limited. This was indicated by the F-statistics results (F=21.635, p=0.000) indicating that the model used to link the dependent variable and independent variables was statistically significant.

Table 4.9: Regression Coefficient

	B	Std. Error	Beta	t	Sig.
1 (Constant)	-0.463	0.561		-0.825	0.415
Financial Reward	0.283	0.088	0.351	3.208	0.003
Developmental Reward	0.379	0.103	0.434	3.681	0.001
Social Reward	0.418	0.18	0.304	2.327	0.026
Intrinsic Reward	0.151	0.176	0.12	0.858	0.397

a Dependent Variable: Employee Performance

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Employee Performance (dependent variable)

X₁ = Financial Reward

X₂ = Developmental Reward

X₃ = Social Reward

X₄ = Intrinsic Reward

E = Error term and α = constant β = coefficient of independent variable

$$\text{Employee Performance} = -0.463 + 0.283 X_1 + 0.379 X_2 + 0.418 X_3 + 0.151 X_4 + e$$

Financial reward ($\beta = 0.283$, p=0.003) was found to have a positive significant relationship with employee performance at CloudFactory Kenya Limited based on the multivariate regression model, this is because the p-value was less than 0.05 as indicated in table 4.9 above. This means that financial reward contributes positively and significantly to employee performance at Cloud Factory Kenya Limited.

The developmental reward factor ($\beta = 0.379$, $p=0.001$) has a positive and significant relationship with employee performance at CloudFactory Kenya Limited, this is because the p-value calculated was less than 0.05. It means that developmental reward has significant relationship with employee performance and therefore, it adds positively to performance of employees at the CloudFactory Kenya Limited.

Also, social reward factor ($\beta = 0.418$, $p = 0.026$) has positive and significant relationship with employee performance at CloudFactory Kenya Limited. The p-value calculated is less than 0.05 and it means that social reward contributes positively and significantly to the employee performance at CloudFactory Kenya Limited.

However, intrinsic reward factor ($\beta = 0.151$, $p = 0.397$) has a positive insignificant relationship with employee performance at CloudFactory Kenya Limited. The calculated p-values were greater than 0.05. It means that intrinsic reward has insignificant positive contribution to employee performance at CloudFactory Kenya Limited.

4.3 Discussion of Results

The findings of the study have been discussed based on the objectives of the study;

4.3.1 Financial Reward Effect and Employee Performance

The results indicate that financial reward plays an important role on employee performance at CloudFactory Kenya Limited. The correlations showed a positive and strong relationship with the employee performance and therefore, this means that continuous improvement on the financial reward will lead to better employee performance at CloudFactory Kenya Limited. The Pearson correlation value is $r= 0.603$ at $p=0.000$ and was significant at 0.01 significance level. The regression analysis results also showed a statistically significant relationship between financial reward and

employee performance. This is in agreement with Tessema, Ready & Embaye (2013), whose study concluded that financial rewards positively affected employee performance. The study also agrees with Kathombe, Kipchumba & Kirui (2018), whose study also concluded that pay is a significant factor that affects employee's performance.

4.3.2 Developmental Reward Effect and Employee Performance

The descriptive statistics showed that bigger percentage of respondent agreed that developmental reward plays a significant role towards boosting employee performance. The correlations result also showed a positive relationship between developmental reward and employee performance at CloudFactory Kenya Limited with the value of Pearson correlation being $r= 0.709$ with a $p=0.000$ which was significant at 0.01 significance level. Also, the regression analysis showed a statistically significant relationship between developmental reward and employee performance at Cloud Factory Kenya Limited. It means that developmental reward has great impact on the employee performance at CloudFactory Kenya Limited. These findings are in agreement with (Nasution, Mariatin, & Zahreni, 2018) who also found out that organizations that are able to manage developmental strategies such as a clear career progression path benefit form highly motivated employees which in turn enhances employee performance. According to Mark & Nzulwa (2018), their study showed a negative relationship between employee performance and career progression which disagrees with this study.

