

**INFLUENCE OF NON-MONETARY INCENTIVES ON PERFORMANCE OF
EMPLOYEES IN MACHAKOS COUNTY GOVERNMENT, KENYA**

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DECLARATION

This research project is my original work and has not been presented for the award of a degree in any other University.

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DEDICATION

I dedicate this work to my parents for their constant support, guidance and encouragement during my period of study. I thank you for believing in me and walking this journey with me. May the Almighty God bless you.

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I thank the Almighty God for His guidance and protection throughout my educational life. May His name be praised and glorified. My sincere thanks go to my supervisors, Dr. Anne Kalei and Dr. John Achuora for their comments, guidance and patience in reading the drafts, without which the research would not have been a reality. Finally, I appreciate my beloved parents for their understanding and invaluable support in writing this research project.

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OPERATIONAL DEFINITION OF TERMS

Employee autonomy: is the method of developing an individual's confidence, capability and sense of control over their job results (Sousa, Coelho & Guillamon, 2012).

Employee autonomy in this study was measured in terms of trust, minimal supervision, accountability and delegation (Schoorman, Mayer & Davis, 2016).

Employee performance: refers to an employee's anticipated job-related duties and how those actions are carried out to support the organization's vision and goal (Aguinis, 2019).

Employee performance in this study was measured in terms of percentage of work redone, observing timelines, quality of work done and meeting of set targets (Salah, 2016).

Flexible work schedules (flextime or flexi time): are flexible methods that enables workers to manage and redistribute their work hours according to organizational needs (Idris, 2014).

In this study flexible work schedules were measured in terms of shifts, virtual work programs, compressed workweeks, time off (Coenen & Kok, 2014).

Non-monetary incentives: Non-monetary Incentives are the rewards in the form of opportunities like sabbaticals, training, flexible working hours, encouraging the employees by providing them with autonomy in their job, participation in decision making, assigning challenging duties, improving working conditions, recognizing good work through gifts, letters of appreciation, tickets to restaurants providing some services for the employees, organizing social activities in the workplace (Chauhan, 2015).

In this study non-monetary incentives were defined in terms of training, employee recognition, flexible work schedules and autonomy (Ngatia, 2017).

Recognition: is described as the process through which supervisors express their satisfaction with a job well done (Lartey, 2021).

In this study recognition was measured in terms of appreciation of best performers, awards, empowerment and increased responsibility to exemplary performance (Jean, Ngui & Robert, 2017).

Training: is primarily concerned with the upgrade and improvement of the knowledge and skills of the workers, which eventually helps workers carry out their responsibilities properly and improve their performance by advancing the organization's objectives (Azeem, Rubina & Paracha, 2013).

Training in this study was measured in terms of personal development skills, on the job training, workshops and off the job training (Latif, 2012).

ABBREVIATIONS AND ACRONYMS

BiH:	Bosnia and Herzegovina
CLT:	Central Limit Theorem
GOK:	Government of Kenya
HRM:	Human Resource Management
KCB:	Kenya Commercial Bank
MksU:	Machakos University
NACOSTI:	National Commission for Science, Technology and Innovation
OLS:	Ordinary Least Square
TIK:	Transparency International Kenya
VIF:	Variance Inflation Factor

ABSTRACT

The purpose of this study was to investigate the influence of non-monetary incentives on performance of employees in Machakos County Government. The specific objectives of the study were to determine the influence of training on performance of employees; to establish the influence of employee recognition on their performance; to examine the influence of flexible work schedules on performance of employees and to establish the influence of autonomy on performance of employees. This study was guided by Expectancy theory developed by Victor H. Vroom concerned with an individual's belief that they will achieve the desired results, Reinforcement theory proposed by BF Skinner and his associates which states that behavior is influenced by its consequences, Equity theory developed by John Stacey Adams and states that employees weigh their input into a job against the output, Spill over theory developed by Piotrkowski addresses the issue of work-life balance. A descriptive research design was used because it allowed a systematic and well-ordered description which was reliable, accurate as well as valid. The target population was 823 respondents which constituted of top level, middle and lower level employees of Machakos County government. To achieve the objectives a sample of 247 respondents was drawn from the population. Questionnaire was used as the main instrument for data collection. The questionnaire was tested for validity and reliability before collecting data. The data obtained from the respondents was analyzed using descriptive statistics that is percentages, frequencies, standard deviations and means. Inferential statistics comprising of correlation analysis, simple and multiple regression and stata version 17 were used to address the study's objectives. The study found that higher percentage of employees require independence to perform better in line with organizational expectations. The study also discovered that employees view recognition as part of their feelings of value and appreciation and that this boosts employee morale, which increases organizational efficiency. The study found that when workers undergo training, it enhances their understanding and skills required by the occupation and builds their confidence in their abilities. Finally, the study concluded that adopting flexible work schedules affects employee performance negatively and that Machakos County Government should not promote it as a non-monetary incentive. Based on the findings of the study, the following recommendations were made: employers to capitalize on non monetary benefits by acknowledging workers, giving them room for autonomy, flexible work schedules and offering training. It advised county governments to educate their staff on the value of non monetary incentives. Potential investors in the county to help develop strategies for improved employee performance by taking into account the fact that workers may prefer to work for themselves and their advancement opportunities, recognition, work autonomy, as well as more flexible working hours, rather than for their organizations alone. In addition, on independence and recognition of employees, the study recommends that Kenya's government institute labor rules prioritizing workers' recognition and autonomy inside their firms over monetary compensation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Performance of employees is a key factor that drives development and sustainability in an organization. Performance of the employees is specifically influenced by the reward system adopted in an organization (Osibanjo, Oyewunmi & Ojo, 2014). Successful organizations match their employee reward systems to their goals, values and strategies. Each organization controls the capabilities and competencies of its employees to accomplish its objectives. The world's business environment has undergone a radical transformation in the past few years. The private sector has transformed significantly by rewarding its employees through both monetary and non-monetary incentives. The public sector has well not been left behind in attempting to reward its workers (Erbasi, 2012).

Non-monetary incentives are the rewards in the form of opportunities like sabbaticals, training, flexible working hours, encouraging the employees by providing them with autonomy in their job and participation in decision making, assigning challenging duties, improving working conditions, recognizing good work through gifts, letters of appreciation, (Chauhan, 2015). Non-financial incentives lower employee absenteeism, labor turnover rates, occupational stress, uplift work morale, productivity of the organization in addition to profits as well as revenue of the organization (Haider, Aamir, Hamid & Hashim, 2015).

1.1.1 Non-Monetary Incentives

Most organizations globally recognize the need for non-monetary ways of motivating employees. For instance, in Norway some of the non-financial incentives provided to the employees include autonomy, performance feedback, recognition and training and in most organizations, employees are involved in decision making. Norway offers a wide range of non-financial incentives and this encourages workers to remain in the job market for long periods (Albatal, 2019). Non-financial incentives that is most significant to the workers is autonomy. Most people want to set their schedules and work at their convenience. High levels of autonomy tend to create job satisfaction and many workers prefer this as they wish to remain independent.

Albatal (2019) nowadays, institutions require to emphasis more on changing their working environment to inspire their workers in order to achieve their objectives and compete globally in the market For example, in Bangladesh non-monetary incentives in most firms are the kind of incentives that are given by employers to workers to satisfy their needs to have autonomy, achievement, recognition, personal growth, responsibility and influence at the place of work (Hosain, 2019). According to Hosain (2019), many firms add in the notion of relational incentives, which are intangible incentives concerned with the work environment such as quality of work life, work life balance as well as the work itself.

Bosnia and Herzegovina (BiH) is among those countries which are putting in place the use of non-monetary incentives (Dinc & Plakalovic, 2016). BiH is now working to join the European Union and started by recovering its economy after the brutal war. To drive to better performance in this country, managers need to be fully aware of the potential that such incentives may have on employee's motivation and job satisfaction. Having in mind the financial crisis in the last decade and the possibility use of financial incentives in public institutions is stipulated by different laws in Bosnia and Herzegovina and the fact that these regulations and rules greatly limit the use of financial incentives. As such these facts increases the need to embrace other ways of motivating employees and that's why non-monetary incentives are being focused. Therefore, successful organizations match their employee reward systems to their goals, values and strategies nowadays (Njanja, Maina, Kibet & Njagi, 2013).

Ghanaian Universities Management have long expunged the erroneous belief that highly motivated workers are those who have gained monetary incentives in a form of high pay and other benefits (Amoatema & Kyeremeh, 2016). Through recognition and awards, Ghanaian Universities have a long past of celebrating good performance and commendable work of employees. The aim of recognition programs is to honor achievements, praise efforts, reward results and increase influence of workers at all levels (top level, middle level and lower level) so as to increase performance and output. Most of these programs are in the form of symbolic awards, verbal recognition and spot programme. The corporate strategic plans of most Ghanaian Universities have captured the need to give meaningful recognition (Amoatema & Kyeremeh, 2016).

Ghanaian Universities recognize its employees during graduation ceremonies to make the contributions of the employees openly made known to other employees and the general public. Recognizing employees for doing good work makes them have self-confidence in what they do (Amoatema & Kyeremeh, 2016). These optimistic feelings play an important part in how they work with others and view themselves.

Using non-monetary incentives to motivate personnel, particularly those in the public sector, has become a common practice in East African nations. According to Uganda's Ministry of Public Service, non-financial rewards for public servants who have performed their duties are encouraged as a means of increasing public employee satisfaction (Ministry of Public Service, 2010). For as long as it's existed, the Kole District Local Government has implemented this strategy by ensuring that a lot of employees have non-financial incentives, such as the chance to grow professionally, acknowledgment for excellent work and advancement to other positions.

As a way to ensure that its personnel, particularly its instructors, had a positive attitude, emotion and optimism for the job they were doing, the Kole district offered non-financial incentives (Okuna, Opok & Mwesigwa, 2020). When a person is satisfied with his or her position in an organization, he or she is more likely to be mentally and physically healthy as well as have a better quality life. Workers' productivity, turnover, commitment and motivation are all influenced by their level of satisfaction.

1.1.2 Non-Monetary Incentives in Kenya

Kenya has encountered several challenges in relation to workers interests. Although there has existed a notable area of investigation on the influence of rewards on productivity of employees in human resources management, scholars in the public segment have mainly been overlooked (Kooij, Tims & Akkermans, 2017). Non-monetary aspect of satisfying workers hasn't been offered worthy consideration yet the issue could hinder delivery of services as with the monetary limitations, the County governments in Kenya might not be fully in a position to reward performing workers in terms of finances.

According to Shujaat and Alam (2013), some researchers have claimed that financial rewards to workers is the greatest choice for improved delivery of services nevertheless use of non-financial ways is similarly important and easier to sustain. For instance, in Makueni County, the use of non-monetary rewards such as recognition of employee's performance showed to yield results as depicted by improved service delivery in the medical sector (Mbugua & Mwitari, 2017). Similarly, Uasin Ngishu County has put in place non-monetary motivation by offering training to its employees as an attempt for maximizing on the overall employee performance and subsequently increasing overall productivity (Choge, Chepkiyeng, & Chelimo, 2014).

1.1.3 Non-monetary rewards influence on employee performance

The result of using non-financial incentives to recognize employees' performance has been proven empirically. In a study by Lewis (2013) stated that praise and recognition are considered influenceive in the inspiration of workers in an institution. Aktar, et al. (2012) claims that those non-financial rewards like acknowledgment, learning chances, career development as well as challenging occupations have been tried and proven to be valuable and an influenceual ways for inspiring employees, which leads to performance improvement. The incentive as a way of inspiring becomes appreciated more for the chances it gives to a worker in terms of skills development, which is translated into higher financial incentives after a long period of time, as opposite to when financial incentives are offered for a slight work completed.

The benefits of using non-financial incentives to reward workers for performing well are definitely more as opposite to when they are offered money as an incentive. Most organizations in the recent years prefer utilizing non-monetary rewards as they keep the employees satisfied without having the budget of the organization at a risk. Upon an institution displaying attention to the employees that serve it, the workers tend to be happier and contented, also fruitful in addition to being attracted to the work and responsibilities allocated. Organizations have to devise a technique of promoting creativity, teamwork, productivity as well as increased attention of workers to their jobs without pressing hard on budgets.

1.1.4 Employee Performance in County Governments of Kenya

Employee performance is a major hurdle for County Governments. This is because County Governments like any other organizations are also faced with challenges of managing employee performance since devolution is still a new concept of governance in Kenya. The manner in which employees were managed by various local authorities before devolution differs from the devolved system currently in place. This is because the governance challenges then were few as most of the functions were carried out by the National government (Kihara, Bwisa & Kihoro, 2016).

In the year 2010, Kenya embarked on a highly ambitious decentralization that seeks to fundamentally change the relationship between government and citizens under new Constitution (Government of Kenya [GOK], 2010). Decentralization aims to accelerate growth and address long-standing inequalities in economic opportunities, investment and service delivery in different parts of the country through devolved governments (GOK, 2010). However, according to Otieno (2019), performance of employees in the devolved units is dismal as mirrored by the state of performance in the county governments; for example, the county governments' performance in the provision of health and education services was rated 34 percent (34%) good and 66 percent (66%) poor. For the control of drugs more than a half 56 percent (56 %) of the respondents rated the county governments' performance as poor and only 44 percent (44 %) considered them favorably (TIK, 2019). This study therefore, advances non-monetary incentives as a potential solution to the employee's performance gaps in county government.

1.1.5 Machakos County Government

The devolution adopted by Kenya is provided for in Article 1 parts 3 and 4; Article 6 parts 1 and 2; Chapter Eleven and also the First Schedule and Fourth Schedule of the Constitution of Kenya 2010 (GoK, 2010). One of the devolved units is Machakos County. Machakos was the first Kenya's capital and is now an administrative county in Kenya. There are eight sub-counties in the county. Machakos County has employed 1,306 workers in six departments. The sections where these individuals are employed include the Ministry of Finance and Revenue Management, the Ministry of

Decentralized Units and County Administration and Energy Ministry. Other sections that have employed a large number of individuals include the ministry for Transportation, Roads, Public Works and Housing, ministry of agriculture, Livestock, Fisheries and also ministry of lands and urban development (Machakos county government, 2013).

Machakos County is one of the counties that have established a well-grounded human resource practices. These practices came into influence when the county assembly passed the Machakos County Administrative Structures bill (Machakos County, 2015). This has seen the streamlining of human resource issues through a wide array of measures; one of them is capacity building. Research companies like Infotrack have frequently ranked Machakos County Government as the best in service delivery despite the challenges facing County Governments in Kenya. According to Ijigu (2015), an organization is only as good as its individuals. This means Machakos County Government excellent rating maybe due to the quality of services provided by the employees. For this reason, the study's primary goal was to determine whether non-monetary incentives influence performance of these employees.

1.1.6 Employee Performance and Non-monetary Rewards in Machakos County Government

Managing the performance of individual employees within an organization is traditionally focused on assessing their performance and giving rewards, with successful performance seen as the result of the collaboration between motivation and personal capability. Generally, employees exploit their full potential when they believe the organization will compensate for their hard work. Some factors that distress employee performance include the employer-employee bond, workplace environment, job confidence, availability of career advancement and the overall rules and regulations of the organization for rewarding top performers. Employee performance is crucial for any organization to make every effort to support non-performers.

In effective organizations, individuals are valued more than merely in conjunction with the tasks they execute but rather by the expertise and skills they bring to the business. Some firms currently invest in human capital, and workers batter their capital in terms

of the capabilities and competencies they bring that are helpful to the firm. To obtain and retain human personnel, firms should create an environment where individuals are valued for attaining the desired outcomes. Thus, rewards should be linked to the activities and behaviours that promote the business's success. A good reward system should send the workers and managers a message about what is required and important to the organization. That association of organizational objectives with worker incentives creates an atmosphere where both parties can thrive, and the best talent is nurtured and sustained.

With the increased popularity of non-monetary rewards in companies and institutions and the increasing economic decline, more businesses are rising up to take into account the utilization of gifts that are not valued in monetary forms as a method of ensuring that workers perform better. The monetary rewards should be considered as a form of compensating employees. Even though the workers need money for their routine expenses, many established employees never view monetary gifts as a good reward for the work done. In Machakos County Government, non-financial incentives have been offered in different ways in various sub-counties to motivate their workers. Some of the rewards include the provision of security assurance through the signing of contracts and performance appraisals. However, rewarding good worker performance seems to be a challenging task.

The use of incentives is aimed at aligning employees to the organizational strategy by providing rewards to workers, which are meant to act in the organization's best interest to realize its vision and mission. Although many departments within the county have offered incentives to workers, a high percentage believe that financial rewards such as bonuses, pay increases and money-value vouchers, as opposed to rewards including employee independence, training and recognition, contribute to decision-making. Additionally, most offices within the county do not embrace flexible working hours for workers, and every employee must report to the organization early in the morning. That implies that their family issues, among other external chores, are never considered. Therefore, it is evident that many firms use the traditional reward system mainly in terms of money. This is due to a need for more understanding of the impacts of non-monetary rewards on employee performance and how they can influence the comparative edge within the organization.

1.2 Statement of the Problem

How employees are rewarded and valued substantially impacts their effectiveness in the workplace and is at the heart of the employment relationship. Failing to adopt good reward frameworks also significantly affects workers' morale, commitment, and motivation, hence a decline in organizational productivity and performance. Most organizations suffer from high turnover rates since they fail to apply non-monetary incentives that only require little effort (Ngatia, 2017). Even though institutions are channeling more resources in bolstering organizational effectiveness, there is widespread ignorance of the way the performance of workers might increase when human resource personnel and top management in the organization use non-cash incentives on employees; the relationship existing between the types of rewards and performance and how efficient they may be employed in an organization.

