

**INFLUENCE OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE IN THE  
PUBLIC SECTOR IN KENYA: A CASE STUDY OF NATIONAL REGISTRATION  
BUREAU, NAIROBI**

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**DECLARATION**

This project is my original work and has not been presented for a degree in any other University

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## **DEDICATION**

I humbly dedicate this work my dearest parents Hassan Khalif and Kulay Baruare. Peace be with everybody.

## **ACKNOWLEDGEMENT**

I would like to express my profound gratitude to The Management of the National Registration Office in Nairobi, Kenya, for providing the much-needed information for my studies. Special thanks to my supervisor, Mrs. Edna Bonareri, whose unwavering support, guidance, patience, and technical assistance have been invaluable throughout this research project. I also extend my appreciation to the workforce in The Management of the University of Africa for their moral and academic support, which played a key role in the success of this study. Lastly, I acknowledge my colleagues, fellow students, and lecturers for their continuous assistance during my academic journey. Your collective efforts and insightful contributions have been instrumental in making this project a reality.

## ABSTRACT

The main objective of this study was to evaluate the influence of reward policy, organization communication, job security and training on employee performance in the public sector in Kenya with a consideration of the National Registration Bureau, Nairobi. Specifically, this study established effects of reward policy, organizational communication, job security and training on performance of civil servants at NRB. The study used equity theory, attribution theory, Maslow's Hierarchy of Human Needs Theory model and Social Cognitive theory. A descriptive research design was used for the investigation. The investigation targeted the 1,918 employees who work at NRB in Nairobi County. The researcher used Krejcie and Morgan formula to determine sample size for study. A questionnaire served as the instrument for acquiring data in this investigation. Pilot examination was conducted in to determine the validity and reliability of the instrument. The statistics were modified, encoded, and imported into SPSS version 26.0 for analysis. Multiple regression model was used to ascertain how parameters relate to one another. The study revealed that a change in reward policy, organization communication, job security, and training significantly impacted employee performance. A 24.5% change in reward policy results in a 0.245-unit change, while a 34.5% change in communication results in a 0.345-unit change. Job security affects performance by 42.3%, and training by 34.5%. These findings suggested that adjusting these factors can significantly impact employee performance, highlighting the importance of effective communication and training in enhancing employee performance. The study concluded that a well-structured reward policy, organization communication, job security, and training are important for improving employee performance in Kenya's public sector. The study recommended the following; Public-sector organizations should emphasize the creation and execution of a clear and equitable incentive strategy that is consistent with employee contributions and industry benchmarks. The study recommended that a bottom-up method to communication be implemented in Kenya's public sector; this can improve communication between managers and their subordinates, ultimately improving employee performance. Organizations should establish clear and open personnel policies that promote job stability and effectively convey them to all employees. The study also suggested that the business emphasize ongoing investment in employee training and development programs, ensuring that they are targeted to the individual requirements and functions of the employees. The report suggests doing the investigation again in different parastatals to facilitate generalization of the research findings.

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## **ACRONYMS AND ABBREVIATION**

<b>BRN</b>	: Big Results Now
<b>EAC</b>	: East African Community
<b>HR</b>	: Human Resources
<b>KCB</b>	: Kenya Commercial Bank
<b>KPA</b>	: Kenya Ports Authority
<b>NRB</b>	: National Registration Bureau
<b>NSSF</b>	: National Social and Security Fund

## OPERATIONAL DEFINITION OF TERMS

- Employee Performance** : Refers to the efficiency, productivity, and quality of work delivered by an individual in their role within the organization. It measures how well employees accomplish their job responsibilities, meet or exceed expectations, and contribute to the company's strategic goals and objectives.
- Employee turnover** : refers to the frequency with which employees leave a company and are replaced by new personnel. It comprises both voluntary resignations and involuntary departures. High turnover can imply discontent, whilst low turnover may suggest job satisfaction and organizational stability.
- Job Satisfaction** : Describes the level of contentment, fulfillment, or happiness that employees feel with their job roles. It is a multidimensional construct that encompasses various factors such as working conditions, compensation, job security, and the relationship with supervisors and colleagues. High job satisfaction often correlates with increased motivation and productivity.
- Job Security** : Job security refers to an employee's guarantee of ongoing employment, which is determined by the stability of the business and the individual's performance. High job security can improve work satisfaction and staff retention.
- Organizational Communication** : Organizational communication refers to the ways and channels via which information is exchanged inside a firm. Effective communication encourages teamwork, guarantees goal alignment, and increases employee engagement.

**Reward Policy**

: A reward policy establishes the framework and rules for awarding employees, such as salaries, bonuses, incentives, and non-monetary perks. It seeks to stimulate employees, acknowledge performance, and encourage retention.

**Training**

: Giving staff members the information, abilities, and competences they need to do their jobs well is called training. It boosts performance, increases productivity, and aids in employees' professional development within the company.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This section included the study's background, problem statement, research objectives, research questions, justification, scope of the study and chapter summary.

### 1.1 Background of the Study

Employee performance in the public sector is an essential component for the efficient provision of operations as well as the overall functionality of government operations. High-performing public sector employees contribute to better governance, increased efficiency, and improved public trust (Perry & Hondeghem, 2019). Globally, countries employ various strategies to enhance public sector performance, including performance management systems, professional development initiatives, and incentive-based approaches. These strategies aim to create a motivated workforce capable of meeting the demands of public service (OECD, 2020).

In the United States, performance management systems are integral to the public sector. Initiatives like the Government Performance and Results Act (GPRA) focus on setting clear objectives and regularly evaluating employee outcomes to ensure accountability and efficiency. Performance-based budgeting and merit-based promotions are also used to motivate employees and align their performance with organizational goals (Boyne, 2020). Similarly, in Canada, the public sector employs a results-oriented management approach, emphasizing transparency and accountability to enhance employee performance (OECD, 2020).