4.3.3 Social Reward Effect and Employee Performance

Based on the correlations results, there is positive and strong relationship between the social reward and employment performance at CloudFactory Kenya Limited with the

value of Pearson correlation being $r= 0.0.492$ with a $p=0.002$ which was significant at 0.01 significance level. The result means that improved social reward would lead to better employee performance. Besides, the descriptive results show that many respondents agreed that social reward is essential towards better employee performance at CloudFactory Kenya Limited. Besides, the regression analysis showed a statistically significant relationship between social reward and employee performance. It means that the social reward had greater impact on employee performance at CloudFactory Kenya Limited. Previous research conducted by Massoudi & Hamdi (2017), showed a positive relationship between social rewards strategies such as a good working environment and employee performance which agrees with this study. A study conducted by Wambui, Cherotich, Emily & Dave (2017), also highlighted that work and family priorities affected performance of employees and thus organizations should come up with creative ways of balancing employees work obligations and family needs.

4.3.4 Intrinsic Reward Effect and Employee Performance

According to the correlation results, the intrinsic reward had great impact on the employee performance at CloudFactory Kenya Limited with the value of Pearson correlation being $r= 0.511$ with a $p=0.001$ which was significant at 0.01 significance level. This implies that good intrinsic reward would lead to better employee performance and on the other hand, poor intrinsic reward would deteriorate the employee performance at CloudFactory Kenya Limited. This was in agreement with Sarinah, Akbar, & Prasadja (2018), who found out that work autonomy which is a form of intrinsic reward increases greater work satisfaction, allows employees to become more creative, reduces emotional exhaustion and gives room to employees to learn better, work better and handle work issues more effectively, thus contributing positively to employee performance. The descriptive results also showed that intrinsic rewards

had great influence on employee performance at CloudFactory Kenya Limited. However, the regression analysis results showed a statistically insignificant relationship between intrinsic reward and employee performance at CloudFactory Kenya Limited. It means that at CloudFactory Kenya Limited, intrinsic reward has positive insignificant impact on the performance of employees.

CHAPTER 5:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter contained a summary of the findings, recommendations, conclusions and areas for further studies that the study identified. The summary of the findings was done in line with the study objectives. The study made recommendation based on the conclusion of the study.

5.1 Summary of Findings

The target population for this study was the CloudFactory Kenya Limited. The study adopted a census survey technique with respect to the analysis unit which is CloudFactory Kenya Limited. Primary data was gathered by use of structured questionnaires. The study collected data using Google questionnaire. Data gathered from the questionnaires was processed using statistical package for social sciences computer software which generated both the descriptive and inferential statistics.

5.1.1 Financial Reward and Employee Performance

The financial reward at CloudFactory Kenya Limited plays a significant role towards attaining better employee performance at CloudFactory Kenya Limited. The descriptive analysis shows a strong agreement from the respondents that financial reward plays an essential role towards ensuring that there is good employee performance at the organization. The regression analysis also showed a statistically significant relationship between financial reward and employee performance. Similarly, the correlation results

also indicate that there is a very strong and positive relationship between financial reward and employee performance at CloudFactory Kenya Limited.

5.1.2 Developmental Reward and Employee Performance

Developmental reward is essential towards boosting employee performance at CloudFactory Kenya Limited. Based on descriptive results, it is clear that an improvement in developmental reward will result into higher employee performance. Also, there was strong and positive relationship between the developmental reward and employee performance at CloudFactory Kenya Limited. Further, the regression analysis showed a statistically significant relationship between developmental reward and employee performance at CloudFactory Kenya Limited. Based on the regression result, there is great impact caused by developmental reward and therefore, there is need to continuously improve it in order to boost employee performance.

5.1.3 Social Reward and Employee Performance

At the CloudFactory Kenya Limited, many respondents agreed that social reward is important towards attaining better employee performance. It means that improving the social reward factor will lead to better employee performance at CloudFactory Kenya Limited. Besides, there was strong and positive relationship between the social reward and employee performance at Cloud Factory Kenya Limited. In addition, the regression analysis showed a statistically significant relationship between social reward and employee performance.