Most notably, the high costs of monetary incentives compel employers to give to workers sparingly out of the failure to acknowledge that offers, including open communication and recognition, can be provided at any time, at minimal cost, and have the potential to enhance employee performance to a greater extent (Ngatia, 2017). That proves that many organizations need to realize the value of non-monetary incentives; hence they continue to provide monetary rewards that can never be sufficient for workers. Even though everybody requires money to cater to their basic needs, workers prefer the importance of non-financial rewards and gifts for motivation in the workstation. That means that irrespective of how financial rewards have been utilized widely in an organization, at the time, they discourage innovation in the workplace. This concept may be attained by applying non-monetary incentives such as career development through work orientation and free training.

Despite the increase in employee numbers across counties, counties still experience staffing shortages, compounded by high rates of absenteeism, low staff motivation and brain drain. The number of agriculture technical staff has declined, and extension services have suffered. For instance, as of 2019, in the planning and development control sections, the percentage of filled posts stood at 24.5% in Nairobi, 50% in Makueni and 38.9% in Kisumu (Kanyinga, 2016). Thus this study proposes non-

monetary incentives as a solution to employee performance in the county government of Machakos, Kenya.

Carol (2016) describes employee performance as a measure of an individual's or a group of employees' efficiency and influence. According to Wiblen and Tansley (2017), non-monetary incentives influence employee performance, like monetary incentives. However, using non-monetary rewards as a motivation model has registered mixed results. For instance, in Makueni County, using non-monetary rewards such as employee performance recognition yielded results, as depicted by improved service delivery in the medical sector (Mbugua & Mwitari, 2017). However, in Muranga County, despite embracing non-monetary rewards for employees, there is less to show off in performance (Ngatia, 2014). Even though various studies in the past have been done in other counties, in-depth studies have yet to be done on how flexible work schedules, recognition, training and employee autonomy as non-monetary rewards influence the performance of employees in the county government Machakos. This study aimed to establish the influence of the four non-monetary incentives on employees' performance in the County Government of Machakos, Kenya.

Although studies have recently assessed the situation of non-monetary incentives, use and status in many organizations, more in-depth research has yet to be conducted on how flexible work schedules, employee recognition, autonomy and training as non-financial incentives impact employee performance. Even though different studies have made significant contributions to various aspects of their organizations, they were conducted in multiple geographic contexts as they needed to cover how non-financial rewards influenced workers' performance in Machakos County Government, Kenya, creating a paucity of literature in this area. That stands for the research gap this study wishes to address by studying the influence of non-monetary incentives on employee performance in the Machakos County Government.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The overall objective of this study was to establish the influence of non-monetary incentives on performance of employees in Machakos County Government, Kenya.

1.3.2 Specific Objectives of the Study

The study was guided by the following specific objectives:

- (i) To determine the influence of training on performance of employees in Machakos County Government.
- (ii) To establish the influence of employee recognition on their performance of in Machakos County Government.
- (iii) To examine the influence of flexible work schedules on performance of employees in Machakos County Government.
- (iv) To ascertain the influence of autonomy on performance of employees in Machakos County Government.

1.4 Research Questions

The study sought to answer the following questions:

- (i) How does training influence performance of employees in Machakos County Government?
- (ii) To what extent does employee recognition influence performance in Machakos County Government?
- (iii) To what extent do flexible work schedules influence performance of employees in Machakos County Government?
- (iv) How does autonomy influence performance of employees in Machakos County Government?

1.5 Significance of the Study

The study may be of significant to Machakos County Government Management and other County Governments in outlining motivating policies intended on improving the performance of employees. This study might also be of importance as it discovers several strategies for motivation that has influence on the performance of employees.

Through policy makers, the Government may find the recommendations and results of the research to be of value to identify issues affecting performance in the County Governments. The data might also be used to help the County Governments to come up with good working environment by adopting better strategies of motivation intended at increasing performance of employees.

The scholars may benefit from this study as it might enhance their current knowledge as well as show the study gaps of incentives and performance of employees, thus leading to other areas for future research. Findings of this study may benefit the general public as well as the workers in other sectors. They might know which practices of motivation to use in their work place so as to give the best in terms of performance. They may also be in a position to know how incentives affects performance.

1.6 Scope of the Study

The study intended to establish the influence of non-monetary incentives on performance of employees in Machakos County Government. The research was conducted using a population of 823 employees of Machakos County Government. Non-monetary incentives were defined in terms of training, recognition, flexible work schedules and autonomy (Ngatia, 2017). Employees performance was measured in terms of proportion of work redone, observing timelines, quality of work done and meeting of set targets (Salah, 2016). The study was limited to employees of Machakos County Government. The period covered in this study was between May 2022 and January 2023.

1.7 Limitations of the Study

The study found out that some respondents failed to cooperate in answering the questions in the feedback form which they considered confidential. The study addressed this by assuring the employees that the data was simply to be used for attaining the objectives of the research and that confidentiality of information would be kept. Some employees of Machakos County government also delayed to give their responses due to their busy schedules. Constant reminders were made until they found some time to fill the questionnaires.

1.8 Assumptions of the Study

- (i) The the staff in the selected organization would be willing to provide the required information for this study.
- (ii) That the staff at all levels (lower, middle and top level) had the relevant knowledge on reward systems and on employee performance.
- (iii) That the number of the targeted respondents would remain unchanged throughout the course of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical foundation of the study. Further, the chapter reviews the empirical literature related to the study and presents the conceptual framework. Finally the chapter summarizes the literature related to study and presents the research gap.

2.2 Theoretical Framework

2.2.1 Expectancy Theory

This theory was developed by Victor H. Vroom in 1964 and following the expectation hypothesis, workers are more motivated to perform if they see a causal relationship between their performance and the reward they would get (Milne, 2007). Expectancy theory is concerned with an individual's belief that they will achieve the desired result. In this idea, an individual's motivational soundness and whether the forecasted tip aligns with the individual's goals are influenced by the attractiveness of the projected reward for the given input. Rowley, Quang and Warner (2007) claims that three factors influence an individual's behavior: effort, performance; remuneration; tips; and personal ambitions. According to the Expectancy theory, people are motivated by the beauty of their desired rewards and the likelihood of getting (Bohlander & Snell, 2004). As a result, workers who are confident that they will gain valuable advice from their employer are more likely to put in the effort. Therefore, three components of Anticipation theory must be present for positive acts to be expected in the workplace: expectation, instrumentality and valence.

The expectation theory of motivation clarifies the link between cause and performance. According to the notion, an individual's performance is dependent on a high level of explanation, the presence of relevant skills and competencies and the assignment of a suitable role and an understanding of that position (Savaneviciene & Stankeviciute, 2010). It's an easy procedure to identify the methods of managing human resource that encourage great levels of skill and ability, such as significant investment in training and a high level of incentive such as employee participation and performance-based remuneration. In Vroom (1964), "motivation's influence on performance is dependent

on the worker's skill level, and the link between ability and performance is dependent on the worker's motivation," he writes. Instead of interacting, ability and motivation have independent influence on performance. As a result, this hypothesis holds for this research. The performance of workers increases when they are trained and because of this, they can take on more challenging tasks, which improves their morale and motivates them toward corporate objectives. This theory supports the variable on training which indicates that employees performance improves when they are equipped with skills and knowledge required to perform the task assigned.

2.2.2 Reinforcement Theory

Reinforcement theory of motivation was proposed by BF Skinner and his associates in 1938. B.F Skinner's work is built on the assumption that behavior is influenced by its consequences. It is based on "law of influence", i.e., individual's behavior with positive consequences tend to be repeated, but individual's behavior with negative consequences tend not to be repeated. Griffin and Moorhead (2009) notion that attitude is a function of its outcomes establishes reinforcement theory. Viewing at it from the angle of an industrial perspective and establishment, reinforcement concept is contingent on three modest components which are reward, stimulus and response as described by (Landy & Conte, 2009).

Reinforcement theory of motivation overlooks the internal state of individual, i.e., the inner feelings and drives of individuals are ignored by Skinner (1938). This theory focuses totally on what happens to an individual when he takes some action. Reinforcement concept can be used in numerous manner consisting of negative and positive reinforcements and give the impression in diverse levels (Pride, Hughes, & Kapoor, 2009). Preferred actions are reinforced by giving a worker an incentive where constructive reinforcement concerns the status quo. For instance, employees recognize praise as well as when they are been acknowledged by their managers for an action performed well and this increases the willingness to participate in occasions well. This theory therefore postulates that when employees are recognized for their contribution they even tend to perform better.

This theory is relevant to the research because it stresses that when an employee's positive behavior is recognized, they tend to exert further effort towards that behavior

and therefore record improved performance and assist the business in achieving its goals. This theory supports the variable on employee recognition which states that employees performance improves when they are recognized by their employer.

2.2.3 Equity Theory

This theory was developed by John Stacey Adams in 1963 and states that employees will weigh their input into a job against the output they receive from it and therefore the more the rewards, the greater their satisfaction as postulated in the equity theory. This resonates with Naveed, Usman and Bushra (2011) definition of satisfaction of job as the difference between job output and input of the employee. Concerning the equity theory, employees who perceive that they get more output from their jobs than what they put into, they then experience satisfaction of the job. The job itself also shapes how the worker perceives it and this is because of certain aspects in the job. Clarified tasks led to good satisfaction of the job as roles which are clear raises a work force that is committed, happy and which demonstrates greater participation in the job being done.

Autonomy, skills variety involved in a task, feedback, the identity and significance of the task are some of the major job characteristics identified by the authors that impact on the psychological state of an employee and influence their job satisfaction, motivation as well as their absenteeism levels. Critics argued that persons might perceive equity/inequity not only in terms of the specific inputs and outcomes of a relationship, but also in terms of the overarching system that determines those inputs and outputs. According to Badubi (2017), workers will experience satisfaction if they perceive that their input-outcome ratio with that of other workers is being fair. Employees become dissatisfied and less motivated when they perceive an inequity in their input-outcome ratio compared to other employees.

Assumptions of the theory is that workers expect an equitable and fair returns for contributing towards their job. This theory is relevant to the study because when employees are given the freedom to work on their own they tend to perform better and give good results than when they are being supervised by their managers. Therefore this leads to improved performance of the employees hence attaining organizational

goals. This theory supports the variable on autonomy which states that employees performance improves when there is freedom.

2.2.4 Spill over Theory

In 1979, Piotrkowski introduced the spillover concept. Indeed, the philosophy addresses issues of employment and family life. The author suggested that work-related and family-related factors should be balanced to ensure employees are productive, satisfied with their jobs and have a low turnover rate. Theorem: Manage job- or family-related stress in such a way that it does not spill over into work or family life (Cheng, Zhou & Guo, 2019). Cheng, et al., (2019) substantiated the theory by including other factors affecting employee performance. They emphasized attitude, stress and emotions, emphasizing that the latter should be handled while maintaining a healthy work-life balance. This indicates that social disparity has an impact on the efficiency and influenceiveness of a person at work. This concept is crucial because it addresses the issue of work-life balance, which is exacerbated by restrictive work schedules. This theory supports the variable on flexible work schedules which states that employees performance improves when there is balance between work and family life.

2.3 Empirical Literature Review

2.3.1 Non-Monetary Incentives

Non-Monetary incentives according to Tesfaye (2016) are non-cash perks or benefits provided by an employer to an employee such as; bonus, time off, tasks flexibility and experiential rewards. Workers that are serious about their careers are seeking for firms that provide an amazing work environment and culture that supports personal and professional development (Forson & Essel, 2012). Employees are given an experience instead of money or a tangible item as a reward. According to Tesfaye (2016), non-monetary rewards comprise of sound policies, medical, gifts, plaques, retirement, responsibilities, opportunities, written recognition, promotion, vacations, better working environment, insurance etc.

2.3.2 Employee Performance

Evaluation of performance is important to an encouraging strategy as it contraries the importance of recognizing organizational goals. “What gets measured and rewarded

becomes devotion” (Boohene & Asuinura, 2011). In human resource management discipline, diverse authors suggest the following indicators for measuring performance of employees which include: Client satisfaction that can be assessed by number of imperial customers and client response; Quality that can be assessed by percentage of work output that need to be excluded or be redone. Additionally, achievement of objectives are measured when an employee has exceeded his/her set goals, he/she is then considered to have done well to realize objectives; timeliness, measured in terms of how fast work is accomplished by the employee when given a certain chore; absenteeism/tardiness perceived when employees absent themselves from work (Njanja, Maina, Kibet & Njagi, 2013).

According to Axelsson and Bokedal (2009), management of individual performance in the organizations has focused traditionally on performance evaluation and offering incentives, with real performance seen as the result of the cooperation between inspiration and individual ability. Torrington, Hall and Stephen (2008) claimed that it is increasingly being recognized that developing an empowering situation take important influence on performance of individuals, by way of standards and performance goals, appropriate resources, assistance and support from the supervisors altogether being important. Lebelici (2012) employees will offer their full support when they have faith or sense that their good performance will be rewarded by the organization. Several features that cause suffering in an employee’s performance are organization’s procedures and overall rules for compensating workers, employee and employer bond, preparation and job enlargement opportunities, job confidence and work settings. Salah (2016) motivation that comes with rewards is of great importance and is among all those features which affect performance of employees. Motivation is an addition to the various methods which direct and influence performance to achieve a specific goal.

Torrington et al., (2008) performance of workers is essential and firms need to make effort to support nonperformers through motivation. There are five mechanisms of performance and include: planning, observing, developing, evaluation as well as compensating. The stage of planning, involves objectives setting, plans development and outline of duties and timelines to achieve the objectives. Observation stage is when

the goals are looked at to understand exactly how well the employees are performing to achieve them. Irfan (2015) observation stage similarly means continuously carrying out performance evaluation and giving unending guidance to work groups and workers on improvement to accomplishment of their objectives. Continuous observation suggests the chance to check precisely how well workers are able to meet set standards and to come up with changes on challenging or impracticable criteria.

At the developing phase a worker is supposed to increase any low performance that has been seen over the period an individual has been working in the organization (Baron, 2003). According to Malik, Danish and Munir (2012) all through planning and observation of work, performance inefficiencies become evident and need to be looked at. This study will use proportion of job redone, observing timelines, quality of work done, service delivery and meeting of goals set as the bases to evaluate performance of employees (dependent variable).

2.3.3 Non-Monetary Incentives and Employee Performance

Shujaat and Alam (2013) did research on influence of non-financial incentives on motivation of employee's: research on commercial banks, Karachi. The variables in the study comprised of; recognition for performance, chances for career growth, training, job security and influenceive communication channels to identify their impact on employees related work inspiration. By use of e-mail and in printed form 550 questionnaires were sent to respondents. In this study descriptive statistics were based on chi-square tests and graphical diagrams were utilized to offer data on important demographic variables. A significant positive relationship of the non-financial incentives were confirmed in this study.

Tuei and Saina (2015) researched on the influence of career development and training on the performance of employees of Kenya Commercial Bank Branches in the Northern part of the Rift Region, Kenya. Data was collected using census method from the six KCB Branches in the Northern part of the Rift Region. Findings from the study indeed showed that career development and training has an impact on employee's performance. Witness from the analysis of regression is that career development and

training led to 55.29% of the performance of employees whereas the remaining led to 44.71% and was therefore employee's performance determinant.

Erkal, Gangadharan and Nikiforakis (2011) studied monetary and non-monetary incentives in real effort tournament in Australia. The study used experimental approach where the first experiment showed that individuals exert effort even with no monetary incentives. This suggested that non-monetary incentives influence employee performance.

Esione, Osita and Chigbo (2019) did research on Influence of non-financial incentives on employee's productivity among chosen government parastatals in Nigeria, Abia State. A whole 78 public employees in Abia state were chosen across the parastatal by simple random sampling technique from where information and data was produced from the feedback form. Critically, the scholars used multiple regressions, Pearson's correlation coefficient and descriptive statistics. The scholars concludes that employee's efficiency and higher productivity in government parastatals is likely with the exploitation of human resources influenceively using non-financial incentives.

Shujaat and Alam (2013) did research on influence of non-financial incentives on motivation of employees of Commercial Banks, Karachi. So, the main drive for the study was to identify and explore important capabilities of executives so as to improve engagement of employees in the place of work. In the research 100 respondents filled the questionnaires. To carry out this research, random sampling technique was used. Regression and ANOVA tests were used to analyze data. There was significant influence of competent management on engagement of employees from the analyzed results. It demonstrates that so as to improve engagement of employees, it is vital for executives to show knowledgeable deeds such as offering response on time, recognition and praise.

Erbasi and Arat (2012) carried research on how monetary as well as non-monetary incentives affected Anatolian region in Turkey on food sectors and learnt that non-monetary incentives were critical in boosting performance as opposite to monetary incentives. Ombayo, Egeessa and Shiamwama (2014) studied on the connection between

employee output and career training in Sugar Firms in Kakamega County, Kenya. Career Decision Making theory developed by Krumboltz 1976 was anchored in this study. The study findings showed that the higher the level of output the more training the operatives were exposed on. To increase their output level, the study recommended that Sugar firms should incorporate quality and frequent training of operatives which are types of non-monetary incentives.

Moreover, Nyakundi (2012) researched on the role of recognizing employees that can be used for performance improvement at organizational as well as individual level and established that recognizing the accomplishments of the employees by way of providing career development opportunity led to performance improvement at both organizational and individual level. Further, Kemboi (2015) carried on a study on employees welfare as an antecedent to delivery of service amongst public servants in Nandi County, Kenya and settled that safety and health, retirement plans and flexible scheduling in the place of work has important influence on the delivery of services, therefore addressing staff welfare issues is essential and they are the various types of non-monetary incentives.

Axelsson and Bokedal (2009) carried a study on incentives to motivate various age groups at Volvo Car Corporation. Research of Volvo Car Corporation in Göteborg used case study. Twenty interviews with the company executives was based on the empirical data. Findings of the study indicated that bonuses and shares are not very motivating as they are for non-financial incentives which motivate managers.

Haenisch (2012) carried on a study to find out the reasons which affect production among Government employees and particularly focusing on Wyoming State in America. Although they felt constrained by inadequate control mechanisms, inadequate information channels, low funds and inadequate personnel, the study revealed that state employees welcomed teamwork and appreciated liberty. The study evidently shows a significant connection between productivity and non-financial compensation practices.