European countries, particularly in Scandinavia, emphasize the well-being and motivation of public sector employees as key drivers of performance. Countries like Denmark, Sweden, and Norway implement comprehensive work-life balance policies, continuous professional development, and participatory management styles to foster high performance among employees (Christensen & Lægheid, 2020). In the UK, performance-related pay and rigorous performance appraisals are employed to align individual performance with broader organizational objectives (Bach, 2020).

In Asia, countries such as Singapore and South Korea have made significant strides in public sector performance. Singapore's public sector is renowned for its efficiency and low corruption levels, largely due to a competency-based framework for assessing and enhancing employee performance (Quah, 2021). South Korea employs performance-based incentives and career development programs to maintain high productivity levels among public servants (Kim & Hong, 2022). These approaches emphasize the importance of a motivated and skilled workforce in achieving high performance.

In Africa, public sector performance faces unique challenges, including limited resources, political instability, and corruption. Efforts to improve performance often focus on capacity building, anti-corruption measures, and reforms aimed at enhancing accountability and transparency. For instance, Rwanda's performance contracts (Imihigo) have led to significant enhancements in service delivery and accountability (World Bank, 2021). However, many African countries still struggle with inefficiencies and low motivation among public sector employees (Afrobarometer, 2022). In the East African Community (EAC) area, nations like Tanzania, Uganda, and Kenya are making efforts to improve public sector performance. Initiatives such as performance contracts, capacity-building programs, and anti-corruption campaigns are being implemented. In Uganda, the Results-Oriented Management (ROM) framework links individual performance with institutional goals to enhance service delivery (Kiwauka, 2021). Tanzania's Big Results Now (BRN) initiative focuses on key sectors to drive performance improvements and achieve national development goals (United Republic of Tanzania, 2021).

Kenya's public sector is pivotal for the country's socio-economic development, having an effect on vital sectors including buildings, medical care, and academia. Despite implementing performance contracts and strategic planning, the sector faces challenges like corruption, inadequate compensation, and bureaucratic inefficiencies. According to Transparency International (2023), Kenya ranks 123rd out of 180 countries in the Corruption Perception Index, indicating significant governance issues. Efforts by the Kenyan government to enhance accountability and productivity are ongoing, but the sector continues to grapple with inefficiencies (Republic of Kenya, 2022).

Staff productivity is significantly influenced by job happiness. It encompasses various elements like the workplace, compensation, career possibilities and stability in employment advancement. High job satisfaction leads to increased motivation, reduced absenteeism, and improved overall performance (Judge et al., 2019). In the public sector, enhancing job satisfaction can directly impact employee performance by fostering a motivated and committed workforce. In Kenya, job satisfaction among public sector employees is mixed. While some employees appreciate job security and the social impact of their work, many are dissatisfied with working conditions, remuneration, and career advancement opportunities. A study by the Kenya School of Government (2021) revealed that over 60% of public sector workers weren't happy with their salaries or their job environments, adversely affecting their performance and commitment. Efforts to improve job satisfaction include salary reviews, professional development programs, and better working conditions, although budget constraints and systemic inefficiencies often limit their effectiveness.

### **1.1.1 Reward Policy**

An organized reward policy is essential for improving employee performance in the public sector. Reward policies that effectively recognize and compensate employees' efforts lead to higher motivation, job satisfaction, and overall productivity. According to Mwangi (2020), public sector employees in Kenya often feel undervalued due to inadequate and inconsistent reward systems. This inadequacy not only affects their morale but also their performance. Comprehensive reward policies should include both financial and non-monetary rewards like bonuses and increases in pay, recognition programs, and career development opportunities. When employees feel appreciated and fairly rewarded, they are more likely to be committed to their roles and perform better (Armstrong & Taylor, 2023).

A successful reward scheme boosts individual motivation while also fostering a healthy organizational culture. When employees believe that their efforts are frequently appreciated, they form a stronger bond to the firm, resulting in lower turnover rates and increased loyalty. Reward systems can be designed to acknowledge team accomplishments, fostering collaboration and a sense of belonging in employees. Furthermore, incorporating multiple types of recognition—such as personalized awards, annual recognition ceremonies, and possibilities for advancement—can deepen the policy, making it more inclusive and impactful. When a compensation strategy

resonates with employees' values, it may be a powerful motivator for productivity and morale (Armstrong & Taylor, 2023).

### **1.1.2 Organizational Communication**

Effective organizational communication is another key factor influencing employee performance in the public sector. Clear, consistent, and transparent communication helps align individual employee goals with the organization's objectives, thereby enhancing overall performance. Kamau and Omari (2018) highlight that poor communication within Kenya's public sector often leads to misunderstandings, reduced efficiency, and a lack of direction among employees. Regular and open communication channels, feedback mechanisms, and participatory decision-making processes can mitigate these issues. When employees are well-informed and engaged in the organization's activities, their performance and productivity improve significantly (Robbins & Judge, 2019).

Effective communication not only aligns goals, but also builds a culture of trust inside the firm. Transparent communication strategies can break down hierarchical boundaries, allowing for a more seamless flow of ideas and collaboration across divisions. When leaders speak freely, people feel valued, which leads to increased engagement and teamwork. Furthermore, regular meetings, performance reviews, and even informal check-ins can help explain expectations and avoid misconceptions. By creating an open and communicative environment, public sector firms can encourage employees to share new ideas and handle difficulties proactively, ultimately improving the organization's ability to adapt to changes and increase performance (Robbins & Judge, 2019).