5.1.4 Intrinsic Reward and Employee Performance

Many respondents agree that intrinsic reward played an important role towards attaining good employee performance at CloudFactory Kenya Limited. Also, correlation results indicated that intrinsic reward of the organization had strong relationship with the

employee performance. On the other hand, the regression analysis showed a statistically positive insignificant relationship between intrinsic reward and employee performance at CloudFactory Kenya Limited.

5.2 Conclusions

The financial rewards such as base pay, direct benefits and performance linked pay has a positive and significant role towards attaining better employee performance at CloudFactory Kenya Limited. This implies that the more they are enhanced, the higher the employees' output.

On the other hand, developmental rewards such as training and development, career progression and promotion positively affect employee performance. This conclusion was based on the correlation result that showed a positive relationship between the developmental rewards and employee performance.

Also, the study showed that social reward had a positive impact on the employee performance and therefore, there is need to ensure that there is continuous improvement of social reward for the purpose of boosting performance of the employees at CloudFactory Kenya Limited.

The intrinsic reward is also contributing positively towards the effectiveness of employee performance and this based on the descriptive statistics and correlation result. It means that intrinsic reward is a significant factor towards having a better employee performance at Cloud Factory Kenya Limited.

5.3 Recommendation

There should be continuous improvement on financial reward to ensure that there is effective employee performance at CloudFactory Kenya Limited. This should be scaled

up even to other Impact Sourcing companies for the purpose of boosting employee performance.

The developmental reward should be improved at CloudFactory Kenya Limited in order to attain better employee performance. This can be scaled up to other impact sourcing companies or institutions in order to motivate employees which will eventually lead to high employees' performance.

There should be a deliberate implementation of social rewards such as work life balance, recognition and work environment at CloudFactory Kenya Limited for the purpose of attaining better employee performance.

The intrinsic rewards such as autonomy, task variety, job challenge and interesting work have a great impact on employees' performance and hence CloudFactory Kenya Limited should explore more ways of enhancing them in order to boost employee performance. This should be scaled up to other companies or organization.

5.4 Suggestions for Further Study

Based on the results of study, the factors which are affecting employee performance account for 73% and it is therefore recommended that a further study should be done to find out other factors that might be affecting the employee performance at Cloud Factory Kenya Limited.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Research Topic: **Effect of Reward Management Strategies on Employees Performance in Impact Sourcing Companies in Kenya: A Case of Cloud Factory Kenya Limited**

Dear Respondent,

I am a student at Africa International University pursuing a master's degree in Business Administration. The questionnaire is intended to help the researcher get information on the effect of reward management strategies on employee's performance in Impact Sourcing Companies: A Case of CloudFactory Kenya Limited. The purpose of the study is purely academic, and information shared will be treated with the highest degree of confidentiality.

You have been selected as a key respondent for the study. Kindly, complete the questionnaire to enable the researcher to complete the study.

SECTION A:

Please tick/mark the appropriate answer

Demographic Information and respondent profile

1. Gender

Male []

Female []

2. How long have you worked in A.I.U?

2 years and below []

3-6 years []

7-10 years

[]

11-14 years

[]

Over 15 years []

SECTION B:

Please indicate your opinion as per the level of disagreement or agreement with the outlined statements using the provided 1 to 5 scale.

1= strongly disagree 2= Disagree 3= Neutral 4= Agree 5 = strongly agree

Financial Rewards		1	2	3	4	5
1	I am paid a fixed/base pay commensurate to their skills					
2	The salary I earn is as per the market rate and it motivates me to perform optimally					
3	I am compensated every time I work overtime in order to achieve the institution's goals					
4	The benefits I earn such as leave allowance, pension scheme and medical cover are competitive and commensurate to the skills possessed					
5	The benefits that I am given encourages me to continue working without thinking of greener pastures.					
6	The benefits that I am given allows me to have a peace of mind and concentrate more on my work					
7	I am given annual salary increment to enhance motivation and high performance					
8	I am awarded bonuses for exceedingly meeting the set and agreed targets					
9	My supervisor involves me in setting work targets which are measurable					

Developmental Rewards		1	2	3	4	5
1	I participate in short term training and development programs organized by the institution and they enable me to enrich my skills set					