Onyango (2014) researched on the influence of training on the performance of health workforce in Siaya County, Kenya. The research target population was for the clinical officers, nurses, doctors and subordinate staff who serve in the county health amenities. A sample size of 20% gave a sample size of 56 respondents and thus displaying a strong

positive relationship between training of employees and performance. Survey carried out by Accenture in Ireland on the level of recognition that workers get for good performance at work found that 63% have no plans of leaving because they are satisfied with recognition by their employer (Aguenza & Som, 2018). Non-financial recognition is as simple as managers' just saying thank you for a job well done or praising their employees and it's the most fundamental level. No attached monetary expenses to such recognition and the employees impact positively thus resulting to huge financial gains for the organization in terms of both staff retention and profit. Employees will feel valued and satisfied because of meaningful non-financial incentives.

Ajala (2012) discovered that working environment, training and recognition affected staff productivity at the Ministry of Finance headquarters in Hargeisa Somaliland. He suggested, among other things, that the Ministry of Finance create appropriate training opportunities for all staff to improve their abilities. Similarly, Agwu (2013) examined the influence of a reasonable incentive scheme on performance of workers of the Nigerian oil businesses and determined that equitable reward execution substantially affected employee job performance. Thus, non-monetary incentives have a favorable influence on work performance.

A Case Study of designated Banks in Municipality of Sunyani." The investigation focused only on Zenith and ADB banks. The research employed a case study method, with respondents drawn from banks using a purposeful and straightforward random sample procedure. The findings indicated that non-monetary incentives had a sizeable positive link with employee performance at Zenith Bank, but only a somewhat good relationship at ADB Bank. Abdullah and Wan (2013) researched Malaysia's relationships between job satisfaction, performance of employees and non-monetary incentives. The research used theoretical and empirical evidence to demonstrate that non-monetary incentives and work satisfaction affect job performance. Furthermore, the researchers concluded that non-monetary incentives and work happiness significantly affect performance of job, mainly when a range of non-financial rewards are applied among pleased employees.

2.3.4 Training and Employee Performance

According to Diamantidis & Chatzoglou (2019) training is primarily concerned with the upgrade and improvement of the knowledge and skills of the workers, which eventually enhances their performance at work. Nawaz, Masoodul and Saad (2014) increasing an individual's productivity is by way of training. In the process of training, workers gain solid knowledge, interpersonal and technical skills so as to do their work influenceively and efficiently at the place of work and absence of continues programs of training results to low employee's performance. Sung and Choi (2014) suggests that considerable evidence in training investments produce beneficial outcomes to the organization. When skilled employees are not motivated to perform their jobs, their influenceiveness will be limited. Yousaf, Latif, Aslam and Saddiqui (2014) suggested that the advantages are far much better when organizations offer employees opportunities for development, recognition, flexible hours, chance to contribute and autonomy other than rewarding them with money.

Numerous training tactics may be used to increase employee job performance and improving the firm's overall performance. Thus, training practices may be crucial to the success of a business, supporting their scrutiny via research. Managers in human resource training develop various training programs to provide workers with the skills, knowledge and competence essential to do their jobs successfully (Lakra, 2016). These training programs strengthen employees' familiarity with their occupations and drive them to develop a more substantial commitment to their careers.

According to Huang and Jao (2016) businesses build training programs to educate employees on how to do their jobs correctly and follow set standards. The organization's personnel create training sessions to ensure that employees' potentials are utilized. According to Khan and Baloch (2017) most businesses invest in various initiatives that promote the development of fresh talent via long-term planning. This helps companies to respond to future uncertainty. As a consequence, they ensure that their employees operate at a greater level of commitment and motivation.

As described by Mozael (2015), employee training is a program to help employees obtain specific skills and knowledge. As a result, employees gain knowledge and ability to improve their job performance (Mozael, 2015). Training is provided via organized

programs that assist employees in developing essential job skills. As a result, any agency needs to grasp the employer's requirements before initiating this training. For example, consider Lebanon, where public and private companies get training (Ismail, 2016). This strategy facilitates training the most significant number of individuals feasible to prepare them for higher-paying jobs.

Additionally, there are other critical reasons for developing staff training programs. For example, training allows a business to retain its best employees, which leads to profit growth. In addition, a firm may overcome operational issues with extraordinary personnel. Employers get this in return for well-developed strategies and meeting primary performance objectives. While it is necessary to give staff training to recruit better positions, it should also contribute to its strategic direction.

According to Jaoude (2015), businesses that provide outstanding training have tripled their income compared to competitors. Having such high-impact programs and individuals, on the other hand, is not simple; it requires a balance of alignment and planning. This requires developing and planning training following the organization's core goals. In Addition, staff training should be customized to address labor shortages. This is performed by assessing who has the essential and suitable talents for the post. This method facilitates practical training by focusing on employee motivation, skill mastery and critical thinking skills. Finally, exercise should emphasize both practical and classroom learning to create industry-specific skills that are influenceive and long-lasting (Urdinola, 2013).

Training programs are designed to foster adequate skill and knowledge development. According to Huang and Jao (2016) training may be classified into two broad categories: behavioral and cognitive. Thus, a firm decides the strategy that is the best fit for its training program. Trygg (2019) show that the two methodologies may coexist in the same program. The cognitive method involves the transmission of theoretical information to employees or supervisors. Academic knowledge is communicated to trainees verbally, nonverbally, or via several means of communication.

According to Guan and Frenkel (2018), businesses that offer cognitive training place a premium on strengthening trainees' knowledge and skills while also influencing their

attitudes via engaging learning. Training programs should be planned with care, taking into consideration the many variables that influence technique of selection. This considerably increases the chance of achieving the desired goals. Human characteristics such as presence or availability, for example, may affect the method of selection process (Erixon & Wahlström, 2016). Other influential factors include subject area, training objectives, time and materials availability and principles of learning (Halawi & Haydar, 2018). Erixon and Wahlström (2016) established four stages in executing a training program: assessment of training needs, development of the training program's design, implementation, and evaluation.

2.3.5 Employee Recognition and Performance

A statement of thankfulness is an essential part of receiving accolades. According to Lewis (2013), praise and recognition are good ways to motivate employees since they are the most important rewards considered. To encourage workers, Aktar, Sachu and Ali (2012) found that non-financial incentives such as a sense of accomplishment were more successful than money motivating them. There is little doubt that a lack of employee appreciation is the significant and persistent cause of employee turnover (Micke, 2015). Workers are more motivated to achieve at a high level when they feel appreciated. Disgruntled innovators, decreased effort and even espionage have resulted from corporations failing to acknowledge their contributions (Dutton, 2014). Unfortunately, recognition is often seen as a costly, non-essential activity that adds little value to the company (Ikäheimo, 2015).

Buil et al. (2019) claim that there has been reports that nowadays working surrounding that is highly paced, employees are keen on how their employers acknowledge their work, nevertheless, efforts on this have reported normally as rare and infrequent. Recognizing employees in an institution leads to an important result on employee's output (Buil et al., 2019). Improved employees performance is as a result of an incentive of recognition when applied influenceively. Actually, workers continuously use recognition as what they feel leads to job improvement and in turn resulting to improvement in performance and organizational efficiency.

Danish and Usman (2010) affirmed that incentives like recognition when offered through suitable execution, they create a good atmosphere for work which has the aptitude to motivate employees to have greater achievements. Ram and Prabhakar (2011) stated that virtuous executives have ways of recognizing their employees through things they consider to be the best in acknowledging the job achievements they make, and they reward their workers by offering them incentives which are tangible. Alam, Saeed, Sahabuddin and Akter (2013) researched on the results of recognizing a worker as a predicting factor on the employee's input, and the outcome revealed that a strong relationship exists between employee's contribution and non-monetary incentives. Nevertheless, Waqas and Saleem (2014) did a survey online to research on the exceptional things that financial and non-financial rewards have on employee's labor turnover. There was no noteworthy difference observed on employee turnover in the results shown in the study. Abdullah and Wan (2013) did research on the current kind of relationship between incentives as well as motivation of employees for three non-profit companies engaged in Pakistan.

So that the employees can be motivated, non-monetary incentives should be given to employees on top of monetary incentives in any organization. Monetary incentives are known commonly to favor employees in short-term ways whereas the non-monetary incentives usually have a long-term influence (Waqas & Saleem, 2014). Non-monetary rewards avail an equal satisfaction to an employee that is quite important at slight costs and inexpensive form of non-monetary incentive of just saying 'Thank You.' It's evident that many employers find it hard to show appreciation to their employees for their hard work adequately. Organizations which go onward in rewarding performance of employees as a method of encouraging production amongst employees are well-recognized for embracing the form of non-monetary incentives more and more (Albatal, 2019). Similarly, focusing on non-monetary incentives is normally more on the individual needs of most of the employees.

2.3.6 Flexible Work Schedules and Employee Performance

Nowadays workers are required by their relatives, friends, hobbies, sports and other undertakings. An afternoon off that is occasional or a flexible schedule is enough to meet some personal roles for an employee. Professionals who have a lot on their plate

need flexible work schedules (Tuttle & Garr, 2012). Companies that understand the difficulties their employees have in juggling personal and professional obligations may be surprised by the favorable reaction they get from their employees. Even though unconventional work regulations may soothe certain employees' concerns, company executives may be concerned about the long-term consequences of such policies. According to Nadler, Cundiff, Lowery and Jackson (2010), flextime programs enable employees to work a certain amount of hours while allowing them to have some degree of control over their schedules. Efforts to improve work-life balance need flexible work schedules. Employees and employers both place higher importance on the ability to make changes to their work schedules when negotiating employment contracts.

Employees appreciate flexibility when they are looking for new employment opportunities (Davidescu et al., 2020). Work schedule flexibility helps alleviate some of the stress that employees face both at work and in their personal lives (Davidescu et al., 2020). Flexible work schedules allow employees to balance better their personal and professional life. Businesses may profit from this appeal by attracting high-quality employees (Davidescu et al., 2020). Management's preference for flexible work schedules communicates to workers that they respect their time as much as they do theirs (Lathois, 2011).

Flexible scheduling enables personnel to monitor and analyze the time needed to fulfill their assigned duties (Lathois, 2011). Respect and trust are built up between supervisors and workers due to this commitment, which reduces employee turnover (Lathois, 2011). Flexibility in work schedule has been shown to increase job satisfaction and improve overall work-family life balance (Tuttle & Garr, 2012). To preserve a good work-life balance, individuals may benefit from flexible work schedules supported by their employers' at the same time employees may benefit from this flexibility by working and caring for their families. There may also be a decrease in employees' number of sick days due to stress reduction. Flexibility in working hours may also help to keep employees happy and productive (Nadler et al., 2010). (a) Increased productivity, (b) fewer absences and (c) improved job satisfaction are all possible advantages of flexible work hours (Nadler et al., 2010).

White and Maniam (2020) suggests that increasing the motivation and the morale of employees is by allowing work schedules that are flexible. The effort and the nature of work required to achieve a specific goal describes an organization job schedule. Industrial Revolution of the 19th century manufacturing innovations transformed the larger agrarian labor that came first. In the industry, work became quite lengthy, nevertheless, social as well as developments in technology knowledge changed the past models over time (Dutton, 2014). Flexibility of work schedules suggests different possessions to different individuals and different organizations. Alternative work schedules imply that workers can perform their responsibilities on working days, in the evenings and also weekends. There are several arrangements forms that can be accomplished for break time job, shift work and overtime work. The number of hours that employees have worked whether in terms of full time work, part time or even job sharing arrangements is also what flexibility implies. Agwu (2013) phased retirements or seasonal work in the place of work for employees can as well mean flexibility.

In the most recent parts of the 20th century saw an increment occurring of the flexibility requirements. Due to flexibility of schedules more women started working, which meant that apart from having kids, they had in their organizations responsibilities to perform. Likewise, the requirement for taking care of patients increased for persons working in the hospitals, which led to work programs that allowed flexibility. Employees who were of age continued to work past their age of retirement that had been implemented previously, although most of the older persons in institutions favored part-time work, flexible day schedules or even seasonal work.

Increased requirement for job schedules that are flexible was the reason for employees to carry on with education for empowering themselves in relation to good expertise. Over the time teleworking has been introduced as an important method for arranging working hours which is founded on other duties that workers might be having (Chung & Van der, 2018). Greater employee's flexibility in how they have their work completed is by allowing working arrangements which are flexible. The ability to telework part of the job or for the entire week is a flexible work arrangement which is common. Kelliher and Anderson (2010) suggests that other such arrangements include splitting between two people a full-time position, having breaks for lunch prolonged

and making the difference during weekends or in the afternoon as well as the aptitude to cram forty hours a day into a period of four days.

According to Altindag and Siller (2014), flexible programs have optimistic influence on performance of employees and they result to morale improvement. Workers bound in an office monday to friday starting 8 a.m. to 5 p.m. with an exact lunch break of one-hour, they usually feel like they have no healthier work-family equilibrium than persons offered and use flexible work arrangements (White & Maniam, 2020). Once workers feel good concerning their work and their workmates, they make work environment good for others, so employee morale is important. Rather than a dreaded one, employee morale can make view of going to job to be enjoyable. In addition, employees have better health because of flexible hours and also keeping manageable stress levels by creating high-quality self-confidence and as a result employees become healthier and more contented. Organizations with healthy workers means that only a small number of them will need medical leave or even sick off, a situation that ordinarily leaves other employees stressed to shield responsibilities allocated to their absent coworkers. According to Abamara (2013), sometimes substance-abuse issues and depression is experienced by employees who work at companies where morale is a problem.

Golden (2012) study found out that increased productivity was as a result of flexible working time. Creating a working environment that is suitable for every employee is by having flexible working arrangements. Employees are over and over again ready to even work harder for the organization to achieve its goals, if a company demonstrates towards helping employees to achieve a suitable equilibrium between life as well as work. If they are ever needed possibly this could make them to come outside their normal schedules and take on additional assignments which they would mostly work stiffer and accomplish well their responsibilities. It results to reduced turnover of employees which is important in an organization. Empty positions advertisement, interviews for potential candidates for job and employing fresh persons for replacing workers who exit can be fairly expensive, so this point is particularly relevant to employers. Retaining existing employees is much more cost efficient (Altindag & Siller, 2014).

2.3.7 Autonomy and Employee Performance

According to Worth & Van den Brande (2020) employee autonomy, or empowerment, is the process of building an individual's confidence, capability and sense of control over their job results. Employers should empower workers by communicating the organization's mission and vision, communicating specific and quantifiable individual objectives and expectations, delegating and providing timely feedback. Empowering workers generate pleasant feelings and stimulate people to contribute their skills and abilities to the organization's plan and enhancing productivity.

Employees do not usually require a person to watch over them constantly, they prefer an independent way of working. Unlike when they are always followed in whatever they do, employees mostly like getting responsibilities which are time-framed and are then given time to work on them. In a study by Ncube (2012), established an optimistic affiliation existence between the performance of particular organization as well as the employee's independence. The author asserted that letting employees to have freedom in their everyday work significantly contributes to satisfaction of the job and which eventually improves employee's performance. Performance of employees has been predominant for quite sometime due to the practice that associates with pay. However, the method in which it is organized in the order of dissimilar performance is inventive and the new thing is the percentage pay which is allied to performance of employees. This means that rewards like self-determination, effort optimization and independence of employees ought to be available as a method of enhancing employee's satisfaction of job in an institution (Ngamau, 2016).

Job contentment has a direct relationship with the employee's autonomy that takes place due to their empowerment in their organizations. It leads employees to feel free and have control of the organization resources and also has beneficial influence for the employees for a long period of time (Saragih, 2015). An organization's great value is which led persons to focus on career building by way of empowering employees. According to Ngamau (2016), creating satisfaction of job from the first feeling that workers are enabled normally makes influence on each other arrangement over the time that the organization is operating and it's the best thing that could experience from an organization. Also, employees who enjoy regular contacts with their managers, have

the capability of swaying institutional and departmental decisions. Motivating employees in order for them to think strategically in what ways organizational performance can remain enhanced as a method of building strong business, then managers must be willing to listen to the direct input from the employees.

Further, transforming organizational culture using influence of the opinion that the institution embraces true empowerment. For example, managers in organizations are required to change their understanding that a number of authorities they own need be known to the lower level workers. According to Ncube (2012), executives must go on offering services that are of value to the organization and the workers at all levels ought to realize that just by having professions they are being entitled to their work; in culture of innovation.

Non-monetary incentives can influence majority of the employees at a higher level as opposed to considering financial incentives as asserted by Jyothi (2016) study. Minimal supervision as a reward in a place of work enables employees to please the employer in all ways as well as developing confidence for delivering and it is considered as an important method for compensating workers. Dobre (2013) states that 70% of those institutions declared to as outstanding, managers have at all times utilized autonomy to reward workers in their organizations so as to inspire them. In the area of incentive usage and job satisfaction always have displayed a positive relationship between the two components out of the majority studies that have been conducted.

Hayati and Caniago (2012) investigated the type of relationship that can emphasis between the satisfaction that employees get on their job and the motivation in the internal organization and they established a direct relationship. Motivating employees through intrinsic rewards has the implication that there is more satisfaction as opposed to expending cash to compensate. Rast and Tourani (2012), conducted research on issues that own an important result on job gratification. Congruently, Hayati and Caniago (2012) also conducted research in what way occupation performance is connected to satisfaction of the job and they established that an employee who becomes satisfied with the job usually have improved performance rates in an institution as opposed to employees who are not rewarded, and therefore, performance of employees on job satisfaction has a positive influence.

According to Danish and Usman (2010), autonomy perception at work is a significant value in numerous diverse cultures. Autonomy perception increases satisfaction of the employee even in the greatest repetitive work, hence leading to improved production in difficult work (Danish & Usman, 2010). Employees given more freedom usually demonstrate good outcomes in relation to performance and satisfaction of the job, even if independence has been differently defined in ways comprising the aptitude to work from home and flexible hours across a diverse array of cultures. Profound impact on an employee performance and productivity have an implication on the extent of freedom offered to an employee. Since employee independence has both gains and shortcomings, finding the correct equilibrium between authoritarian control and complete independence is the hard part of the equation. Saragih (2015) expresses how an individual is affected by independence, and also proclaims that even though independence is positively associated with satisfaction and greater performance so as to produce maximum results, the employee's independence must have boundaries.