### **1.1.3 Job Security**

Job security is a fundamental aspect that affects worker performance in the public sector. Inspired, devoted, and competent workers are more inclined to feel safe in their positions. In contrast, job insecurity can lead to anxiety, stress, and decreased performance. Njenga (2019) points out that political interference and policy inconsistencies in Kenya's public sector contribute to job insecurity, which negatively impacts employee performance. Ensuring stable and predictable employment conditions, along with transparent and fair employment practices, can enhance employees' sense of security and their subsequent performance. When employees are confident in

their job stability, they are more likely to invest effort and commitment in their work (Noe et al., 2017).

Beyond stability, job security fosters a supportive workplace culture, which is critical for employee engagement. When employees believe their jobs are secure, they are more inclined to take on difficult initiatives, discuss creative solutions, and fully engage in their roles. This security enables people to concentrate on long-term goals rather than worrying about the immediate future, resulting in continuous production. Implementing measures that safeguard employees from arbitrary layoffs or political influence can also help the firm establish a reputation for trust and fairness. As a result, job security can lay the groundwork for a resilient, high-performing staff that is driven to achieve corporate objectives.

#### **1.1.4 Training**

Employee development and training are essential for giving them the abilities the knowledge required to do their duties properly. Continuous training ensures that workers continue to be competent and current with the most recent advancements in their fields. Mungai (2021) indicates that in Kenya's public sector, training programs are often insufficiently funded and poorly structured, limiting their impact on employee performance. Comprehensive and ongoing training programs can address skill gaps, improve job performance, and increase job satisfaction. Investing in employee development through targeted training initiatives not only enhances individual performance but also contributes to the overall efficiency and effectiveness of the public sector (Armstrong, 2021).

Well-structured training programs can promote a culture of continual development inside the firm. When employees have access to professional development opportunities, they feel appreciated and are more motivated to strive for greatness in their jobs. Offering specialized courses, mentorship programs, and cross-training opportunities can help employees develop their skill sets and take on new responsibilities with confidence. Furthermore, training programs that adapt to shifting trends ensure that public-sector employees do not fall behind in a rapidly expanding world. As individuals learn new skills and information, their ability to accomplish organizational objectives improves, resulting in higher job satisfaction and overall service delivery effectiveness.

### **1.1.5 Employee Performance**

Employee performance is the effectiveness and efficiency of an employee in fulfilling their job responsibilities and contributing to organizational goals. It is related to output quality, quantity, punctuality, presence, attendance, and task completion. Performance is assessed by supervisors or the organization to predict the degree of acceptance and efficient use of resources. Performance is derived from an individual's ability to perform on the job or in real life, focusing on total, quality, and efficiency in labor. It is the outcome of a person's success in carrying out activities compared to work standards, established criteria, and mutually agreed upon criteria. Performance is not autonomous but is constantly related to employee work satisfaction and compensation, influenced by personal talents, aptitudes, and characteristics (Altrasi, 2019).

### **1.1.6 National Registration Bureau Nairobi**

The National Registration Bureau is situated in Nairobi, Kenya, at the NSSF Building, Block B. The department was established in 1978 to implement and enforce the Registration of persons Act (cap 107), Laws of Kenya. The Act provides for compulsory identification, registration and issuance of identity cards to all persons who are citizens of Kenya and have attained the age of eighteen years and above. The National Registration Bureau engages in business with entities that provide services to the citizen.

## **1.2 Statement of the Problem**

The performance of employees in Kenya's public sector, specifically at the National Registration Bureau (NRB) in Nairobi, falls short of expectations. Despite the implementation of various performance enhancement strategies, the actual output remains suboptimal. Employees frequently face issues such as delays and inefficiencies, as evidenced by numerous complaints (Wambugu, 2021). This has led to growing concerns about the overall productivity of public sector workers, which directly impacts the public who rely on these services.

Job security is another key concern. Employees face uncertainty due to political interference and frequent policy inconsistencies, which undermine their morale and commitment (Njenga, 2019). This insecurity reduces their willingness to invest effort into their roles, knowing that external factors may jeopardize their positions. Training programs, which are crucial for skill development

and maintaining high performance, are also poorly structured and underfunded (Mungai, 2021). Without adequate training, employees are ill-equipped to perform their duties effectively, leading to further inefficiencies in service delivery. Delays in such services can disrupt citizens' ability to access healthcare, education, and participate in democratic processes, such as voting (Mutua, 2021). If left unaddressed, these underlying problems will continue to erode public trust in government institutions and compromise the quality of services provided by the public sector (Njeru, 2020).

Although several studies have investigated aspects of employee performance in Kenya's public sector, there remains a gap in understanding how specific factors like reward policies, organizational communication, job security, and training collectively influence performance within the NRB (Oduor, 2019; Karani, 2020). The aim of the present research was to close this gap by evaluating these factors and their impact on employee performance at the NRB in Nairobi. By adopting a comprehensive approach, this research provided actionable insights that can inform policy and strategic interventions aimed at enhancing employee performance in the public sector.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

This research mainly evaluated the effect of reward policy, organization communication, job security and training on employee performance in the public sector in Kenya with a consideration of the National Registration Bureau, Nairobi

#### **1.3.2 Specific Objectives**

The study was guided by the following specific objectives;

- i) To evaluate how reward policy affects performance of employees in the public sector in Kenya
- ii) To examine the effect of organizational communication on performance of employees in the public sector in Kenya

- iii) To assess the effect of job security on performance of employees in the public sector in Kenya
- iv) To evaluate how training affects performance of employees in the public sector in Kenya

#### **1.4 Research Questions**

- i) How does reward policy affect performance of employees in the public sector in Kenya?
- ii) To what extent does organizational communication affect performance of employees in the public sector in Kenya?
- iii) What is the effect of job security on performance of employees in the public sector in Kenya?
- iv) To what extent does training affect performance of employees in the public sector in Kenya?