2	I have been sponsored by the institution to attend long term and short-term training and development programs					
3	There is a well-organized training policy manual in the institution					
4	Career progression opportunities improves my job performance					
5	I have the opportunity to be involved in activities that promote my career progression					
6	I have coaches and mentors in the institution who have helped me with tips on career growth and progression					
7	I have been promoted after successful completion of trainings sponsored by the organization					
8	Promotion criteria is based on merit and is unbiased					
9	Promotion prospects would motivate me to perform exemplary well					

	Social Rewards	1	2	3	4	5
1	The tasks I do encroach on my social life and hence I am not able to balance my work and other personal obligations					
2	Flexible working arrangements lead to enhanced employee retention and hence reduces turnover					
3	Work life takes all my time during the day that I do not have time for my family					
4	I am praised and recognized for the good work that I do					
5	Recognition enables me to enhance my achievement and feel involved in the institution culture					
6	Recognition for the work I do enables me to have a better perception of my work, workplace and the people I work for					

7	The working environment has ample amenities that motivates me to work harder such as clean purified water, clean office space, sufficient tools for work					
8	I enjoy a good working relationship from my seniors, supervisors and fellow colleagues					
9	The organization culture provides a conducive environment to work					

	Intrinsic Rewards	1	2	3	4	5
1	The level of autonomy I am given at work has a positive impact on my productivity, performance and creativity					
2	I regard minimal supervision in the workplace highly because it builds my confidence to deliver					
3	I am allowed to decide how to go about getting my job done					
4	I am clear about my tasks in all the organizational levels					
5	The institution combines various aspects of the job that I do (planning, controlling and executing)					
6	Task variety pushes me to think creatively, brainstorm on issues and enhance my performance					
7	There are challenging and interesting opportunities to utilize skills possessed even outside my area of operation that challenge me to grow and develop the institution					
8	Challenging and interesting work removes routineness and boredom from my work and improves my performance					
9	Challenging and interesting work pushes me out of my comfort zone and pushes me to consult my colleagues					

Employee Performance		1	2	3	4	5
1	I am very familiar with all the organization objectives and goals					
2	I am involved in the process of drawing a strategic plan hence I fully participate in its implementation					
3	I am committed to achieve all the goals that we set with my supervisor					
4	The tools and resources needed to do my job are sufficient and thus I perform highly					
5	My supervisor and I conduct performance appraisal in order to improve the quality of my work output					
6	The performance appraisal process is objective, and feedback is always given on my ratings					
7	Challenging and interesting tasks enhances my motivation					
8	The reward strategies in place motivates me to perform better in all my tasks					
9	The top management motivates me to achieve my targets					

Thank you for your time, God bless you.

APPENDIX 2: IERB PROPOSAL SUBMISSION FORM

Part B: Principle Investigator Research Proposal Submission Checklist

Please ensure that the following items are attached when submitting the proposal to the IERB

Office:

Research Proposal must include:

Chapter 1: Introduction. This should cover the background to the problem, statement

of the problem,	objectives of the study, research questions, purpose of the study,
justification for the study, limitation of	the study, definition of terms and the chapter

summary.

Chapter 2: Literature Review

Chapter 3: Research Methodology. At minimum shall include the research design, site

selection, participant selection with inclusion/exclusion criteria, pre-screening of participants, participant consent, description of risk assessment and methods to reduce risk, participant debrief, data collection, instrumentation, method of data analysis/validity/reliability, ethical considerations including methods to ensure participant confidentiality, i.e. stored data, non-disclosure of participant identification, disposal of data at conclusion of research.

References in compliance with APA or other relevant style of writing and referencing

Appendices

- Principal Investigator(s) Curriculum Vitae
- Participant Informed Consent, Parent Consent/Child Assent Forms (As Applicable)
- Debrief Form
- PI and Other Researchers' Signed Confidentiality Agreements
- 4 Hard Copies of all submission documents
- 1 Soft Copy of all submission documents
- Receipt of payment
- Proposal has been defended? Indicate date of defense: 18 December 2018

Part C: Principal Investigator Declaration

As the Principal Investigator of this study I hereby declare that I take full responsibility for this proposed study and will conduct it according to the documented

proposal and in line with AIU IERB ethical guidelines.