2.4 Conceptual Frame Work

Independent variables

Dependent variable

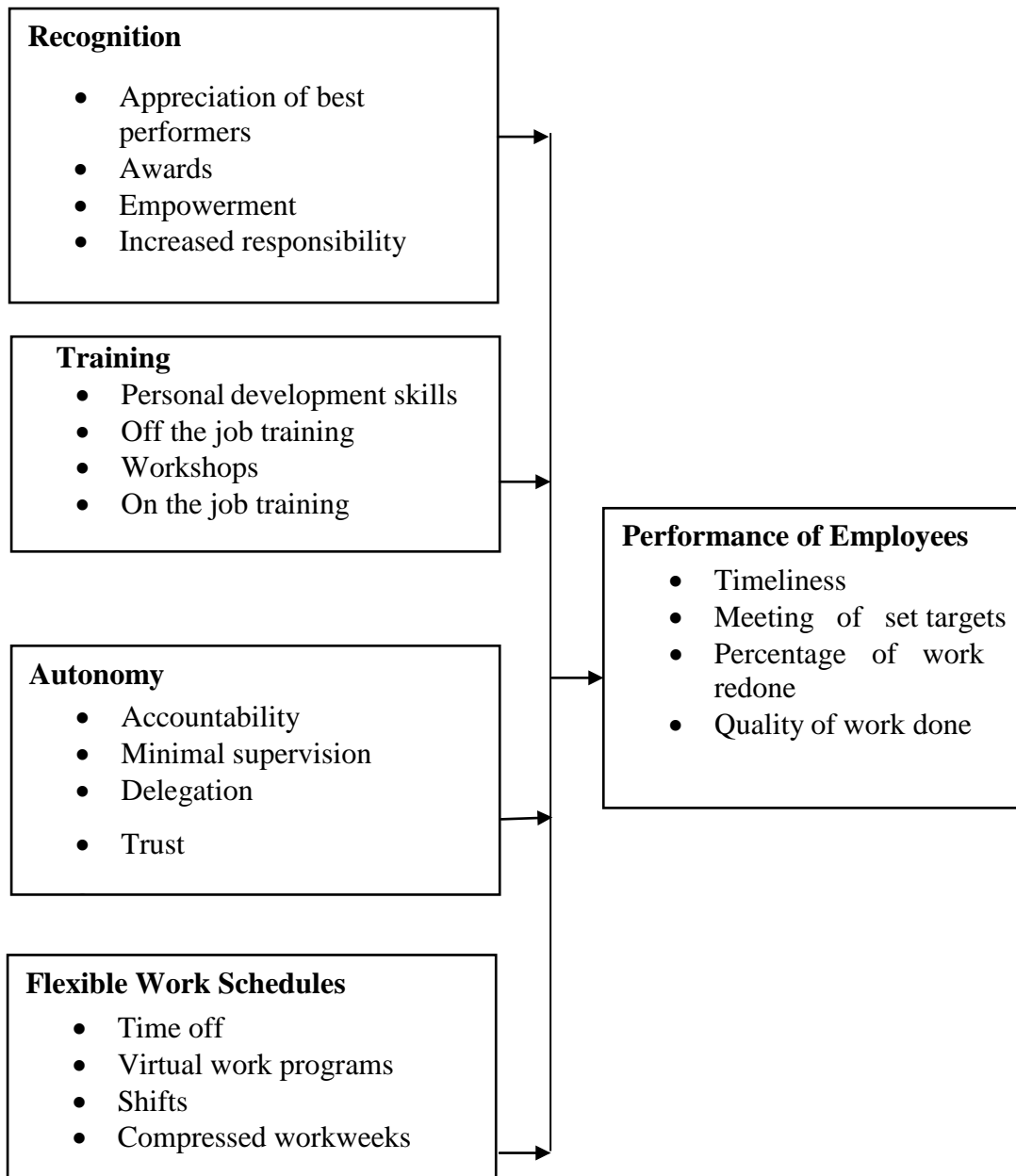


Figure 2.1: Conceptual Frame Work

2.4.1 Recognition

According to Lartey (2021), recognition is described as the process through which supervisors express their satisfaction with a job well done. Human beings are unique and enjoy varying methods of appreciation. As a result, management must deploy various forms of gratitude to retain personnel who will reciprocate by doing better. In

this study recognition was measured in terms of appreciation of best performers, awards, empowerment and increased responsibility to exemplary performance (Jean, Ngui & Robert, 2017).

2.4.2 Training

According to Azeem et al., (2013) training is primarily concerned with the upgrade and improvement of the knowledge and skills of the workers, which eventually helps workers carry out their responsibilities properly and improve their performance in advancing the organization's objectives. This also entails more duties, as personnel is assigned to higher positions. As a result, they go above and beyond the call of duty to demonstrate their expertise, thereby fulfilling the established objectives. Training in this study was measured in terms of personal development skills, on the job training, workshops and off the job training (Latif, 2012).

2.4.3 Flexible Work Schedules (flextime or flexi time)

According Idris (2014), flexible work schedules are methods that enable workers to manage and redistribute their work hours according to organizational needs (within set restrictions). This benefits workers in several ways, as they feel their concerns are being addressed via their work schedules since they will have free time to attend to them. For instance, an employee may work between 10 a.m. and 7 p.m. rather than 8 a.m. to 5 p.m. Allowing employee's space and time away from the workplace enables them to catch up on genuinely essential tasks such as spending time with family and getting proper sleep. Therefore, employees will exert more effort to achieve organizational objectives on time to qualify for such benefits. In this study flexible work schedules was measured in terms of shifts, virtual work programs, compressed workweeks, time off (Coenen & Kok, 2014).

2.4.4 Autonomy

It is the process of developing an individual's confidence, capability and sense of control over their job results (Sousa et al., 2012). Employers should empower workers by communicating the organization's mission and vision, communicating specific and quantifiable individual objectives and expectations, delegating and providing timely feedback. Thus, empowering workers fosters a healthy work environment and

empowers them to utilize their skills and abilities to contribute to their plan, thus enhancing productivity. In this study employee autonomy was measured in terms of trust, minimal supervision, accountability and delegation (Schoorman et al., 2016).

2.4.5 Employee Performance

This refers to an employee's anticipated job-related duties and how those actions are carried out to support the organization's vision and goal (Aguinis, 2019). The evaluation of employee performance offers clarity to workers about the needs and expectations of the higher-ups. The employees get to understand that their performances are being assessed and valued. That increases confidence and ensures everybody feels better supported and more engaged. Without this, the workers are most likely to feel detached from their work and their role in the organization. In this study employee performance was measured in terms of percentage of work redone, observing timelines, quality of work done and meeting of set targets (Salah, 2016).

2.5 Research Gap

The influence of non-financial incentives on employees performance in the workplace has been proven in an empirical manner by different authors who conducted previous research. A study by Lewis (2013) showed that praising and recognizing employees are effective methods of improving their motivation and the conduct of the workers in an organization because of them being well thoughtout as the most significant organizational incentives. Numerous research (Nyauchi, 2014; Onyango, 2014; Ahmed & Ali, 2008; Oyegbanju, 2009; Zia, 2011; Anyim, Chidi, and Badejo, 2012; Gitari, 2012) have shown a direct association between non-monetary incentives and performance of employees. Axelsson and Bokedal (2009) carried out a study on incentives to motivate various age groups at Volvo Car Corporation. Findings of the study indicated that bonuses and shares are not very motivating as compared to non-financial incentives which motivate managers. Erbasi and Arat (2012) carried research on how monetary as well as non-monetary incentives affected Anatolian region in Turkey on food sectors and learnt that non-monetary incentives were critical in boosting performance as opposite to monetary incentives.

However, some studies have registered mixed results. For example, in Makeni County, the use of non-monetary rewards such as recognition of employee's performance yielded results as depicted by improved service delivery in the medical sector (Mbugua & Mwitari, 2017). Yet, in Muranga County, despite embracing non-monetary rewards of employees; there is less to show off in terms of performance (Ngatia, 2014). These studies however, looked at a few counties and more studies need to be done in other counties to find whether the results will be mixed. The researcher wishes to conduct a research and see if the same trend will be applicable in Machakos County Government. Yet, in all of these studies, there lacks an in-depth evaluation of the different types of non-monetary incentives and the specific influence that each of the types of incentives has on workers' performance. Thus, this study is aimed at closing this existing research gap through the evaluation of the effects of employee autonomy, recognition, flexible work schedules and career development on worker performance in Machakos County Government, Kenya.

2.6 Summary of the Literature Review

According to the evaluated theories for the research, workers are more inclined to perform when they see a strong relationship between their performance and their incentive. When workers believe they may get valuable incentives from the business, they make a tremendous effort at work. According to the reinforcement theory of motivation, when workers are rewarded for their contributions, they perform better. Workers get unhappy and demotivated when they sense unfairness in their input-output ratio relative to other employees. The notion presupposes that employee demand equal and fair compensation for their efforts in the workplace. Finally, according to spillover theory by Piotrkowski, job-related and family-related issues must be in balance for workers to be influenceive. All of these ideas highlight those workers are more motivated by non-monetary rewards that go a long way towards gratifying their egos than they are for monetary rewards that cannot meet specific human needs.

Training is a constant endeavor to enhance workers' competence and arrange their performance to increase their capacity and performance. Businesses have attempted to use their competent personnel's enhanced skills, knowledge and capabilities to gain a competitive edge (Lin & Hsu, 2017). Therefore, firms should promote training among

their employees to provide them with additional information that will enable them to manage complicated tasks since the world is increasingly becoming a global village. Furthermore, according to Aktar et al., (2012), non-financial rewards like recognition, opportunities for learning, intricate work and career progression have motivated employees and influenceively increased their performance. According to Nadler et al., (2010), flextime programs enable employees to work a certain amount of planned hours while maintaining flexibility for the remaining hours. Job flexibility continues to be a central issue in efforts to improve work-life balance.

Considering the current pandemic of covid-19 affecting the entire world, many organizations have implemented flexible work schedules such as working in shifts or remotely. These programs have enabled employees to perform well than when they are restricted to a routine work schedule. According to Dobre (2013), 70% of firms deemed outstanding employers have always leveraged employee autonomy to inspire workers. In the domain of incentive use and work satisfaction, most research has consistently shown a good association between the two components.

Finally, it should be noted that when businesses develop employment programs, staff members have their aims and reasons for seeking work. Therefore, avoiding employee needs results in a lack of motivation, which may result in avoidable poor performance and even industrial action on the part of workers. As a result, it is necessary to examine favorable working circumstances that are defined by non-monetary incentives.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section discusses the methods that were utilized to collect and analyze data for the research. The specific topics covered include the study design, target population, sample size and sampling strategies, data gathering instruments, instrument validity and reliability, pre-testing, data collection processes, ethical considerations, data processing methodologies and presentation.

3.2 Research Design

A Research design is a blue print intended to facilitate the even sailing of an array of operations in research, making a study to be well-organized to produce utmost data where negligible is realized in terms of money, efforts and time. It expresses both the plan of investigation used to obtain empirical evidence on those relationships and the structure of the research problem –frame work, organization, or configuration of the relationship among variables of a research (Cooper & Schindler, 2014). Descriptive survey research design was used in this research, because it allowed a systematic and well-ordered description which was reliable, accurate as well as valid according to Jansen (2010), and for that reason the method was well thought-out as appropriate for this study. Inferential statistics was used to show the relationship of the independent and dependent variables and also to draw conclusions about the population from the sample taken.

3.3 Target Population

According to Sekaran and Bougie (2010), population is defined as a definite different set of services, events, elements, people and households under a research-based investigation or collection of items. A total of 823 employees of Machakos County Government, constituting of top level, middle and lower level employees was the target population for this study. The top management and the other levels of employees were targeted in this study as they were considered to having suitable information as per the study requirements. This was because the management was the one directly involved in defining the kind of incentives to be given to the workers and the middle and the

lower level workers were the ones affected directly by the scheme of reward the organization uses.

Table 3.1: Target Population

Employee Levels	Number of Employees	Percentage
Top Level Employees	113	13.7
Middle Level Employees	230	27.9
Lower Level Employees	480	58.3
Total	823	100

Source: Human Resource Department (2022) of Machakos County Government.

3.4 Sample and Sampling Techniques

Sampling is a process of selecting a subset of cases, people or places in order to draw conclusions about the whole populace (Andrew & Orodho, 2014). According to Harahap (2018), a procedure that is used to get the sample for the study is the technique of sampling. To determine the sample size the study used the universal scholarly thumb rule of anything between 10% and 30% of the population was acceptable as opined by (Van, 2011). The study population was 823 and used the higher percentage of 30% of the population which was approximately 247. This enabled the researcher to achieve valid and reliable results worth for generalization. Stratified sampling was used to create a stratum for each level of employees then took a systematic random sampling for each stratum. The technique was worth since all subjects had an equal chance of being selected as a unit from within the populace when the sample was created.

3.4.1 Sample Size

The sample size represents a subset of the whole population (Singh & Masuku, 2014). Calculating the sample size was critical for obtaining an accurate result in a quantitative survey design. One of the actual benefits of quantitative approaches was their capacity to draw judgements about bigger groups of individuals that would be prohibitively costly to research (Fisher, 2007). A stratified random sample approach was utilized to pick respondents by classifying workers into their respective levels and then randomly choosing respondents from each group. This is as shown in Table 2.

Table 3.2: Sample size

Employee Levels	Number of Employees	Percentage
Top Level Employees	35	14.1
Middle Level Employees	78	31.5
Lower Level Employees	134	54.2
Total	247	100

30% of 823 =247

3.5 Data Collection Instruments

Questionnaires and personal interviews were used in this study. Likert scale, close-ended and open-ended questions were in the semi structured questionnaire. Likert scale normally were important in ensuring that the objectives of the study were evaluated comprehensively and they could also give the respondents statements of a wide scope developing from the literary conversation, where they are expected to agree or disagree. Close ended type of questions simply agree to particular kinds of answers like Yes or No, whereas in the open ended questions, respondents stretch answers according to their individual thinking. Owing to the detail that they are very reasonable in relation to energy, time as well as money and since they are normally in their immediate serviceable form they are capable of enabling an easier analyzing, hence for this study questionnaires and personal interviews were preferred. The respondents finally gave suitable evidence required in the study because the questionnaires usually offer encouragement in a manner that deliver a thorough and felt reply as well as personal interviews could provide historical information.

3.6 Pre-testing

According to Kothari (2014), a pre-test is a rehearsal of the significant research, highlighting the instrument's flaws. The pre-test objective was to determine the instrument's validity and reliability. According to Connelly (2008), existing literature suggest a pilot sample should be 10% and above of the sample projected from the targeted population. A random sample of sixteen respondents from the study region were given the questionnaire to assess its reliability and make necessary adjustments

before conducting the primary research. The outcomes of the pre-testing assisted in adjusting the instrument so as to ensure validity and reliability.

3.6.1 Validity of the Research Instrument

Validity is simply measuring of accuracy. The researcher's judgment are based on the assessments of validity of the research instrument. Validity is the approximately truth of proposition, inferences or conclusion (Sachdeva, 2018). Validity of the instrument was first ascertained by discussing it with experts and supervisors to ensure that the questions measured what they were supposed to measure for instance clarity of wording and whether the respondents could interpret all questions well to eliminate areas that were likely to cause ambiguity and confusion. For the questionnaire validity to be enhanced, then the research instruments were appraised by the industry experts to evaluate the appropriateness and applicability of the content and sufficiency of the instruments from a research point of view. To ensure content of the instrument of research, field test was conducted with pilot randomly selected respondents from the population sample and also the corrections on the identified questions were incorporated in the instrument.

3.6.2 Reliability of the Research Instrument

Ability of an instrument to give same results repeatedly is defined as reliability of the research instrument (Sachdeva, 2018). Once we administer an instrument under the same conditions to the same populace and get similar outcomes then this shows a connection which measures strength amongst variables. For purposes of evaluating the test for stability over time the study used Cronbach's alpha. Bell, Bryman and Harley (2022) indicated that a Cronbach's alpha of 0.7 is an acceptable reliability. In this study, Cronbach's Alpha of 0.7 was considered acceptable reliability. A Cronbach Alpha above 0.7 is an acceptable reliability coefficient. As shown in Table 3 all values for scale reliability except flexible work schedules were less than 0.7. Though, majority of the variables had scale reliability of less than 0.7 all of them combined had 0.8028 meaning the items instrument met reliability test.

Table 3.3: Cronbach's Alpha and Sampling Adequacy

Variables	Number of items	Scale Reliability coefficient
Employee performance	4	0.4811
Employee Recognition	4	0.5122
Training	4	0.4263
Employee Autonomy	4	0.5764
Flexible Work Schedules	4	0.7805
All	20	0.8028

3.7 Data Collection Procedures

An introduction letter from Machakos University (MksU) was sought by the researcher, which acted as proof that the collected information was for academic purposes only and that the researcher was truly a student of MksU. Questionnaire and interview was used in this study. The researcher administered the questionnaires to the respondents through hand delivery and gave them adequate time to fill, then after a few days collected the completed questionnaires. The researcher had the opportunity to personally introduce the study to the respondents and explained to them the study's intention, as she also clarified anything concerning doubts that arose during the study and that was the advantage of this method.