#### **1.5 Justification of the study**

Theoretically, knowing the connection between job satisfaction as well as productivity among employees adds to the larger subject of behavioral economics by shedding light on how internal and extrinsic motivators influence worker productivity. This knowledge is critical for academics and HR professionals seeking to create frameworks that explain employee behavior in public-sector entities. This study's findings will add to current ideas on work satisfaction, career accomplishment, and organizational behavior, offering a more complete information of the elements that affect the productivity of employees.

From a policy standpoint, the findings of this study are critical for developing successful strategies for managing human resources in the public sector. The NRB administration and other government organizations may use the research findings to develop policies that establish a supportive work environment, increasing job satisfaction and retention among civil workers. By answering crucial concerns about staff retention and motivation, the study contributes to the creation of policies that connect with the 2030 Agenda and Millennium Development Goals, resulting in enhanced public sector performance and service delivery.

Practically, the study's findings will help guide organizational approaches targeted at increasing staff productivity and well-being. By identifying job satisfaction variables and their influence on performance, Kenyan public sector firms may execute focused interventions to increase employee engagement and productivity. These behaviours not only result in a more engaged staff, but they also increase administrative effectiveness. Furthermore, the study serves as a significant reference for future research, providing a strong dataset and analysis that may guide continuing efforts to improve employee happiness and performance in a variety of organizational situations.

### **1.6 Scope of the Study**

The study looked at the effect of reward policy, organization communication, job security and training on employee performance in the public sector in Kenya. The research scope was limited to headquarter of National Registration Bureau located at NSSF Block B Upper hill in Nairobi County. The researcher concentrated the study on 1,918 employees of NRB, as the respondents. The research was carried out between June 2023 and September 2024.

### **1.7 Chapter Summary**

The section examined background data on the impact of work happiness among public employees on their performance at NRB Nairobi, Kenya. The chapter offers a background that is necessary to comprehend variables and the situation obligatory to put the research problem into proper context and that is in agreement and supports investigation goals. The segment outlines the background of the research in keeping with the research's variables; the section has outlined and described the problem statement, objectives, significance, and study scope. The section of the study has formed the study found that established the study variables, theories, and the methodology that was employed throughout the study period.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

Reviews of the literature are conducted both theoretically and empirically to help clarify how work satisfaction affects civil employees' performance. The theories that explain employee performance and work satisfaction are among the topics explored in this chapter. These ideas give the justification for each particular research purpose. The section also provides conceptual framework, operationalization of the study variables, chapter review, summary and research gaps related to reward administration strategies.

#### 2.1 Theoretical Literature Review

The key ideas chosen to frame this investigation were discussed in the theoretical review along with how they relate to the study. The study utilized equity theory of motivation as the anchor theory, then attribution theory Maslow's hierarchy of human needs theory and social cognitive career theory.

##### 2.1.1 The Transactional Theory of Stress

The transactional theory of stress, which Lazarus and Folkman (1984) established, serves as the foundation for this study. The hypothesis states that once an event happens, individuals assess its importance as either benign, unimportant, challenging, or posing no threat to their well-being. The concepts of eustress vs distress (Debus et al., 2019) have similarities to the differentiation between challenge and danger, and they are crucial to the challenge-hindrance paradigm. This paradigm states that stress may impair one's pursuit of goals; in this case, stresses that provide hindrances, like employment instability, can cause negative emotions. However, job stability may also be stimulating; in this case, it may result in positive emotions.

Moreover, Staufenbiel and König (2010) found evidence in favor of the stressor of job uncertainty, arguing that a stressor may be both a barrier and a challenge (i.e., ambiguous). In instance, job instability may be considered a major stressor since it puts workers in a dangerous situation where they worry about losing their most precious asset—their employment. An insecure job is a

symptom of an unexpected state of affairs for the employee (Will I lose my job? And, if so, when?) in addition to unpredictability, which puts the worker under stress. Their ability to concentrate on the work at hand is probably compromised by job instability, which hinders goal attainment. Additionally, workers who are anxious about their employment may worry that quitting might compromise the financial and non-financial benefits of their employment (Debus et al., 2019), and they may also wish to avoid joining the unemployed as a disadvantageous group (Selenko et al., 2017).

The theory is concerned with how workers view and react to pressures in the workplace. According to the Transactional Theory of Stress, workers' stress levels are impacted by their perception of the demands and resources of their jobs. Having a stable job lowers stress and improves performance by promoting healthy coping mechanisms and participation. On the other hand, job uncertainty increases stress, which may lead to poor performance because of unfavorable evaluations and unhealthy coping mechanisms.

### **2.1.2 Equity theory of motivation**

John Adams is credited with developing the hypothesis in 1963. The ratio of an employee's job inputs to job outputs is thought to affect how satisfied they are with their employment. The idea centers on determining if the managers' allocation of incentives among collaborators is just and equitable. Workers frequently contrast their benefits with those of other comparable categories (Bell, Kennebrew, & Blyden, 2015).

In order to benefit both the workers and the organization they are employed for, individuals' inputs as well as outputs need to be coordinated. This symbiotic connection is good since it helps both the organization through better output and the personnel through better incentives. Offering greater pay, recognizing and acknowledging the worker's exceptional performance, and assisting them in advancing their careers are all appropriate ways to show appreciation for their effort, hard work, talent, and capabilities.

The input-output balance must be preserved if fulfillment at work is to be attained. According to the hypothesis, the motivation of a worker is directly influenced by the rewards they obtain for finishing a task. According to Mwitika Kainga, (2021), equity theory may be used to explain how

reward systems affect employment outcomes.