By signing this document, I agree that:

- a) All documents submitted with this application are a true representation of the proposed study and have not been falsified in any way.
- b) This study will not commence in any way, and no participants will be recruited, until a final official approval is received from AIU's IERB.
- c) Ethical standards of practice will be maintained during this research. The study will be conducted as stated in the submitted protocol. All participants will be recruited and consented as stated in the submitted protocol.
- d) Any planned or any unforeseen protocol deviations or protocol violations -to the submitted study- must be reported to AIU's IERB in writing by email to joash.mutua@africainternational.edu immediately. The Deviation/Violation Report Form must be submitted to the IERB office within five (5) business days of the email to the IERB Office.
- e) Any unexpected or serious adverse event during the research must be reported to the IERB Office by telephone (+254743513617) immediately, and by email to joash.mutua@africainternational.edu within twenty-four (24) hours after the PI is aware of the event.

Principal Investigator Signature	Date
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APPENDIX 3: IERB INFORMED CONSENT FORM -(AIU-A/IERB Form 2017-4)

PARTICIPANT CONSENT FORM

I am Susan Wachera Kabuki a student at Africa International University, where I am pursuing a Master of Business Administration degree. As part of my degree requirements I am completing a research study and I would like to include you in the study. My research chair at AIU *Dr. Lucy Kinyua* may be contacted by email at *lucy.kinyua@aiu.ac.ke* or phone 0722807420 if you have any questions at any time.

Your written consent is required to participate so that I can confirm that you have been informed of the study and that you agree to participate. You are free to decline or discontinue your participation at any time during the study if you wish to do so. All information obtained in this study will be kept confidential; a number will be assigned to any research forms to ensure your privacy is protected. Your name or identify will not be given in any report or publication.

The purpose of the research is to gain further understanding on reward management practices. This is not an exam or a test, there is no deception in these questions, and there are no right or wrong answers, simply answer the questions as honestly as you can. The questionnaire form should take between 15 minutes but no longer than about 20 minutes to complete in one sitting.

The outcome of the information obtained during this research will be summarized and utilized in my thesis study. Participant names will not be utilized, as shown below a number will now be assigned to ensure your identity is kept confidential during and after this study is completed.

My Consent to Participate:
By signing below, I consent to participate in this study.

Signature of Participant

Today's date

Principal Researcher

Today's date

Participant Number to be used on all documents: -

APPENDIX 4: IERB PARTICIPANT DEBRIEF FORM - (AIU-A/IERB Form 2017-6)

Thank you for participating in this research study. The purpose of this study is to gain an understanding of reward management strategies and how they affect employee performance. Your participation will help researchers gain more insight into the current trends of reward management strategies

In the event you have any concern to the questions presented to you in this study, you may want to seek further guidance from the researcher or from her supervisors.

Once again thank you for your participation.

Sincerely,

PI Signature _____

APPENDIX 5: IERB CONFIDENTIALITY FORM – *Principal Investigator*

This confidentiality form is a legal agreement between AIU’s IERB and the undersigned

Susan Wachera Kabuki who will have access to individually-identifiable original records

(electronic or paper), or any other matters regarding the research process.

IERB Research Number:

PI Name: Susan Wachera Kabuki Date: 18 March 2019

Title of Research: Effect of Reward Management Strategies on Employee

Performance: A Case of CloudFactory Kenya Limited.

In conducting this research project, I agree to the following:

1. Keep all the research information shared with me confidential by not discussing or sharing the research information in any form or format.
2. Keep all research information in any form or format securely maintained on a daily basis, during the process of conducting and writing the research.
3. At the conclusion of the research, dispose of any documents that contain identification information, such as participant names or other information that could reveal identity of the human subject..

Any violation of this agreement would constitute a serious breach of ethical standards, and I pledge not to do so.