3.8 Data Analysis and Presentation

Descriptive and inferential statistics was used in this study to analyze data since the researcher was trying to establish relationship between the variables. Standard deviations, means, percentages and frequencies were used as the statistical tools for analyzing data. Data collected was examined thoroughly and checked for comprehensiveness. Data affirmed was coded as well as entered into the STATA version 17. The processed data was then presented in form of tables. To establish whether there was any existing relationship between the independent variables and the dependent variable then regression model below was used.

$$Y_1 = \alpha + \beta_1 X_1 + \mu_1 \dots \dots \dots \text{model 1}$$

$$Y_2 = \alpha + \beta_2 X_2 + \mu_2 \dots \dots \dots \text{model 2}$$

$$Y_3 = \alpha + \beta_3 X_3 + \mu_3 \dots \dots \dots \text{model 3}$$

$$Y_4 = \alpha + \beta_4 X_4 + \mu_4 \dots \dots \dots \text{model 4}$$

$$Y_5 = \alpha + \beta_5 X_5 + \mu_5 \dots \dots \dots \text{model 5}$$

Where Y is the dependent variable (Performance of employees), X_1 represents recognition, X_2 represents training, X_3 represents employee autonomy and X_4 represents flexible work schedules. The coefficients $\beta_1 \dots \dots \beta_5$ are parameters to be estimated while $\mu_1 \dots \dots \mu_5$ are the error term.

3.9 Ethical Issues

Permission for data collection was sought from the National Commission for Science, Technology and Innovation (NACOSTI) before issuing them with the questionnaires and the research instruments, so as to address ethical issues. The researcher informed the participants the reason why the information was being sought, the rationale, the details needed for the study as well as the way in which they were expected to participate, in addition to how the study was directly and indirectly affecting them. Also, the researcher ensured during the research that there was confidentiality because the information pertaining to the study was considered of importance. The participants' names were held in confidence and information provided was treated with utmost confidence, where a specific answer was attributing to certain individuals.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the results of the assessment of influence of non-monetary incentives on performance of employees in Machakos County Government. The data was analyzed using the STATA version 17, by use of both descriptive and inferential statistics. Descriptive statistics such as frequency, percentage, mean and standard deviation were used. Simple and Multiple Regression model was used to estimate coefficients of the variables proposed in the objectives. Correlations were also conducted among various pairs of observed and latent variables.

4.2: Response rate

A total of 247 questionnaires were distributed to Machakos County workers categorized into top level employees, middle level employees and lower level employees. Out of the questionnaires distributed, 126 were collected leading to a representation of 51 percent. Mugenda and Mugenda (2013) avers that a response rate of 50% or more is acceptable for conducting estimation. Maxfield (2015) corroborates Mugenda and Mugenda (2013) assertion by showing that return rates of 50 percent are acceptable for analysis and publication.

Table 4.1: Response Rate

Response	Total	Percent
Returned	126	51.01
Unreturned	121	48.99
Total	247	100

4.3: Employment Cadre

Table 4.2 presents findings concerning the employment cadre of the respondents.

Table 4.2: Employment Cadre

Employment Cadre	Frequency	Percent
Top Management Staff	12	9.5
Middle Level Staff	29	23.01
Lower level Staff	85	67.46
Total	126	100

The results in Table 4.2 showed that majority of the respondents that is 67.46 percent were lower level employees. The top level employees and middle level employees accounted for 9.5 percent and 23.01 percent of the total respondents respectively. This shows that in the study the lower level employees of the respondents were able to respond to the questionnaires as they were directly affected by the non monetary incentives.

4.4: Demographic Characteristics

This section consists of information that describes basic respondent's characteristics. They include level of education, gender, age, period of continuous service with the Machakos County.

4.4.1 Response by Gender

Figure 4.1 presents findings concerning the gender of the respondents.

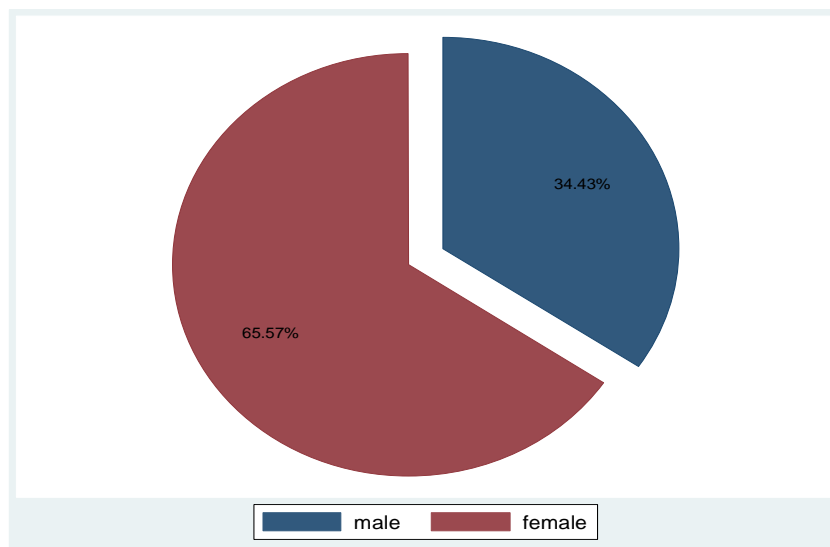


Figure 4.1: Gender of the Respondents

The results showed that majority of the respondents, that is 65.57 were female while male were 34.43 percent of the respondents. This shows that in the study both gender was represented though, there was percentage difference in terms of gender.

4.4.2 Response by Highest Level of Education

A question was posed to respondents to indicate their highest level of education. The results are shown in Figure 4.2.

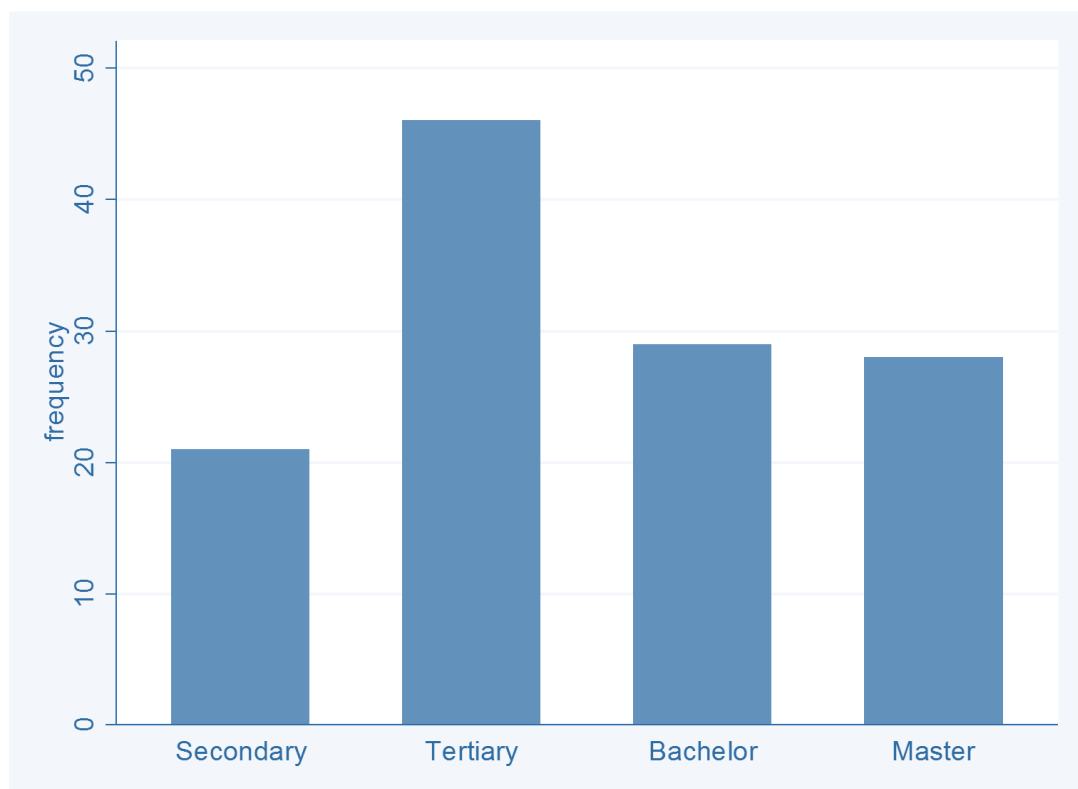


Figure 4.2: Highest Level of Education

The results shown in Figure 4.2 revealed that 46 of the respondents possessed tertiary/diploma qualification. The respondents who had attained Bachelor degree were 29 of the respondents. Those with master degree qualification were 28 of the total respondents. This meant that most of the respondents had tertiary/diploma qualification and therefore could easily comprehend the importance and meaning of non-financial incentives.

4.4.3 Age Brackets of the Respondents

A question was posed to respondents to indicate their ages. The results obtained are shown in Figure 4.3.

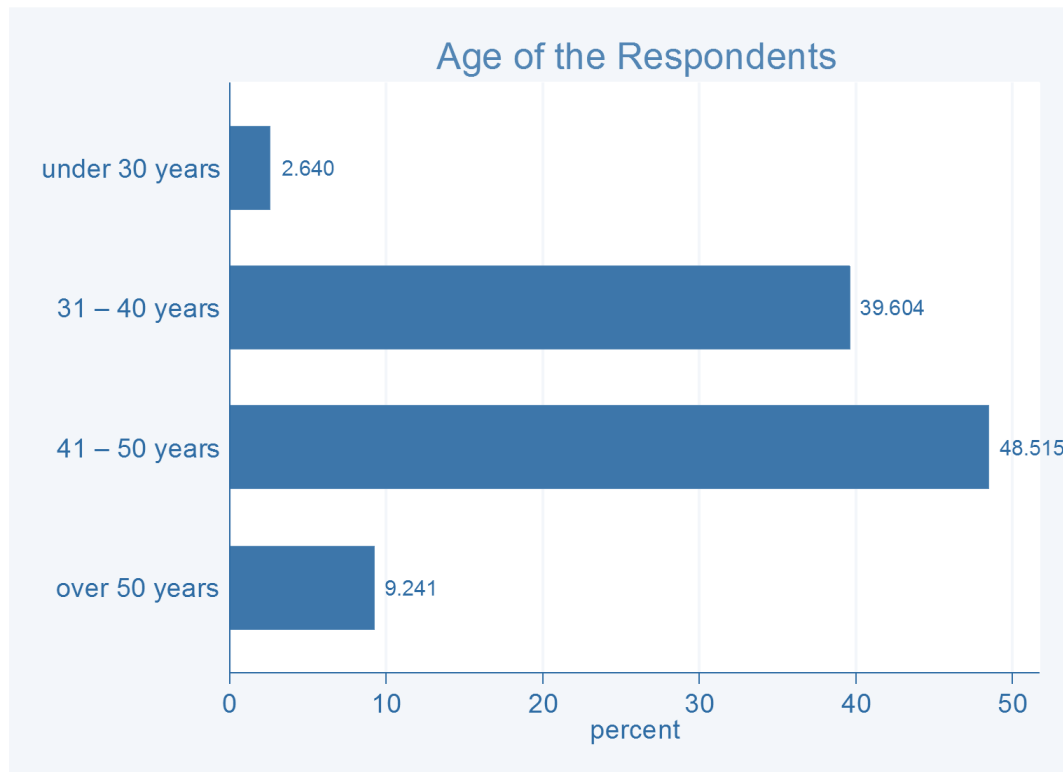


Figure 4.3: Age of the Respondents

The results revealed that majority of the respondents were between the age of 41 and 50 years. They accounted for 48.515 percent of the respondents. The respondents between the age of 31 and 40 accounted for 39.604 percent of the total respondents. Those over 50 years accounted for 9.241 percent of the total respondents. Those under 30 years accounted for 2.640 percent of the total respondents. This meant that the representation was fair in all the age brackets.

4.4.4 Period of Continuous Service with Machakos County

The respondents were asked to record the number of years they had been continuously serving in Machakos County government. The results obtained are shown in Figure 4.4.

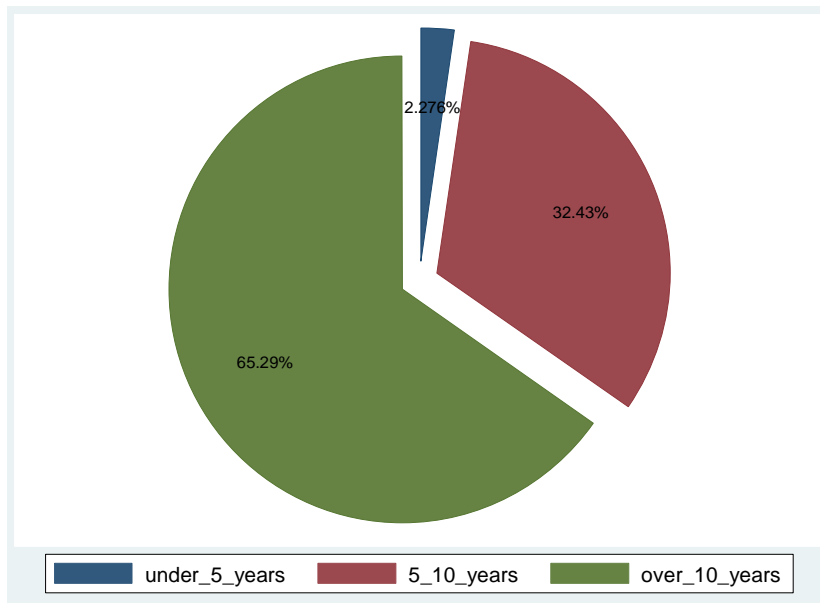


Figure 4.4: Period of Continuous Service

The results showed that majority of the respondents had worked for Machakos County for over 10 years and this revealed that they were familiar with the non monetary incentives offered and its benefits. They accounted for 65.29 percent of the respondents. Those that had worked for the county for between 5 and 10 years were 32.43 percent of the total respondents.

4.5 Descriptive Statistics

This section presents the descriptive results of assessment of non-monetary incentives on employee performance in Machakos County government. The factors considered included recognition, training, employee autonomy, flexible work schedules and employee performance at Machakos County government.

4.5.1 Recognition on Employee performance at Machakos County Government.

The study sought to establish how recognizing employees in Machakos County government influences their performance. The responses were rated on a Likert scale and the results are as presented in table 4.3.

Table 4.3: Influence of Recognition on Employee performance

Recognition	Percentage (%)						
	SA	A	N	D	SD	M	SD
Rewarding outstanding employees result to good performance	24.19	39.52	11.29	16.13	8.87	3.54	1.26
Appreciation for work well performed boosts employees performance	28.23	37.90	12.90	17.74	3.23	3.70	1.15
Empowerment of the productive employees help them consistently improve their performance	23.39	41.94	12.10	16.94	5.65	3.60	1.18
More responsibility is given to employees who perform well improve their performance	19.35	41.13	16.13	13.71	9.68	3.47	1.23
Average						3.58	1.09

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

From the results it was revealed that 39.52 percent of the respondents agreed that rewarding outstanding employees boosts employee performance. Only 8.87 percent of the respondents strongly disagreed that rewarding outstanding employees will boost employee performance. With regard to appreciation for work well performed, 37.90 percent of the respondents agreed that appreciation for work well performed boosts employees performance while 3.23 percent of the respondents strongly disagreed. On probing whether empowerment of the productive employees help them consistently improve their performance, about 42 percent of the respondents agreed it indeed boosts employee performance. Only 5.65 percent strongly disagreed that empowerment of the productive employees help them consistently improve their performance. Also the study asked respondents whether giving responsibility to employees who perform well improve their performance. The findings revealed that majority of the respondents 41.13 were in agreement while 16.13 percent indicated that they were neutral. The study found that on average the respondents agreed that recognition of performing employees improves their performance. This is after getting a mean of 3.58 with standard deviation of 1.09.

4.5.2. Influence of training on Employee performance at Machakos County Government.

The study sought to establish whether providing training opportunities to employees affect their performance in Machakos County government. The responses were rated on a Likert scale and the results are as presented in Table 4.4.

Table 4.4: Influence of Training on Employee performance

Training	Percentage (%)						
	SA	A	N	D	SD	M	SD
Supporting attainment of personal development improves employee performance	35.48	49.19	3.23	10.48	1.61	4.06	0.98
Off the job training organized at Machakos County Government has helped me improve on performance of my work	55.65	28.23	6.45	8.06	1.61	4.28	1.09
Workshops held at Machakos County Government has increased my performance	33.06	36.29	8.87	16.13	5.65	3.75	1.23
On the job training offered in the institution has helped me improve on my performance	37.90	41.13	4.84	12.90	3.23	3.98	1.12
Average						4.02	1.08

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

From the results it was revealed that supporting attainment of personal development improves employee performance, 49.19 percent were in agreement while only 1.61 percent strongly disagreed. On probing whether off the job training organized by Machakos County government has helped them to improve their performance, about 56 percent strongly agreed while 6.45 percent of respondents were neutral. The respondents were also asked on whether workshops organized by Machakos County government have helped them improve their performance. Their responses showed that 36.29 percent were in agreement while 5.65 percent strongly disagreed. On probing whether on the job training offered by Machakos County government has helped employees improve their performance, about 41 percent were in agreement.

Further, the study established that training is a key determinant of employee performance as evidenced by average response of 4.02 with standard deviation 1.08. This suggests that majority of the respondents were in agreement that training improves employee performance.

4.5.3 Influence of Autonomy on Employee performance at Machakos County Government

The study sought to establish whether employee autonomy influence employee performance in Machakos County government. The responses were rated on a Likert scale and the results presented in table 4.5.

Table 4.5: Influence of Autonomy on Employee performance

Employee Autonomy	Percentage (%)						
	S A	A	N	D	SD	M	SD
Allowing employees to be accountable in their work improves performance	20.16	23.39	12.10	34.68	9.68	3.10	1.33
Minimal supervision at work improves employee performance	33.06	44.35	12.90	2.42	7.26	3.94	1.10
Delegating work to employees improves their performance	26.61	37.90	19.35	7.26	8.87	3.66	1.20
Trusting employees with work improves their performance	32.26	29.84	19.35	10.48	8.06	3.68	1.25
Average						3.60	1.22

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

Table 4.5 above revealed that the mean for this statement was 3.60 implying that most respondents were in agreement with this statement that employee autonomy improves their performance. The standard error for the variable was 1.22 meaning that responses were not the same as it could be zero had the respondents indicated similar responses. Similarly, the results indicated that majority that is about 23.39 percent of the respondents indicated that allowing employees to be accountable in their work improves performance. In addition, about 44 percent of the respondents agreed that minimal supervision at work improves employee performance. The study also

established that 8.87 percent of respondents strongly disagreed that delegating work to employees improves their performance. However, about 38 percent were in agreement that delegation improves employee performance. The study also found that 32.26 percent of the respondent agreed strongly that trusting employees with work can improve performance of workers.