This framework explains workers' perceptions regarding the appropriateness and fairness of compensation in relation to dedication to company development. The workers take into account how other workers doing comparable job in other organizations are compensated (Mwiti Kainga, 2021),

When a worker perceives that their pay does not fairly reflect the amount or quality of work they produce, they may feel underpaid, which can diminish their motivation and reduce their incentive to perform. According to Mehreza, & Bakria, (2019) employee perception in accordance with equity theory may cause actions that have a detrimental impact on the entire business if there is a sense of unfairness in the organization's incentive structure. The worker can potentially just quit their employment. According to equity theory, incentives in an organizational setting will have a big impact on the workforce (Mehreza, & Bakria, S2019).

According to the equity hypothesis (Adams, 1963), a person's motivation to labor is influenced by what they believe to be fair in comparison to others. Thus, this framework illuminates the fundamental ideas that underlie the use of rewards for efficiency, particularly incentives and other kinds of efficiency-related compensation, in affecting the success of organizations. In response to this anguish, attempts are made to reestablish equity throughout the partnership. Participants become unsatisfied with the connection when they notice unfairness and either want to end the partnership or achieve equity by changing the results or contributions. Individuals are content with and dedicated to partnerships that are equal (Shin, 2016).

According to the notion, government officials' job happiness is related to their anticipation of earning compensation proportionate to the work they put in forth in their labor. According to Nzyoka, & Orwa, (2016), how workers anticipate from their place of employment may be compared to their results; if they believe their inputs are bigger than their outcomes, they get depressed. In order to accommodate the requirements and preferences of every staff member and lessen perceived disparity, employees performing identical jobs should be compensated similarly. One of the problems with the equity theory is that it only considers perceived levels of work satisfaction, omitting other important motivational elements. It is nearly impossible to measure the link between the input-output ratio and the way that people perceive their work (Nzyoka, & Orwa,

2016).

In application to this study, this theory was related to reward policy variable of this study. Employees are driven by what they see as a fair reward policy. Therefore, in accordance with the equity theory, personnel should get fair compensation in order to reduce their feeling of unfairness.

### **2.1.3 Maslow's Hierarchy of Human Needs Theory**

Among the most common hypotheses of psychological drive is Abraham Maslow's Hierarchy of Needs. Maslow's Hierarchy of Human Needs Theory was developed by Maslow (1943). The notion of the hierarchy of human desires states that workers are motivated by five different sorts of needs: physiological, security, social, self-actualization, and self-esteem. Physiological requirements are the highest-level needs, according to Maslow (1943). These are represented in an organization's demand for a foundation of revenue, adequate warmth, and enough air to guarantee a comfortable life. The safety demands, which include the desire for safety and protection from harm, come next. Safety needs in the workplace refer to the requirements for secure employment, perks, and safe occupations. Social needs include the need to engage with others and to have a sense of love and belonging (Trivedi, & Mehta, 2019).

These wants are a reflection of the urge to be liked, to have friends, to belong to a group, and to be regarded by one's peers. These demands have an impact on how much an employee wants to get along with coworkers, participate in workgroups, and have excellent relationships with supervisors in the workplace. Esteem requirements subsequently emerge, including the need for respect and the need for attention, acknowledgment, success, and admiration, all of which are influenced by a person's standing reputation. Organizational esteem demands are a reflection of a need for recognition, increased accountability, high status, and gratitude for organizational achievements (Trivedi, & Mehta, 2019).

Ultimately, the drive for self-realization is linked to the aspiration of realizing one's whole capacity. The goal of self-realization is happiness; it serves as inspiration for individuals to develop artistically and individually as well as to find purpose in their job. They are linked to realizing one's potential, honing one's craft, and developing oneself. Within the company, requirements for self-realization may be met by offering opportunities for personal development, encouraging

innovation, and offering learning. People strive for development, success, and advancement in order to attain this (Dharmanegara, Sitiari, & Adelina, 2016).

Thus, this theory was put to use in the investigation to look at how communication is utilized and how it fits into the framework of expectations for civil servants. This theory also looked at how these expectations influence how these employees behave, which in consequence influences how efficiently people function for the company.

#### **2.1.4 Goal Setting Theory**

Ryan's (1970) premise that goals or objectives drive human behavior has a significant impact on the goal-setting theory. Information asymmetry characterizes all relationships between a principle and an agent (Jensen & Meckling, 2006; Feess, 2004). Since the employer cannot always keep an eye on workers' efforts, there are several things that must be done to encourage the workforce. Setting objectives is a good method to stay motivated. Numerous experimental investigations have demonstrated that goal-setting has a significant impact on human behavior and, as a result, alters performance (Bandura & Cervone, 2009; LaPorte & Nath, 2010). This is valid for varied activities, participant groups, and experimental environments.

Establishing performance levels consciously in order to achieve desired results is known as goal setting. According to this goal-setting approach, motivation stems from the desire and purpose to accomplish a goal (Locke & Latham, 2006). When people or groups discover that their present performance is falling short of what is expected of them, they usually get inspired to put in more effort or adjust their approach.

This theory suggested that an individual's life objectives impact their learning, making it important to the research. The goal-setting hypothesis states that people concentrate their efforts on accomplishing their goals, which will affect their performance. It makes the argument that specific, challenging goals combined with sufficient feedback result in increased and improved task performance. This theory explained training's viability.

#### **2.1.5 Social Cognitive Career Theory**

This theory was developed by Robert Lent et al in 1994. They are linked to realizing one's potential, honing one's craft, and developing themselves. The requirements for self-realization may be

satisfied inside the organization by offering opportunities for developing oneself, encouraging creativity, and offering instruction for advancement. People strive for development, success, and advancement in order to attain this (Liang, Lai, & Chang, 2021). Thus, these hypotheses were put to use in the investigation to look at the different methods of payment in utilize and how they fit into the framework of demands for civil servants. These theories also looked at how these demands influence how these staff members behave, which in turn affects how well they carry out for the company (Liang, Lai, & Chang, 2021).