Principal Investigator

_____	_____	_____
Print Name	Signature	Date
_____	_____	_____
Witness Name	Signature	Date

This study has been reviewed and approved for human subject participation by AIU IERB. If you have questions or concerns about this study, please contact the principal investigator. If you have questions regarding the participant’s rights, contact the IERB Office at 0703394399.

APPENDIX 6: GRADUATE SCHOOL APPROVAL LETTER



*Committed to His mission
Connected to His world*

29th April, 2019

National Commission for Science, Technology and Innovation
P.O Box 30623-00100
Nairobi

Dear Sir/Madam,

**RE: INTRODUCTION OF SUSAN WACHERA KABUKI – ADMISSION NO:
180299MBA**

The above named person is a Master of Business Administration student under the School of Business (SBE) of the Africa International University (AIU).

She seeks to collect data for her research:

- Her research topic is: ***EFFECT OF REWARD MANAGEMENT STRATEGIES ON EMPLOYEE PERFORMANCE IN IMPACT SOURCING COMPANIES IN KENYA: A CASE OF CLOUD FACTORY KENYA LIMITED***

Kindly accord her any help she may need to do her research. Please, feel free to contact the university (see the details below) if you have any questions.

Thank you for your kind assistance.

Yours faithfully,

Samuel Ngewa, Prof.
Dean of Graduate School
E-mail: Samuel.Ngewa@africainternational.edu
Phone: 0724442070

APPENDIX 7: CURRICULUM VITAE

Susan Kabuki

sue.kabuki@gmail.com +254 (0)720 658 182

KEY PROFESSIONAL ACHIEVEMENTS

- Participated in development of Masters of public administration and doctor of business administration at 2 at Africa International University while working as an admin assistant
- Organized annual youth mentorship events with over 700 youths in attendance as well as organizing for mentors training every quarter of the year at Africa International University.
- Organized and participated as a rapportouer in an International academic conference at Africa International. The conference had both local and international delegates
- Spearheaded the setting up of a staff development and training policy manual at Ripples International Meru
- Spearheaded the setting up of a babies nursery for nursing staff at Ripples International Meru
- Spearheaded the setting up of a staff SACCO at Ripples International
- Received a directors award at Ripples International for exemplary service.
- Served as a secretary of AIU Ladies for a period of 1 year.

KEY PROFESSIONAL SKILLS

- Excellent administration and organization skills
- Great Interpersonal skills
- A team player
- Work under minimal supervision
- Proactive

EDUCATION

2018 – Continuing: **Masters of Business Administration (Africa International University)**

2015-2018 **Bachelor of Business Administration – (Africa International University):**
First class honors)

2010 **Diploma in Business Management - Kenya Institute of Management**

2007 **Certificate in Secretarial Studies - Nkabune Technical & Training Institute**

2000 **KCSE Certificate – Kiru Secondary School (Attained a C Plain)**

1996 **KCPE Certificate – Kihuro Primary School**

PROFESSIONAL EXPERIENCE

2018: **Africa International University**
Part – time Lecturer

2017 – To Date

AFRICA INTERNATIONAL UNIVERSITY - KENYA (AIU)

Administrative Assistant – School Of Business & Economics

- Enhancing proper functioning of the school by providing administrative and clerical support, information management and records maintenance.
- Assist in orientation and registration of new students and faculty
- In conjunction with the school's dean, ensuring AIU academic policies are upheld.
- Assist in preparation of course and examination schedules.
- Supervising the students on work scholarship attached to the School.
- As a team, consultatively preparing annual budgets for submission to the DVCAAR office.
- Supporting the functions and processes associated with the delivery, monitoring and assessment of academic programs to the required quality standards.
- Receiving the syllabi of every course offered in the school, examining them in view of AIU standard format and coordinating their distribution and advising of students in consultation with the appropriate Head of Department as may be needed.
- Advise students on program requirements and course allocation.

2016 – 2017

AFRICA INTERNATIONAL UNIVERSITY - KENYA (AIU)

Customer Service Assistant – Main Campus Karen

- Ensured an excellent standard of professional customer service and ensured a high level of customer satisfaction by providing needed information and resolving customer problems and complaints.
- Provided administrative and clerical support in ensuring proper functioning of the University.
- Participated in student recruitment and won the Andrew's Initiative Awards severally.
- Recommended potential programs and services to the management through collecting customer information and analyzing customer needs.