4.5.4 Influence of Flexible work schedules on Employee performance at Machakos County Government

The study sought to establish whether flexible work schedules influence employee performance in Machakos County government. The responses were rated on a Likert scale and the results presented in table 4.6.

Table 4.6: Influence of Flexible work schedules on Employee performance

Flexible work schedules	Percentage (%)						
	S A	A	N	D	S D	M	SD
Allowing time off for employees improves their performance	3.23	66.13	11.29	11.29	8.06	3.45	1.01
Adoption of virtual work programs enhances employee performance	20.97	42.74	11.29	16.13	8.87	3.51	1.24
Employees working in shifts improves their performance	55.65	4.84	9.68	15.32	14.52	3.72	1.58
Compressing of work weeks improves employee performance	29.84	37.90	11.9	9.68	11.29	3.65	1.31
Average						3.58	1.60

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

From the constructs that were used to capture flexible work schedules, about 66 percent and 3.23 of the respondents agreed and strongly agreed that allowing time off for employees improves their performance respectively. On probing whether adoption of virtual work programs enhances employee performance, it was revealed that 42.74 percent of the respondents were in agreement. About 56 percent of the respondents strongly agreed that employees working in shifts improve their performance. The study established majority of the respondents, that is 37.9 percent agreed that compressing of

work weeks improves employee performance. The study established that flexible work schedule is a key determinant of employee performance as evidenced by average response of 3.58 with standard deviation 1.60. This suggests that majority of the respondents were in agreement that flexible work schedules improves employee performance.

4.5.5 Employee Performance

To establish the performance of the employees, respondents were asked to indicate whether there was improvement in their performance. The responses were rated on a Likert scale and the results presented in table 4.7.

Table 4.7: Employee Performance

Employee Performance	Percentage (%)						
	S A	A	N	D	SD	M	SD
Quality of work done in the recent past has improved as a result of nonmonetary rewards	45.97	21.77	9.68	16.13	6.45	3.85	1.33
The percentage of work output that must be redone has decreased over the years due to use of non-monetary motivation to employees	31.45	35.48	5.65	14.52	12.90	3.58	1.40
Meeting timeliness in performance of task has improved as a result of nonmonetary rewards	33.87	32.26	8.87	12.10	12.90	3.62	1.40
More employees exceed their set goals as a result of non-monetary motivation in Machakos County Government	43.55	37.10	2.42	13.71	3.23	4.04	1.14
Average						3.77	1.31

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

The results revealed that majority of the respondents (45.97 percent) revealed that quality of work done in the recent past had improved as a result of non monetary rewards. The study found that only 6.45 strongly disagreed that quality of work done

in the recent past had improved as a result of non monetary rewards. On investigating whether the percentage of work output that must be redone had decreased over the years due to use of non-monetary motivation to employees, the study found that 35.48 percent were in agreement while 5.65 percent were neutral. The study also found that 33.87 percent of the respondents strongly agreed that meeting timeliness in performance of task had improved as a result of non monetary rewards. The mean of employee performance's four constructs was 3.77 meaning that majority of the respondents had agreed that employee performance had improved as a result of non-monetary rewards.

4.6 Model Assumptions Tests

Before estimating the model in this study, various diagnostic tests were carried out. These tests were important to check whether the assumptions of Ordinary Least Square (OLS) were achieved or not. Achieving these assumptions implied that chances of obtaining biased, inefficient and inconsistent estimates was reduced. In this study, the normality, multicollinearity and linearity tests were performed.

4.6.1 Test for Normality

The normality of the data was tested using the Kolmogorov-Smirnov test. The rule of thumb was that the null-hypothesis (H_0) of a normal distribution should not be rejected. To do this, it implies that the computed Kolmogorov-Smirnov p-values for the study variables were to be greater than 0.05. The results obtained are as shown in Table 4.8.

Table 4.8: Normality Test Results

Variable	p-values
Employee Performance	0.125
Employee Training	0.055
Employee Autonomy	0.280
Employee Recognition	0.242
Flexible Work Schedule	0.013

The normality test results revealed that all the variables were normally distributed as the computed Kolmogorov-Smirnov test probability values were greater than 0.05. However, normal distribution was assumed for flexible work schedule variable in line with the central limit theorem (CLT) which argues that methods which assume a normal

distribution can be used for data that is not originally normally distributed so long as the sample that used was greater than or equal to 30 observations.

4.6.2 Test for Multicollinearity

To ensure the independent variables are not related, the study performed multicollinearity test. Variance inflation factor (VIF) method was adopted. The assumption for the multicollinearity test is that when the VIF value lies between 1 and 10, then multicollinearity is absent (Tamrat, 2017).

Table 4.9: Multicollinearity Test Results

Variable	VIF	1/VIF (Tolerance)
Employee Training	1.41	0.456
Employee Autonomy	2.22	0.575
Employee Recognition	1.84	0.442
Flexible Work Schedule	1.16	0.866

Given that all the VIF values associated with each of the independent variables were less than 10, it was concluded that multicollinearity was absent among the independent variables in this study. This meant the estimates obtained were precise and stable.

4.6.3 Tests of Linearity

One of the assumptions of OLS is that the model is linear in independent and dependent variables and the coefficients. If this assumption is violated then it becomes difficult to make predictions from the study results. To ensure this assumption holds, linearity test was conducted to establish the relationship between a given independent variable (employee training, employee autonomy, employee flexible work schedule and employee recognition) and the employee performance of Machakos County government was linear or not. Scatter plot and line of best fit for each of the independent variables was obtained. Linearity or curvilinear was checked by observing the pattern and line of best fit. Figure 4.5 shows the linearity test for employee performance and employee autonomy.

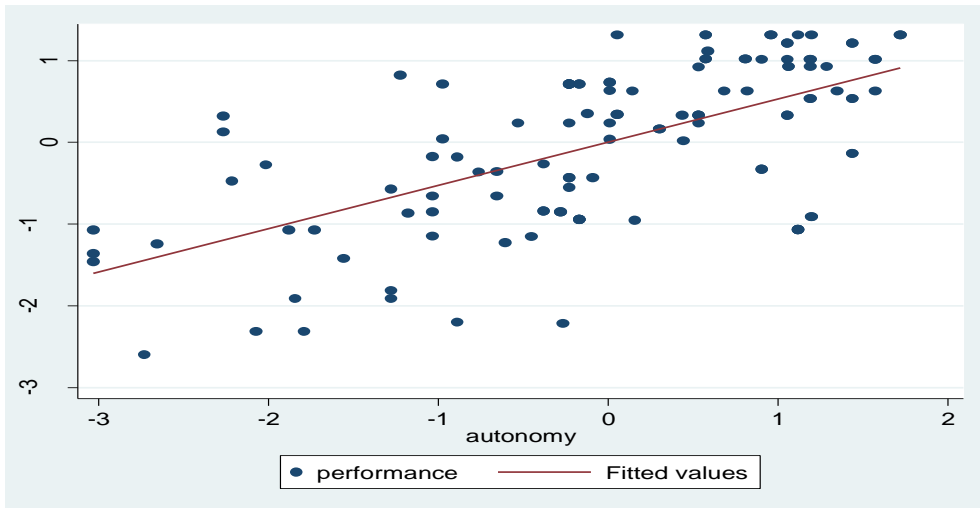


Figure 4.5: Scatter Plot for the Relationship between employee performance and employee autonomy

From the above scatter plot and fitted values, it was observed that there was a positive linear relationship between employee performance of Machakos County Government and the employee autonomy since the data points fairly seem to follow a straight trend line going from the origin.

The pictorial presentation in Figure 4.6 also shows the relationship between employee performance and employee training.

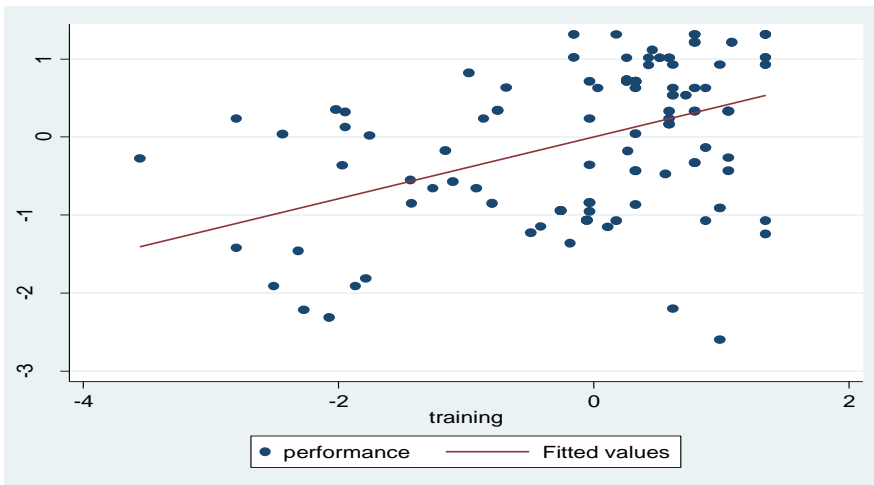


Figure 4.6: Scatter Plot for the Relationship between employee performance and employee training

From Figure 4.6, it was observed that there is a positive linear relationship existed between employee performance and employee training in Machakos County

government. This is because the data points tend to assume an oval shape and line of best fit running from the origin to north east corner.

The relationship between employee performance and employee recognition is shown in Figure 4.7.

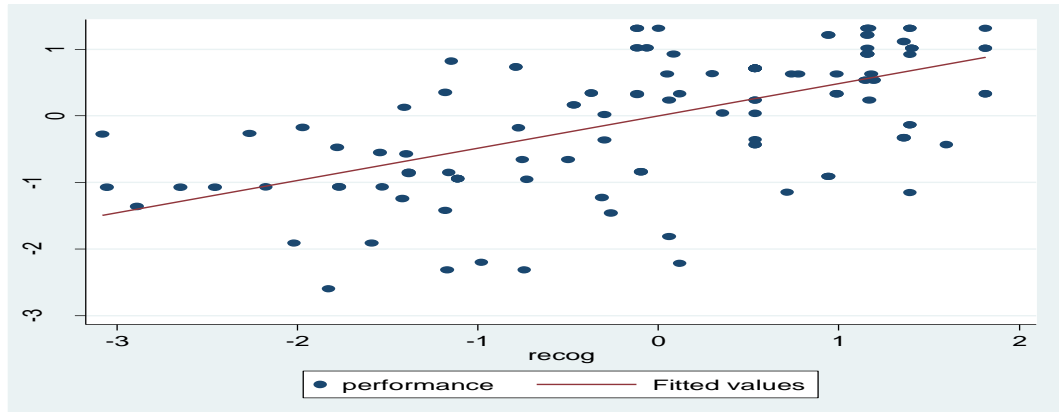


Figure 4.7: Scatter Plot for the Relationship between employee performance and employee recognition.

From Figure 4.7, it was observed that there is a positive linear relationship between employee performance and employee recognition in Machakos County government. This is because the data points and line of best fit tend to assume a positive trend.

The relationship between employee performance and flexible work schedules for employees is shown in Figure 4.8.

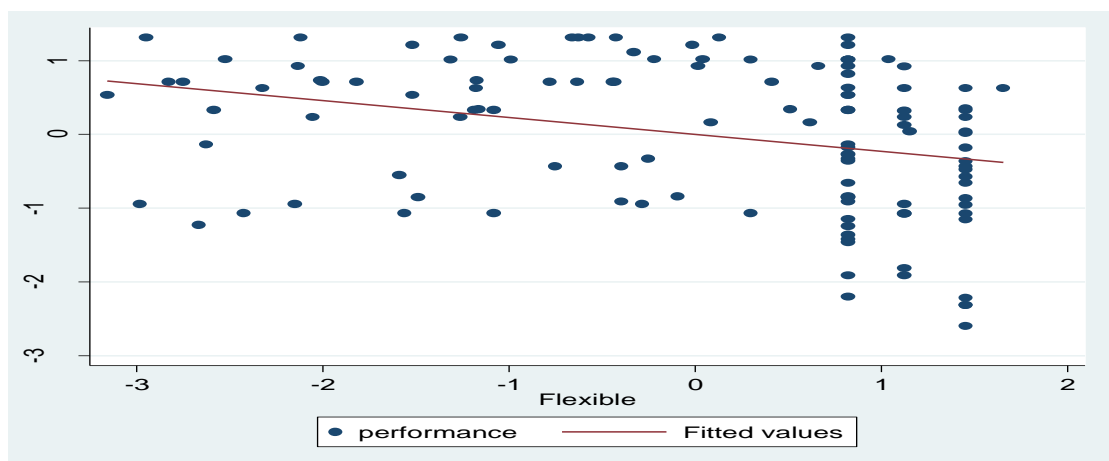


Figure 4.8: Scatter Plot for the Relationship between employee performance and flexible work schedule.

From Figure 4.8, it was observed that there is a negative linear relationship between employee performance and flexible work schedules for employees in Machakos County

government. This is because the data points and line of best fit tend to assume a negative trend.

4.7 Correlation Analysis of Structural Variables

Correlation analysis was used to determine both the degree of association and significance of the explanatory variables. The correlation technique is used to analyze the degree or extent of association between two explanatory variables. In this study the explanatory variables are latent since they are measured by the observed variables. The results of the Spearman rank correlation analysis are summarized in table 4.10. The correlation ranges from -1 to 1 where -1 indicates perfect negative correlation and a 1 indicates a perfect positive correlation and a zero implies absence of correlation between the two structural variables.

Table 4.10: Correlation Matrix

Correlating Pairs	Recognition	Training	Autonomy	Work Schedule
Recognition	1.000			
Training	0.4391 (0.000)	1.000		
Autonomy	0.6663 (0.000)	0.5231 (0.000)	1.000	
Flexible Work Schedule	-0.141 (0.030)	-0.2048 (0.0225)	-0.3620 (0.000)	1.000

Key: The Probability (P) values are in parenthesis.

The results revealed a weak positive correlation between employee recognition and employee training. The correlation was also statistically significant at 1 percent level since the p value was less than 0.01. The results revealed a weak negative but significant association between employee autonomy and employee work schedule. The results further revealed a weak negative but significant relationship between employee autonomy and employee training. The study found that all pairs of the explanatory variables were weakly correlated since they had a correlation coefficient of less than 0.5 thus ruling out possibility of multicollinearity. The illustration of the correlation.

4.8 Regression Analysis and Hypothesis Testing

Regression analysis was conducted so as to quantify the influence of non monetary employee incentives under study (employee training, employee recognition, employee autonomy and employee flexible work schedule) on the employee performance of employees of Machakos County government. The individual influence of each of the non monetary incentive was assessed by conducting bivariate regression analyses. Finding out the isolated influence of each non monetary incentive on the employee performance was crucial given the fact that the influenceiveness of each non monetary incentive in influencing employee performance of Machakos county was quite different. A multiple regression analysis on the other hand, was conducted to show the combined influence of the four non monetary incentives on the employee performance in Machakos County government. All tests conducted at the 0.05 level of significance.

4.8.1 Influence of Employee Recognition on Employee performance

Regression analysis was carried out to determine the relationship between the recognition of employees and the employee performance of Machakos County government . A bivariate linear regression model was used to quantify the influence of recognition of employees on their performance. In this case, the mean of responses for employee performance of Machakos County government for all respondents were regressed against the mean of responses for employee recognition for all the respondents as well. The following hypothesis was formulated and tested;

H₀₁: Recognition of employee for their good work has no significant influence on the Machakos county government employee performance.

From the bivariate regression analysis conducted, three outputs were generated as shown in Table 4.11.

Table 4.11: Recognition of Employee and Employee Performance

Model 1	R Squared	Adjusted R Squared	Root MSE
	0.3602	0.3550	0.79187

ANOVA						
Model 1		Sum of Squares	df	Mean Square	F	Sig.
	Regression	43.07	1	43.07	68.69	0.0000
	Residual	76.50	122	0.627		
	Total	119.57	123			

Dependent Variable: Employee Performance
Predictor: Employee Recognition

Coefficients					
Model 1		coefficients	Std. Error	t	Sig.
	Constant	-7.58	0.0711	-0.00	1.000
	Employee Recognition	0.485	0.0585	8.29	0.000

4.8.1.1 Model Summary

The model summary results provided by the first output in Table 4.11 showed that employee recognition explained a considerable proportion of the variance in the employee performance of Machakos County government. This finding is supported by the coefficient of determination or adjusted R Squared of 0.3550 which implied that 35.5% of the changes in the employee performance of Machakos County government under study were attributed to changes in the recognition of employees.

4.8.1.2 Goodness of Fit

The model fitness results presented as the second output in Table 4.11 were also evaluated in order to determine the significance of the model that was used to show the relationship between the employee recognition and the employee performance of

Machakos County government. The aim was to check whether the model fit the data used or how well it would predict a future set of observations. The calculated F statistic and its associated p value (significance value) were assessed where a p value less than 0.05 was an indication that the model was significant, otherwise insignificant. The findings obtained, therefore, showed that the model used was statistically significant in predicting the relationship between the two study variables given (F=68.69, p=0.000, p<0.05).

4.8.1.3 Regression Coefficient

The third output in Table 4.11 showed the regression estimate (β coefficient) computed that assisted in determining if employee recognition significantly influenced the Machakos county government employee performance by observing its associated t statistic and p value. The findings demonstrated that recognition of employee had a positive significant influence on the employee performance given ($\beta = 0.485$, $t = 8.29$, $p = .000$, $p < 0.05$). These results meant that a unit improvement in the employee recognition would result to improved employee performance of Machakos county government by 0.485 units when all other factors were held constant. Given that the calculated p value was 0.000 was less than 0.05, the null hypothesis (H_0) was thus rejected and an inference made that the employee recognition had a significant influence on the employee performance of Machakos County government.