Patfield, Gore, & Harris (2023) emphasize personal growth in professional development as a key strategy for talent retention. Career growth is driven by self-efficacy, goals, and outcome expectancies. Organizations can improve motivation and retain talent by implementing strategies that enhance skills confidence. Liang, Lai, & Chang (2021) link individual failure to acquirable expertise and knowledge, affecting employee training. The societal Cognitive Career Theory (SCCT) highlights the importance of personal beliefs and societal factors in career development. It promotes employer training by emphasizing how good experiences and feedback during training boost self-efficacy, resulting in better job performance and career progression prospects.

## **2.2 Empirical Literature Review**

An empirical literature review examines previous studies and research findings on a specific topic, offering a comprehensive analysis of existing knowledge. It helps identify gaps, validate theories, and assess the relevance of various factors influencing the research focus.

### **2.2.1 Reward policy and performance of employees**

The impact of employee reward and work satisfaction on organizational performance was studied by Orajaka (2021) in selected public institutions in the South East of Nigeria. In order to collect data from five (5) states in Nigeria, the investigation's methodology was survey-based and a questionnaire. All nonacademic employees of the selected institutions provided the primary data that was obtained from the aforementioned states. To find the significant association between the variables, the information was examined using Mean Likert, statistical descriptions, and correlation tools. Subsequently, the research demonstrated a statistically noteworthy positive association between the nonacademic personnel at the institution and employee performance.

To determine the association between worker efficiency, which is a variable that is dependent, and rewards for workers, which are an independent variable, Atambo et al. (2019) used a descriptive technique based on an association design. The findings of the research showed that employee incentives significantly improved individual as well as organizational results. In contemporary times, companies use an extensive array of pertinent and fitting rewards to motivate staff members to maximize their abilities and put in more work. Establishes based on results and bonus payments are a couple of the incentive types that are employed (Chepkirui & Atambo, 2024). Ngwa et al. (2019) investigated the impact of a reward system on employee performance at selected industrial enterprises in Cameroon's Litoral area. Five hundred thirty-eight workers from a workforce of 5046 workers at ten carefully chosen industrial businesses in the Cameroon Littoral Region were surveyed for this study. The sample was selected using the Cochran's technique for an extremely small sample at an accuracy level of 95%. The main form of data for the research project was the initial information, which was gathered via a survey. The results showed that revenue sharing considerably raised staff dedication in manufacturing firms, flat-rate structures considerably reduced employee workplace principles in the same organizations, and reward schemes for negotiations greatly improved employee cohesion in the same organizations. The study discovered a favorable correlation between worker efficiency and reward schemes.

According to a survey conducted by Onyekwelu et al. (2020) among Nigerian banks, pay policies boost employee engagement, which in turn boosts output. The empirical research by (Kadir et al., 2019) supports these findings. To determine if the university's pay policies and instructors' output were related, the investigators spoke with eighty College teachers. They came to the conclusion that the pay policies had a direct bearing on how well lecturers performed.

The effect of incentives on employee productivity in Nigeria was investigated by Ogohi (2019), using surveys for data collection and a descriptive research approach. Their research proved that incentives and production were positively correlated. The study also found that including employees in the process of achieving organizational performance is crucial for motivating them, since an organization cannot function without their cooperation. They recommended that a unit be established to examine matters related to incentives that may improve productivity. However, the Nigerian setting in which their study was conducted may differ from the Kenyan situation.

Another research by Kalaluka (2020) focused on Simba International School in Ndola, Zambia, and attempted to evaluate the effect of management awards on staff performance. The study targeted thirty employees and using a descriptive research approach. In order to gather primary data, questionnaires were distributed. Their research revealed a number of motivating elements that affect worker performance, including as rewards, acknowledgment, employment stability, advancement, business loyalty, favorable working circumstances, and gentle punishment. It was discovered that staff performance was favourably impacted by these motivating elements. The author recommended that businesses provide fundamental guidelines for the appropriate creation of employee incentive programs in light of the inadequate design of many current incentive programs. However, the Zambian setting in which their study was conducted may differ from the Kenyan context.

The effect of incentives on work performance, the economic cycle, and population health in emerging economies was investigated by Liu and Liu (2022) at public and private sector hospitals in Shandong, Eastern China. Data were gathered from 171 physicians and 148 nurses who worked in the both the public and business communities using questionnaires. Their results showed that financial incentives had a significant effect on how successfully workers executed their duties. The study also found that the business cycle and job performance were significantly impacted by transformational leadership. Accordingly, the study found that transformational leadership and financial incentives were important indicators of work performance. They did not, however, explore other employee incentive activities, such as policies, job security, employee interactions, employee recognition, and working environment, among others, because their study was conducted in a Chinese setting.

The aim of Tafesse (2019) was to evaluate how incentives affected workers' output at Lion International Bank in Ethiopia. Stratified and basic random sampling were combined to target 75 respondents with questionnaires as part of this quantitative research project. Their research showed an effective to moderate relationship between worker performance and financial and non-financial incentives. Additionally, the research discovered that inducement programs had a highly beneficial has a notable effect on worker efficiency. The author recommended that companies use various incentive programs, ask for and gather employee input about incentive perceptions, and create strong retention and attraction strategies in order to enhance workers' job performance. Their

study, however, was conducted with Ethiopian support and did not cover other staff motivating programs.

The effect of total compensation, which includes internal, external, and social rewards, on retaining staff in Islamic banks in Jordan was evaluated by Alhmoud and Rjoub (2019). The investigation's sample consisted of 500 workers from prominent Islamic banks in Jordan, who were surveyed using a questionnaire. The framework of structural equations was then used to assess the research hypothesis using the partial minimum squares approach. The results show that social, in-house, and exterior advantages affect retention of employees. It turns out that the largest influence on retaining staff members is from social perks.