2014 - 2015

COAST WIRELESS & TELECOMMUNICATIONS LTD NAIROBI

Project Manager

- Gave oversight to over 110 MPESA Agents outlets across the country, managed a staff team of over 5 people and acted as the main liaison between the company management, board members, staff and the sub agents.
- Led the team in repeatedly meeting and exceeding targets of moving airtime worth over Ksh.3M as well as other Safaricom products as well as spearheading new markets development.
- Ensured excellent standard of professional customer service while ensuring high level of customer satisfaction.
- Led in staff recruitments drive, prepared the company's annual budgets and reports while monitoring the company's growth.

2012 - 2013

RIPPLES INTERNATIONAL MERU

Hospital Administrator

- Led in development and implementation of various hospital management policies.
- Ensured Quality Assurance in patient processes

- Led in maintaining excellent customer relations through follow up on the feedback from the QA's forms.
- Ensured proper functioning of the hospital through provision of administrative and clerical support, information management and patients' records management.

2009 - 2013 **RIPPLES INTERNATIONAL MERU**
Human Resource Assistant/ Executive Assistant to the Directors

- While working in a team, successfully set up a staff SACCO, its policies and guidelines.
- Spearheaded the team in setting up staff development policy and oversaw its implementation.
- Led in setting up and developing a nursery for nursing staff members while documenting its implementation procedures, guidelines and policies.
- Ensured implementation of all human resources polices, led in staff recruitment and remuneration reviews.
- Managed the HR budget.
- Provided administrative and clerical support to the directors.
- Coordinated the directors' schedule of appointments, travels within and outside the country and other official functions.
- Together with the Heads of Departments, ensured that completed donor/project reports, organizations midyear and annual reports were produced when due, documented and kept safely.
- In liaison with CEO, coordinated the daily morning schedule through sending out communication to invited internal and external facilitators.
- Ensured all the lease agreements were up to date.

2009-2010 **RIPPLES INTERNATIONAL MERU**
Office Assistant

- Provided excellent standard of professional customer service while ensuring a high level of customer satisfaction through provision of needed information and resolving customer problems and complaints.
- Developed, set up and documented office secretarial systems related to filing of documents, records management, communications, handling petty cash, while ensuring integrity and confidentiality.
- Supervised the logistics officers while ensuring effective and efficient transport and fleet management.
- Supervised a team of security personnel as well office cleaners while ensuring compliance to duty Rota's.

2007 - 2009 **DELIVERANCE CHURCH MERU**
Church Secretary

- Managed the Senior Pastors diary and schedule of activities.
- Continuously updated the members' database.
- Taking minutes.
- Performed customer care duties.
- Prepared church bulletins and fliers for upcoming events.

2003 - 2005 **FREDS ACADEMY**
BOYS MATRON

Managed the boys' boarding section.
Supervised the Housemothers.
Ensured strict adherence to meal times.
Ensured cleanliness of the dormitories.

PROFFESIONAL TRAINING

Certificate in basic firefighting skills.
Certificate in basic first aid from Kenya Red Cross.
Certificate in resource mobilization

LEADERSHIP ROLES

President of presidential award service in high school.
Dining Hall captain in high school.
Youth Leader in Deliverance Church Meru.
Secretary to Couples and Women fellowships in Africa International University.

AWARDS

Directors Award at Ripples International in recognition of exceptional work attitude.

REFEREES

Mercy Chidi
Director – Ripples International
0722733128

Dr. Loice Koskei
Head of Department - School of Business and Economics
Africa International University
0721799266

Rev Esayas Solomon
SIFA Ministries – Meru
0720882497

APPENDIX 8: PLAGIARISM REPORT

ORIGINALITY REPORT

10%

SIMILARITY INDEX

10%

INTERNET SOURCES

1%

PUBLICATIONS

6%

STUDENT PAPERS

PRIMARY SOURCES

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