These findings compare with the sentiments of most of the respondents who noted that this employee recognition influenced their performance at work. With regards to previous studies, the findings were in support of the observation by Ajala (2012) study which also showed that recognition affected staff productivity at the Ministry of Finance headquarters in Hargeisa Somaliland.

Based on the regression estimates generated, the following optimal model was fitted;

$$Y = -7.58 + 0.485 X_1$$

Where Y= employee performance in Machakos County government and X_1 is employee recognition.

4.8.2 Influence of Employee Autonomy on Employee performance

Regression analysis was carried out to determine the relationship between the autonomy of employees and the employee performance of Machakos County government . A bivariate linear regression model was adopted to quantify the influence of autonomy of employees on their performance. In this case, the mean of responses for employee performance of Machakos County governemnt for all respondents were regressed against the mean of responses for employee autonomy for all the respondents as well. The following hypothesis was formulated and tested;

H₀₂: Autonomy of employee for their good work has no significant influence on the Machakos county government employee performance.

From the bivariate regression analysis conducted, three outputs were generated as shown in Table 4.12.

Table 4.12: Autonomy of Employee and Employee Performance

Model 2	R Squared	Adjusted R Squared	Root MSE			
	0.3868	0.3818	0.77525			

ANOVA						
Model 2		Sum of Squares	df	Mean Square	F	Sig.
	Regression	46.25	1	46.25	76.95	0.0000
	Residual	73.32	122	0.601		
	Total	119.57	123			

Dependent Variable: Employee Performance
 Predictor: Employee Autonomy

Coefficients					
Model 2		coefficients	Std. Error	t	Sig.
	Constant	-3.70	0.0696	-0.00	1.000
	Employee Autonomy	0.528	0.0602	8.77	0.000

4.8.2.1 Model Summary

The model summary results provided by the first output in Table 4.12 showed that employee autonomy explained a substantial proportion of the variance in the employee performance of Machakos County government. This finding is supported by the coefficient of determination or adjusted R Squared of 0.3818 which implied that 38.18% of the changes in the employee performance of Machakos County government under study were attributed to changes in the employee autonomy.

4.8.2.2 Goodness of Fit

The model fitness results presented as the second output in Table 4.12 were also evaluated in order to determine the significance of the model that was used to show the relationship between the employee autonomy and the employee performance of Machakos County government. The aim was to check whether the model fit the data used or how well it would predict a future set of observations. The calculated F statistic and its associated p value (significance value) were assessed where a p value less than 0.05 was an indication that the model was significant, otherwise insignificant. The results obtained, therefore, showed that the model used was statistically significant in predicting the relationship between the two study variables given (F=76.95, p=0.000, p<0.05).

4.8.2.3 Regression Coefficient

The third output in Table 4.12 showed the regression estimate (β coefficient) computed that assisted in determining if employee autonomy significantly influenced the Machakos county government employee performance by observing its associated t statistic and p value. The findings demonstrated that autonomy of employee had a positive significant influence on the employee performance given ($\beta = 0.528$, $t = 8.77$, $p = 0.000$, $p < 0.05$). These results meant that a unit improvement in the employee autonomy would result to improved employee performance of Machakos county government by 0.528 units when all other factors were held constant. Given that the calculated p value was 0.000 was less than 0.05, the null hypothesis (H_0) was thus rejected and an inference made that the employee autonomy had a significant influence on the employee performance of Machakos County government.

These findings compare with the sentiments of most of the respondents who noted that this employee autonomy influenced their performance at work. With regards to previous studies, the findings were in support of the observation by Ajala (2012) which found that employee autonomy influences employee performance. The author studied the influence of employee autonomy on staff productivity using a sample drawn from the Somalands Ministry of Finance headquarters.

Based on the regression estimates generated, the following optimal model was fitted;

$$Y = -3.70 + 0.528 X_2$$

Where Y = employee performance in Machakos County government and X₂ is employee autonomy.

4.8.3 Influence of Employee Training on Employee performance

Regression analysis was carried out to determine the relationship between the training of employees and the employee performance of Machakos County government. A bivariate linear regression model was used to quantify the influence of training of employees on their performance. In this case, the mean of responses for employee performance of Machakos County government for all respondents were regressed against the mean of responses for employee training for all the respondents as well. The following hypothesis was formulated and tested;

H₀₃: training of employee for their good work has no significant influence on the Machakos county government employee performance.

From the bivariate regression analysis conducted, three outputs were generated as shown in Table 4.13.

Table 4.13: Training of Employees and Employee Performance

Model 3	R Squared	Adjusted R Squared	Root MSE			
	0.1917	0.1851	0.89			
ANOVA						
Model 3		Sum of Squares	df	Mean Square	F	Sig.
	Regression	22.92	1	22.92	28.93	0.0000
	Residual	96.65	122	0.7922		
	Total	119.57	123			
Dependent Variable: Employee Performance						
Predictor: Employee Training						
Coefficients						
Model 3		coefficients	Std. Error	t	Sig.	
	Constant	-2.29	0.0711	-0.00	1.00	
	Employee training	0.396	0.0799	5.38	0.00	

4.8.3.1 Model Summary

The model summary results provided by the first output in Table 4.13 showed that employee training explained a considerable proportion of the variance in the employee performance of Machakos County government. This finding is supported by the coefficient of determination or adjusted R Squared of 0.1851 which implied that 18.51% of the changes in the employee performance of Machakos County government under study were attributed to changes in the training of the employees.

4.8.3.2 Goodness of Fit

The model fitness results presented as the second output in Table 4.13 were also evaluated in order to determine the significance of the model that was used to show the relationship between the employee training and the employee performance of Machakos County government. The aim was to check whether the model fit the data

used or how well it would predict a future set of observations. The calculated F statistic and its associated p value (significance value) were assessed where a p value less than 0.05 was an indication that the model was significant, otherwise insignificant. The findings obtained, therefore, showed that the model used was statistically significant in predicting the relationship between the two study variables given (F=28.93, p=0.000, p<0.05).

4.8.3.3 Regression Coefficient

The third output in Table 4.13 showed the regression estimate (β coefficient) computed that assisted in determining if employee training significantly influenced the Machakos county government employee performance by observing its associated t statistic and p value. The findings demonstrated that training of employee had a positive significant influence on the employee performance given ($\beta = 0.396$, $t = 5.38$, $p = .000$, $p < 0.05$). These results meant that a unit improvement in the employee training would result to improved employee performance of Machakos county government by 0.396 units when all other factors were held constant. Given that the calculated p value was 0.000 was less than 0.05, the null hypothesis (H_0) was thus rejected and an inference made that the employee training had a significant influence on the employee performance of Machakos County government.

These findings compare with the sentiments of most of the respondents who noted that this employee training influenced their performance at work. With regards to previous studies, the findings were in support of the observation by Erixon & Wahlström (2016) and Huang & Jao (2016).

Based on the regression estimates generated, the following optimal model was fitted;

$$Y = -2.29 + 0.396 X_3$$

Where Y= employee performance in Machakos County government and X_1 is employee training.

4.8.4 Influence of Employee Flexible work Schedule on Employee performance

Regression analysis was carried out to determine the relationship between flexible work schedule and the employee performance at Machakos County government. A bivariate linear regression model was adopted to quantify the influence of flexible work schedule

on employee performance. In this case, the mean of responses for employee performance of Machakos County government for all respondents were regressed against the mean of responses for employee flexible work schedule for all the respondents as well. The following hypothesis was formulated and tested;

H₀₄: Flexible work schedule among the employees has no significant influence on the Machakos county government employee performance.

From the bivariate regression analysis conducted, three outputs were generated as shown in Table 4.14.

Table 4.14: Flexible work schedule and Employee Performance

Model 4	R Squared	Adjusted R Squared	Root MSE
	0.0980	0.0906	0.940

ANOVA						
Model 4		Sum of Squares	df	Mean Square	F	Sig.
	Regression	11.72	1	11.72	13.26	0.0004
	Residual	107.86	122	0.884		
	Total	119.57	123			

Dependent Variable: Employee Performance
Predictor: Flexible Work Schedule

Coefficients					
Model 4		coefficients	Std. Error	t	Sig.
	Constant	-6.58	0.0844	-0.00	1.000
	Flexible Work Schedule	-0.229	0.0629	-3.64	0.000

4.8.4.1 Model Summary

The model summary results provided by the first output in Table 4.14 showed that flexible work schedule explained a small proportion of the variance in the employee performance of Machakos County government. This finding is supported by the coefficient of determination or adjusted R Squared of 0.0906 which implied that 9.06% of the changes in the employee performance of Machakos County government under study were attributed to changes in the flexible work schedule.

4.8.4.2 Goodness of Fit

The model fitness results presented as the second output in Table 4.14 were also evaluated in order to determine the significance of the model that was used to show the relationship between the flexible work schedule and the employee performance of Machakos County government. The aim was to check whether the model fit the data used or how well it would predict a future set of observations. The calculated F statistic and its associated p value (significance value) were assessed where a p value less than 0.05 was an indication that the model was significant, otherwise insignificant. The results obtained, therefore, showed that the model used was statistically significant in predicting the relationship between the two study variables given (F=13.26, p=0.000, p<0.05).

4.8.4.3 Regression Coefficient

The third output in Table 4.14 showed the regression estimate (β coefficient) computed that assisted in determining if flexible work schedule significantly influenced the Machakos county government employee performance by observing its associated t statistic and p value. The findings demonstrated that flexible work schedule of employees had a negative significant influence on the employee performance given ($\beta = -0.229$, $t = -3.64$, $p = 0.000$, $p < 0.05$). These results meant that a unit improvement in the work schedule would result to reduced employee performance of Machakos county government by 0.229 units when all other factors were held constant. Given that the calculated p value was 0.000 was less than 0.05, the null hypothesis (H_0) was thus rejected and an inference made that the employee flexible work schedule had a significant influence on the employee performance of Machakos County government.

These findings compare with the sentiments of most of the respondents who indicated that they were not productive when working from home. With regards to previous studies, the findings were not in line with Altindag and Siller (2014) study that showed that flexible programs have optimistic influence on performance of employees. The results also contradict Golden (2012) study which found that increased productivity was as a result of flexible working time.

Based on the regression estimates generated, the following optimal model was fitted;

$$Y = -6.58 - 0.229 X_4$$

Where Y= employee performance in Machakos County government and X₄ is employee flexible work schedule.

4.8.5 Non-Monetary Incentives and Employee Performance

The overall objective of the study was to establish the influence of non monetary, a composite variable of the non monetary incentives considered in the study on employee performance of Machakos County government workers. The following null hypothesis was specified as follows;

H₀₅: The influence of non monetary incentives on employee performance of Machakos County government is not significant.

From the bivariate regression analysis conducted, three outputs were generated as shown in Table 4.15.

Table 4.15: Non-Monetary Incentives of Employee and Employee Performance

Model 5	R Squared	Adjusted R Squared	Root MSE			
	0.3602	0.3550	0.79			
ANOVA						
Model 5		Sum of Squares	df	Mean Square	F	Sig.
	Regression	43.07	1	43.07	68.69	0.0000
	Residual	76.50	122	0.627		
	Total	119.57	123			
Dependent Variable: Employee Performance						
Predictor: Non monetary Incentive						
Coefficients						
Model 5		coefficients	Std. Error	t	Sig.	
	Constant	-4.88	0.0711	-0.00	1.000	
	Nonmonetary incentive	0.591	0.0714	8.29	0.000	

4.8.5.1 Model Summary

The model summary results provided by the first output in Table 4.15 showed that non monetary incentive explained a considerable proportion of the variance in the employee performance of Machakos County government. This finding is supported by the coefficient of determination or adjusted R Squared of 0.355 which implied that 35.5% of the changes in the employee performance of Machakos County government under study were attributed to changes in the non monetary incentives.

4.8.5.2 Goodness of Fit

The model fitness results presented as the second output in Table 4.15 were also evaluated in order to determine the significance of the model that was used to show the relationship between the non monetary incentive and the employee performance at Machakos County government. The aim was to check whether the model fit the data

used or how well it would predict a future set of observations. The calculated F statistic and its associated p value (significance value) were assessed where a p value less than 0.05 was an indication that the model was significant, otherwise insignificant. The findings obtained, therefore, showed that the model used was statistically significant in predicting the relationship between the two study variables given (F=68.69, p=0.000, p<0.05).

4.8.5.3 Regression Coefficient

The third output in Table 4.15 showed the regression estimate (β coefficient) computed that assisted in determining if employee non monetary incentive significantly influenced the Machakos county government employee performance by observing its associated t statistic and p value. The findings demonstrated that non monetary incentive of employee had a positive significant influence on the employee performance given ($\beta = 0.591$, $t = 8.29$, $p = .000$, $p < 0.05$). These results meant that a unit improvement in the non monetary incentive would result to improved employee performance of Machakos county government by 0.591 units when all other factors were held constant. Given that the calculated p value was 0.000 was less than 0.05, the null hypothesis (H_0) was thus rejected and an inference made that the non monetary incentive had a significant influence on the employee performance of Machakos County government.

These findings compare with the sentiments of most of the respondents who noted that this non monetary incentive are important determinant of employee performance. With regards to previous studies, the findings were in support of the observation by Erixon & Wahlström (2016) and Huang & Jao (2016).

Based on the regression estimates generated, the following optimal model was fitted;

$$Y = -4.88 + 0.591 X_5$$

Where Y= employee performance in Machakos County government and X_5 is non monetary incentive.

4.9 Discussion of Results

This section presents in detail the findings of the study and shows how they compared to past studies conducted in relation to the study topic. The findings, in general, show that non monetary incentives significantly influenced employee performance in the

Machakos County government. The non monetary incentives considered included employee recognition, employee autonomy, employee training, and employee flexible work schedule. Specifically, it was found that employee recognition, employee autonomy and employee training are essential determinants of employee performance. However, it was found that an employee's flexible work schedule is not an essential determinant of employee performance in the Machakos county government.

The non monetary incentives obtained from the composite variable from employee recognition, employee autonomy, employee training and flexible work schedule were found to be important determinants of employee performance. These results align with the findings by Judge et al. (2012), who found that non-monetary incentives are considered non-cash awards given to workers to motivate them to perform well. The authors contended that employee recognition, employee autonomy, employee training, and flexible work schedules are vital components of non-financial awards employed to stimulate higher performance levels. In support of these results, a study by Reiss (2012) pointed out that non-monetary incentives are viewed as cost-influenceive means to compensate employees, thereby attracting, motivating and retaining them.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the major findings of the study, the conclusions drawn and the recommendations for practice and policy. The section also provides different suggestions for further research. This was done as per the specific objectives of the study.

5.2 Summary of the major findings

The primary objective of the study was to examine the influence of non-monetary rewards on performance of employees in Machakos County Government, Kenya. To achieve this goal, four objectives were identified as follows: to determine the influence of training on performance of employees in Machakos County Government; to establish the influence of recognition on performance of employees in Machakos County Government; to examine the influence of flexible work schedules on performance of employees in Machakos County Government and; to ascertain the influence of autonomy on performance of employees in Machakos County Government. A summary of the findings as per the above-mentioned objectives of the study is thus provided.

5.2.1 The influence of autonomy on employee performance

This criterion aimed to determine if and how much employee freedom affects productivity on the job. The mean statement response rate of 3.60 indicated a significant correlation between employee autonomy and performance, which was the primary finding for this aim. Accordingly, it follows that independence on the part of most workers is essential if they are to meet the requirements of their jobs. The survey indicated a positive correlation between employee autonomy and performance, with twenty three percent of the respondents indicating that more employee autonomy boosts morale. These results corroborated the claims made by Tran, Hien and Baker (2020) that giving workers more autonomy in the workplace increases both contentment and productivity. The survey also indicated that most of the participants strongly agree and

agree that less supervision at work leads to better performance. Many people are affected more by factors other than money, as Sands (2013) points out. This finding lent credence to Sands (2013) argument that satisfying employees' higher needs and meta-needs are the keys to keeping them in their jobs and that reducing the amount of oversight they receive at work is one of the most influenceive ways to motivate workers because it gives them the freedom to focus on doing their best work.

A whole twenty percent of the respondents strongly agreed that employees' levels of autonomy significantly affect their productivity and influenceiveness. The study found that employees who have frequent contact with their managers are satisfied with their jobs; employees who are empowered to make decisions for themselves are more likely to feel like they have a voice in the direction of their departments and the county as a whole are headed. Employees who receive little supervision at work are more likely to feel like they have the support of their superiors, making them more likely to take the initiative and produce results that will please their employers. Findings from research by Rigby and Ryan (2018) found that increasing employees' access to incentives, including effort optimization, autonomy, and self-determination, increased job satisfaction among employees in the county. They argue that as employees advance in their careers, their importance of being empowered to make decisions grows. Building on early sentiments of empowerment and maybe becoming more influential over time is vital to an established employee's sense of job satisfaction.

5.2.2 Influence of recognition on employee performance

For this reason, the study aimed to determine whether or not employees respond positively to acknowledgment as a type of non-monetary compensation. Twenty-four percent of the respondents strongly agreed, and another thirty nine percent agreed that recognition substantially influenced employee happiness and productivity. Recognizing and rewarding workers is a great way for businesses to maintain a motivated and confident workforce. Publicly acknowledged employees for their contributions tend to be highly motivated and productive. This is because having the intention to act a specific way increases the likelihood that an employee will be motivated. It's via this method that businesses can succeed. Employee appreciation has a noticeable impact on productivity in the workplace. High performance is the product of intrinsic desire and

innate talent. An increase in morale and, by extension, production is the influence of recognizing and rewarding employees. The study also indicated that more than praise for a successfully completed job should be offered to employees in an institution to inspire them in terms of recognition. The results also showed that giving employees greater responsibility as a consequence of their strong performance and appreciation boosts morale, which in turn boosts the productivity of the institution, and that monetary awards are often favored in the short term. In contrast, empowerment of productive employees, like recognition, favors the long term, with percentages of twenty three and forty one respectively. Waiyaki (2017) claim that recognition has a major influence on motivation and output was supported by the results of this goal. An organization's productivity rises when recognition is used influenceively. Danish and Usman (2010) also confirmed that a well-implemented system of incentives and recognition creates a positive working environment that encourages and inspires individuals to do their best.