Organizational Performance and Reward System were investigated by Okwise and Ndudi (2024). This was carried out in the areas of performance recognition for the organization's work at Delta State University, pay policy, and incentive system. A questionnaire on a 5-point Likert scale was used to collect responses from questionnaire respondents. This study used a survey research methodology, and 367 Delta State University staff members were administered using the stratified random sample approach. Spreadsheet software was used to code the questionnaire, and a straightforward percentage method was applied to manually assess the responder profiles. Descriptive statistics were analyzed using SPSS, which was also utilized for conducting multiple regression analysis to test the study's hypotheses. The analysis's findings showed that the two aspects of reward systems in this study—compensation policy and performance recognition—have a major, favorable impact on organizational performance. The study comes to the conclusion that an effective incentive system offers employees positive certainty that their needs and desires will be met at work. It is usually accompanied by a positive outlook and is considered to have strong power to meet the psychological needs of workers. Therefore, in order to achieve the intended outcomes, it is suggested that tertiary institution administration commit reliable resources to the creation and execution of staff appreciation programs. The report also suggests that management see employee recognition as a major investment as opposed to an expensive and pointless process that adds little value to postsecondary institutions..

Research on employee performance and reward management was conducted by Bolatito and Mohamoud (2024). This study used both qualitative and quantitative methodologies in its research methodology. The quantitative technique is experimental study, which entails changing reward-

related factors and evaluating their effect on worker performance. The qualitative approach is a methodical assessment of the literature. This study looks at the relationship between employee performance and reward management. According to the report, reward management—which comprises developing and putting into practice certain policies and procedures that incentivize employees and raise productivity—is a crucial facet of human resource management. This study found that employees were more satisfied with their jobs when they thought the incentive management system at their company was fair and effective. This implies that an incentive structure that is well-designed might act as a catalyst for employees, leading to higher levels of job satisfaction.

The influence of incentive management strategies on employee performance in Somali firms was investigated by Abdi et al. (2019). The study used a descriptive research methodology and collected data using both qualitative and quantitative techniques. Employees from a variety of firms were given surveys, and HR managers were interviewed to learn more about compensation schemes. Regression analysis and correlation analysis are two statistical techniques that were used to evaluate the data. The results showed that workers were more motivated and performed better when they thought their incentives were competitive and fair. This implies that efficient methods of managing rewards might have a favorable impact on workers' productivity in Somalia.

A study conducted by Ahmed et al. (2019) examined how financial incentives affected workers' performance and motivation in Somali businesses. The study used a quantitative methodology, gathering information from a sample of workers in several industries using standardized questionnaires. Regression models were utilized to assess the replies and ascertain the correlation between employee motivation and monetary incentives. The results showed that financial incentives, such bonuses and salary raises, significantly and favorably affected employee motivation and resulted in better performance. The significance of financial incentives as a factor influencing worker productivity in Somali businesses is highlighted by this study.

The relationship between incentive management approaches and organizational commitment in Somali public-sector firms was investigated by Jama et al. (2020). The study collected data using a mixed-methods technique, which included questionnaires and focus group talks. Employees were surveyed to quantify their impressions of incentive systems, and management participated in focus group sessions to better understand how these systems correspond with company goals. Data

analysis included theme analysis for qualitative data and regression analysis for quantitative data. The findings indicated that firms with well-aligned incentive management methods had better levels of employee devotion, which improved their performance. This underlines the need of organizations aligning incentive methods with company goals in order to increase productivity.

### **2.2.2 Organizational communication and performance of employees**

Studies on employee performance and organizational communication were carried out by Weldeghebriel (2020) at several major industrial companies in Eritrea. Through the use of purposive sampling on 21 workers and proportional stratified random sample on 267 employees, the study sought to comprehend the inner workings of significant industrial enterprises in Eritrea. Questionnaires and interviews were employed to collect and then evaluate statistically utilizing both inductive and descriptive methods. Thematic analysis of the qualitative data was conducted, and theoretical notions were triangulated with the data. Results of the research demonstrate an extremely noteworthy association between worker performance and communication patterns, worker performance and communication structure, worker performance and communication medium, and worker performance and communication atmosphere. The study concluded that interactions structures, interaction framework, communicating mediums, and communication climate have a direct influence on worker efficiency in the selected large industrial businesses in Eritrea.

The impact of organizational communication on worker performance in Kenyan county governments was investigated by Ndung'u (2023), focusing on a case study of Laikipia. The study used organizational control and social exchange theories to examine 267 appointed staff members and 23 elected members of the Laikipia County Assembly. Interviews with MCAs and CEC members as well as semi-structured questionnaires yielded a sample size of 168 responses. Pilot research including 17 employees of CGL, or 10% of the sample population, was carried out. With SPSS Release 24, a variety of regression analyses were carried out and descriptive data were displayed using frequencies and percentages. Utilizing content analysis, qualitative data was examined. The findings demonstrated that, at a p value of .002, a change in leadership communication greatly enhanced worker performance by 0.680 times.

In the Kenyan telecommunications sector, Syallow (2019) investigated the impact of organizational communication on worker job satisfaction. The study examined communication

patterns inside a system and concentrated on three telecommunications companies in Nairobi County, Kenya. There was little research on job satisfaction and organizational communication in Kenya, and the sample size was restricted to 8% of workers. A design that was expressive in nature was employed in the study, and 333 survey questionnaires were completed and submitted. Quantitative data were examined using inferential and descriptive statistics using the Statistical Package for the Social Sciences software (SPSS). According to the report, the majority of workers in Kenya's telecom sector are conversant with organizational communication. In order to foster a unified corporate identity, management ought to raise staff awareness of the company's philosophies and tactics, which will boost commitment and job satisfaction. To enhance task-related procedures, departmental reporting, and individual performance throughout the company, the research suggests promoting vertical, horizontal, and diagonal communication.