5.2.3 The influence of training on employee performance

This research aimed to determine the nature and extent to which training as a kind of incentive improves worker performance. The majority of the respondents strongly agreed and agreed that off-the-clock training organized by the Machakos County Government has helped them improve their performance at work. This indicates that this objective has been met. Moreover, the respondents demonstrated strong agreement that training enables accomplishment of personal development thus improving employee performance in the workplace. This result jibes with Herzberg's Two-factor-theory (1964), which proposes that factors including business policy, supervision, relationship with boss, working conditions, remuneration, and connection with peers contribute to employee discontent and, hence, need to be carefully evaluated.

The results also showed that the majority of respondents wanted training to play a larger role in the present compensation system at their county. The results revealed that generally speaking, workers were pleased with the training incentives system that the county used at the time. This implies that the current incentive system, which emphasizes salary increases, must be revised in favor of a system that emphasizes employees' professional growth. These results theoretically suggest that training may depend on how well an institution is regarded to providing support and encouragement

to boost employees' emotional commitment and performance. These results highlight the need for Machakos County and the Kenyan government to adopt a merit pay system.

5.2.4 The influence of flexible work schedules on employee performance

The research aimed to demonstrate how employees respond to flexible work schedules as an incentive. The most important result was that adopting flexible schedules impacted negatively on employee performance and that the county should not put emphasis on such policies. The results contradicted those predicted by Spreitzer and Porath (2012) who argued that giving workers more control over their schedules would boost productivity by increasing their job satisfaction, which would benefit the organization's bottom line.

The study's findings also contradict Spreitzer and Porath (2012) argue that offering employees more control over their work schedules improves productivity. The earlier author indicated that flexible work schedule boosts morale and because those who take advantage of such flexibility report a greater sense of personal satisfaction.

5.3 Conclusions

Non-monetary incentives have a strong significant positive influence on employee performance at Machakos County Government. The various types of non-monetary incentives identified were employee training, autonomy, flexible work schedules and recognition, and incentives that impact employee performance. The study intended to establish the influence of non-monetary rewards on employee performance. The study concluded the following;

5.3.1 The influence of Autonomy on employee performance

The study concluded that there was a strong relationship between employee autonomy and performance. This implies that a higher percentage of employees require independence to perform better in line with organizational expectations. Accordingly, it follows that independence on the part of most workers is essential if they are to meet the requirements of their jobs. The study's findings on the correlation between trusting workers with more responsibility and higher productivity were unsurprising. This result corroborated the claims of Chiniara and Bentein (2016), who argued that giving

workers more autonomy at work increases both contentment and, by extension, productivity.

The research also found that giving workers more freedom in their work increased their job contentment, boosted their productivity, and made them more likely to stay with the county. This finding lent credence to Waqas and Saleem (2014) contention that satisfying workers' higher needs and meta-needs are the only way to get them not to quit their jobs and that reducing the number of oversight workers receive at work is one of the most influenceive ways to motivate them to do a good job and keep their employers happy.

The study indicated that the degree of autonomy offered to workers significantly affects their productivity and performance. Many individuals are affected more by non-monetary than monetary reasons, as stated (Waqas & Saleem, 2014). It was also found that employees who have a sense of autonomy at work are satisfied with their jobs. Employees who have frequent interactions with their managers are more likely to be able to offer solutions and have input into the direction of their departments and the county as a whole. Employees who get less direct supervision from their superiors are more likely to be motivated to do their best work and satisfy their employers. This jived with research by Markos and Sridevi (2010) and Van (2013), which concluded that boosting employees' autonomy and a sense of purpose at work might improve their job satisfaction. Van (2013) argues that as employees advance in their careers, their importance of being empowered to make decisions grows. Building on early sentiments of empowerment and becoming more influential over time is vital to an established employee's sense of job satisfaction.

5.3.2 Influence of Recognition on Employee Performance

The study concluded that recognition significantly impacts the productivity and satisfaction of the employees and that workers attach a great high value to recognition as part of incentives. The research also found that monetary compensation isn't the only thing that can encourage workers; recognition is just as important. Furthermore, the study concluded that employees view recognition as part of their feelings of value and appreciation and that this boosts employee morale, which increases organizational efficiency. Finally, the study found that while financial rewards favor the short term,

non-monetary rewards like recognition favor the long term. These findings corroborated those of Ali and Ahmad (2017), who contend that acknowledgment has a major influence on worker happiness and output. An organization's productivity rises when recognition is used influenceively. Danish and Usman (2010) also confirmed that a well-implemented system of incentives and recognition creates a positive working environment that encourages and inspires individuals to do their best.

5.3.3 The Influence of Training of Employee Performance

Regarding this objective, the study concluded that a higher level of organizational efficiency is realized when firms and organizations adopt employee training to boost their performance to a greater extent. Moreover, the study concluded that when workers undergo training, it enhances their understanding and skills required by the occupation and builds their confidence in their abilities. Furthermore, it gives employees a great knowledge of their responsibilities and the skills and understanding required to perform their tasks. This will improve their confidence levels, enhancing their overall performance.

5.3.4 The influence of Flexible Schedules on Employee Performance

The study concluded that adopting flexible work schedules affects employee performance negatively and that Machakos County Government should not promote it as a non-monetary incentive. Even though some earlier researchers had shown that flexible work schedule boost employee performance, this is not the case in Machakos County government. Maybe there could be other monitoring tools to ensure the employee working away from office are meeting targets in the areas where flexible work schedule boosts employee performance. Thus, Machakos county government should not adopt flexible working schedules since they do not result in improved employee perfomance.

5.4 Recommendations

The study explored the influence of non-monetary incentives on employee performance in the Machakos County Government. Based on the findings of this research, the following recommendations were made to the management of Machakos County Government and other organizations to examine the influenceiveness of existing reward

schemes in motivating and retaining employees. This would aid in their comprehension of the problems associated with administration and the consequential impact of non-monetary rewards on workers productivity. They would greatly help refine their compensation plans to give them an edge in the market.

5.4.1 Management of the Machakos County Government

The study recommends that employers capitalize on non-monetary benefits by acknowledging workers, giving them room for autonomy at work and offering training. Employee performance will likely increase significantly due to these incentives, which benefit the county. In addition, since many workers may view monetary compensation as the be-all and end-all of benefits, this study recommends that counties educate their staff on the value of non-monetary incentives like training opportunities to better compete for those roles within the county. Moreover, the management should assess the reward systems in place currently and evaluate the kind of influence they have on worker performance. That would aid them in comprehending the problems surrounding the county's administration and the corresponding impact of non-monetary incentives towards workers' performance. Ultimately, this would help the workers make major contributions towards enhancing reward strategies to improve their comparative advantage.

Another recommendation is that the management should lower its focus on monetary incentives, including bonuses, but rather capitalize on non-monetary incentives, such as allowing independence of the workers, promoting ongoing employee training and recognition. These forms of motivation would enhance employee performance to a greater extent and eventually boost organizational productivity. Similarly, Machakos County Government is recommended to teach its workers the value of receiving non-financial incentives since many workers tend to think that money is everything. They should be inspired to embrace these rewards to become competitive in their organizational responsibilities.

5.4.2 Potential Investors in Machakos County

The study recommends that potential investors in the County help develop strategies for improved employee performance. Therefore by taking into account the fact that

workers may prefer to work for themselves and their advancement opportunities, recognition, and work autonomy, as well as more flexible working hours, rather than for their organizations alone.

5.4.3 Government of Kenya

On independence and recognition of employees, the study recommends that Kenya's government institute labor rules prioritizing workers' recognition and autonomy inside their firms over monetary compensation. This can only be achieved by encouraging the employers to treat their workers with utmost importance in their roles and address their needs in both monetary and non-monetary forms.

5.5. Areas of further research

Employees in the Machakos County Government in Kenya were surveyed to see how non-monetary incentives affected their productivity. It would be useful to replicate this research in other counties, including Nairobi, Kiambu and Kirinyaga, to see if similar results would be obtained. Given that this research was only conducted in Kenya, future studies can be conducted in other countries to verify whether or not the same findings are found there. Additionally, the study only focused on four factors that influence employee performance. Still, it needed to examine other variables, including employee engagement, having the right tools for the job, and company culture and working environment. Finally, it will be important for future efforts to promote social, political, and economic success to establish the influence of incentives beyond those discussed here.

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APPENDICES

Appendix I: Letter to the respondents

Dear Respondent,

RE: RESEARCH PROJECT

I am a student at Machakos University pursuing a Master of Business Administration degree (Human Resource Management Option). I am conducting a study on influence of non-monetary incentives on performance of employees in Machakos County government. The success of the research substantially depends on your cooperation. I hereby request you to respond to the questionnaire items as honestly as possible and the best of your knowledge.

The questionnaire is designed for the purpose of this study only and therefore the responses will absolutely be confidential and anonymously given.

Thanking you in advance.

Yours faithfully

JOYCE KAMENE MULU

D53/2997/2019

Appendix II: Questionnaire to the top Management of County Government of Machakos

Please give answers in the spaces provided and tick () in the box that matches your response to the questions where applicable.

PART A: Demographic Profile

1. Full names (Optional):

.....

2. What department do you belong?

.....

3. Gender: Male () Female ()

4. Highest Education level attained?

- a) Secondary () b) Certificate/Diploma () c) Bachelor's Degree ()
d) Master's Degree () e) Any Other ()

5. Age bracket? (Tick as applicable)

- a) Under 30 years () b) 31 – 40 years () c) 41 – 50 years () d) Over 50 years ()

6. Continuous service period with the organization?

- a) Less than five years () b) 5-10 years () c) Over 10 years ()

SECTION B: Various types of non-monetary incentives

To what extent does your organization practice the following non-monetary incentives to manage employee performance?

Use 5- Strongly agree, 4 – Agree, 3 – Not sure, 2- Disagree, 1- Strongly Disagree

Types of non-monetary incentives	5	4	3	2	1
Conducive working condition					
Involvement in goal setting					
Staff recognition is embraced here					
Staff are driven to exercise power here					
Job enlargement is encouraged by the company					
Training and career path-related incentives are given to staff					

SECTION C: Determinants of employee performance

To what extent does your organization determine employee performance?

Use 5- Strongly agree, 4 – Agree, 3 – Not sure, 2- Disagree, 1- Strongly Disagree

Determinants of employee performance	5	4	3	2	1
Staff performance is a product of both ability and motivation					
Procedural knowledge is used to measure performance					
Employee motivation to work determine performance					
Achievement of set goals determine performance					
Staff competence determine performance					
Set standards is used to measure performance					

SECTION D: Challenges of non-monetary incentives

To what extent does the following challenges affect your organization in rewarding your employee performance?

Use 5- Strongly agree, 4 – Agree, 3 – Not sure, 2- Disagree, 1- Strongly Disagree

Challenges of non-monetary incentives	5	4	3	2	1
Short-term impact of reward system used					
Recognition of value is lacking					
Entitlements is a non-monetary limitation					
Too many reward systems are inflexible					
The wrong things are rewarded					

Appendix III: Questionnaire to the Middle and Lower level staff of County Government of Machakos

Kindly provide answers and tick () in the box that matches your response to the questions where applicable.

PART A: Demographic Profile

1. Full names (Optional):
2. What level of staff officer do you fall under?
 - a) Middle level staff () b) Lower level staff ()
3. Gender: Male () Female ()
4. Highest Education level attained?
 - a) Secondary () b) Certificate/Diploma () c) Bachelor’s Degree ()
 - d) Master’s Degree () e) Any Other ()
5. Age bracket? (Tick as applicable)
 - a) Under 30 years () b) 31 – 40 years () c) 41 – 50 years () d) Over 50 years ()
6. Period of continuous service with the organization?
 - a) Less than five years () b) 5-10 years () c) Over 10 years ()

SECTION B: Influence of Non-monetary Incentives on Employee Performance

To what extent does your organization provide the following non-monetary incentives?
Use 5- Strongly agree, 4 – Agree, 3 – Not sure, 2- Disagree, 1- Strongly Disagree

Non-monetary Incentives	5	4	3	2	1
I embrace Staff recognition					
I am driven to exercise power here					
Job enlargement is encouraged by my organization					
Training and career path related incentives are provided by the organization					
My organization provide incentives that address social needs					
My organization provide conducive working conditions					

SECTION C: Training Opportunities

To what extent do training opportunities influence your performance in your organization?

Use 5- Strongly agree, 4 – Agree, 3 – Not sure, 2- Disagree, 1- Strongly Disagree

Training Opportunities influence on employee performance	5	4	3	2	1
This organization provides me with job specific training					
The organization employees receive training opportunities in workplace skills in regular basis					
Sufficient money is allocated for product and solution training					
I have the opportunity to be involved in activities that promote my professional development					
Training plans are developed and monitored for all employees					
Training programs are consistently evaluated					
The organization releases employees from regular work to attend training and even sponsor them where possible					
There is a well-organized training program in the organisation					

SECTION D: Recognition influence on employee performance

To what extent does recognition influence your performance in your organization?

Use 5- Strongly agree, 4 – Agree, 3 – Not sure, 2- Disagree, 1- Strongly Disagree

Recognition influence on employee performance	5	4	3	2	1
I am being praised and recognized in public for good work					
My improved performance is recognised by county government administration					
Recognition enables me to embrace company culture and improve on performance					
Recognition provides county government an opportunity to communicate roles of employees for county success					
Recognition provides better perception of my work, workplace and the people I work for					

SECTION E: Flexible work schedules

To what extent does provision of flexible work schedules influence your performance?

Use 5- Strongly agree, 4 – Agree, 3 – Not sure, 2- Disagree, 1- Strongly Disagree

Flexible work schedule and Employee performance	5	4	3	2	1
Flexible work schedule benefits me					
Flexible work schedule will improve my job performance					
Flexitime gives employee more control over scheduling personal responsibility on either end of work day hence improving efficiency.					
Flexible work schedule is important because of the changing nature of my work					
Flexitime determines the number of employees in the organization in a given period.					
Working virtually is less demanding and more beneficial since staff can connect anytime of their will					

SECTION F: Employee autonomy

To what extent does employee autonomy influence your performance?

Use 5- Strongly agree, 4 – Agree, 3 – Not sure, 2- Disagree, 1- Strongly Disagree

Employee autonomy and Employee performance	5	4	3	2	1
There is participation in goal setting.					
Delegation of assignment is done to the staff					
There is equity among the staff					
Employee empowerment is practised					

SECTION G: Employee performance

To what extent can you rate your performance?

Use 5- Strongly agree, 4 – Agree, 3 – Not sure, 2- Disagree, 1- Strongly Disagree

Employee Performance	5	4	3	2	1
Staff performance is a product of both ability and motivation.					
Procedural knowledge is used to measure performance.					
Employee motivation to work determine performance.					
Achievement of set goals determine performance.					
Staff competence determine performance.					
Set standards is used to measure performance					

APPENDIX IV: Letter of Permit from the University



MACHAKOS UNIVERSITY OFFICE OF THE DEAN GRADUATE SCHOOL

Telephone: 254-(0)735247939, (0)723805929
Email: graduateschool@mksu.ac.ke
Website: www.machakosuniversity.ac.ke

P.O Box 136-90100
Machakos
KENYA

REF. MksU/GS/N/036/VOL.1

22nd September, 2022

The Director,
National Commission for Science, Technology and Innovation
P.O Box 30623,
NAIROBI

Dear Sir,

RE: JOYCE MULU (D53/2997/2019)

The above named is a Master's student in the second year of study and has cleared course work. The University has cleared her to conduct a research entitled: **"Influence of Non-Monetary Incentives on Performance of Employees in Machakos County Government, Kenya."**

Kindly assist her with a Research Permit in order to undertake the research.


Thank you.




PROF. KIMITI RICHARD PETER, PhD
DEAN GRADUATE SCHOOL
MACHAKOS UNIVERSITY

KRP/gmk


APPENDIX V: Research Permit from NACOSTI


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 188085 **Date of Issue: 14/October/2022**

RESEARCH LICENSE




This is to Certify that Ms., Joyce Kamene Mulu of Machakos University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Machakos on the topic: INFLUENCE OF NON-MONETARY INCENTIVES ON PERFORMANCE OF EMPLOYEES IN MACHAKOS COUNTY GOVERNMENT, KENYA for the period ending : 14/October/2023.

License No: NACOSTI/P/22/20750

188085
Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have power to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

APPENDIX VI: Research Authorization from County Commissioner, Machakos County



**OFFICE OF THE PRESIDENT
MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT
STATE DEPARTMENT OF INTERIOR AND CITIZEN SERVICES**

Telephone: 21009 and 21983 - 90100
Email Address: cc.machakos@interior.go.ke
Fax No. 044-21999

OFFICE OF THE COUNTY COMMISSIONER
P.O. Box 1 - 90100
MACHAKOS.

When replying please quote:

REF NO:CC/ST/ADM/5/9/VOL.IV/104

24th October 2022

The Deputy County Commissioners
MACHAKOS COUNTY

RE: RESEARCH AUTHORIZATION-JOYCE KAMENE MULU

The National Commission for Science, Technology and Innovation has authorized the above named student from Machakos University to carry out a research on the topic "***Influence of Non-Monetary Incentives on performance of Employees***" in Machakos County for the period ending **14th October, 2023.**

Please be notified and accord her the necessary assistance.

**COUNTY COMMISSIONER
MACHAKOS**

P.P.
R.
RHODA ONYANCHA
COUNTY COMMISSIONER
MACHAKOS COUNTY