### **2.2.3 Job security and performance of employees**

Work insecurity, subjective well-being, and job performance were investigated by Darvishmotevali and Ali (2020), exploring the moderating influence of psychological capital. The research made use of the transactional hypothesis of handling stress and coping, using a sample of 250 workers from four- and five-star hotels in Tehran, Iran, to investigate the consequences of unstable employment on workers' subjective wellness and productivity. According to the study, work uncertainty lowers subjective well-being, which has a detrimental effect on job performance. Employees with strong psychological capital, however, are better equipped to handle job instability. The study found that work insecurity and job performance are mediated by subjective well-being, and it was suggested that hotel management reduce job insecurity to avoid unfavorable psychological, emotional, and behavioral effects on staff members.

The effects of social security on workers' efficiency were investigated by Brusa and Bahmani (2020), using work fulfillment as a prevailing variable. The research employed a quantitative methodology, gathering information from workers at different companies via questionnaires. Regression analysis and other statistical methods were employed to examine the connections between work happiness, social security, and worker performance. According to the study, social security has a favorable impact on job happiness, which raises worker productivity. In this connection, career satisfaction acted as a major intermediary. The results of the investigation

indicate that increasing social security benefits raises job satisfaction, which in turn increases worker productivity. To increase total productivity, organizations should concentrate on improving social security provisions.

The effects of job uncertainty on work performance were investigated by De Cuyper et al. (2020). Using a quantitative method, the study looked at how job uncertainty affects work performance. Employee perceptions of job insecurity and its relationship to performance indicators were the main subjects of data collection from workers in a variety of sectors. As per the research, job uncertainty has a detrimental impact on performance, especially in fields that call on creativity and adaptability. Workers with unstable jobs displayed lower levels of engagement and worse quality work. The results of the investigation indicate that career uncertainty significantly predicts a decline in work performance. In order to sustain high performance levels, organizations must address job insecurity and emphasize the need for methods to lessen its negative effects on worker engagement and productivity.

The impact of social security on employee performance was investigated by Zanardi and Martin (2020), utilizing work motivation as an intervening variable and focusing on physicians and nurses in the UK. The study used a quantitative technique, gathering information from medical experts via standardized questionnaires. The study discovered that job motivation serves as a critical mediator between social security's substantial impact on employee performance and its effects. In particular, it has been demonstrated that offering social security benefits increases employee engagement at work, which in turn improves output. The investigation concluded that social security procedures are essential for workers' financial security as well as for boosting morale and output in the healthcare industry. According to the survey, companies should provide social security top priority in order to increase worker productivity and overall job happiness.

#### **2.2.4 Training and performance of employees**

The impact of career growth and training on worker performance was investigated by Gibran and Ramadani (2021). The research methods employed were descriptive and verification. This study's respondents were 106 Karawang District Health Office personnel. Data collecting methods include interviews, observations, and surveys. The information was examined with a number of linear regressions. Data was analyzed using SPSS 16. The investigation's conclusions demonstrate that training and career advancement have a weak and unidirectional link. The regression findings show

that partial training has a favorable influence on the performance of employees. Career development has a substantial effect on the productivity of employees. Employee performance is affected simultaneously by training and career growth.

One cannot overstate the value of training and development. Workers at all stages of employment anticipate dynamic and ongoing chances to learn from their employers, according to Dachner et al. (2021). Top talent is difficult to maintain in organizations without strong staff development initiatives (Samwel, 2018). This is because workers often quit when they don't take advantage of possibilities for growth (Samwel, 2018). As a result, the advantages of using training and development in talent management extend beyond improving worker performance. It affects retention and work satisfaction as well. Numerous approaches may be used to provide employee development, including as coaching, self-directed learning, formal and informal learning, mentorship, and experiential learning.

The effect of training on employee performance was investigated by Pramono and Prahiawan (2022), using competence and commitment as intervening variables. Employees of the Cilegon-based steel industry enterprise Dinas CRP coke oven facility made up the study's population. Out of the 63 individuals that meet the requirements of being organic employees and having completed two years of employment, 60 samples were obtained. To determine the route coefficients' statistical significance, a model of structural equations was used. The study's findings make it clear that training has a favorable and substantial influence on competency. Training has a slight but favorable effect on employee performance. Competency has a favorable and considerable influence on worker productivity, whereas devotion has a positive but insignificant impact.

A study by Kuruppu et al. (2021) examined how training affected worker performance in a specific clothing company in Sri Lanka. The purpose of the research was to determine how operations-level staff efficiency at a specific apparel firm in Sri Lanka was impacted by training. The analysis of 60 responses from a randomly selected sample of workers on machines shows a substantial, positive, and substantial correlation ( $r = 0.817$ ) between both training and performance. The findings of the regression analysis demonstrate that training material and operational factors have a significant positive impact on worker performance. The study authors have proposed multiple suggestions to improve worker productivity, including the revision of educational resources and the establishment of clear training requirements and a suitable training duration.

The impact of training on work performance and career growth was investigated by Niati et al. (2021), specifically focusing on the role of motivation as an intervening variable. This survey included 135 workers from PT. Asam. In this study, data was collected via a questionnaire. The questions were distributed online. Amos Software Version 25's pathway analytics was used to examine the collected data. The results showed that motivation and training may improve productivity at work. People may be able to progress in their positions at work through training, incentive, and work performance. It was suggested to increase the training program, employee motivation, and work performance.

The impact of training on employee performance was investigated by Yimam (2022) in a case study of Bahir Dar University in Ethiopia. The investigation used a quantitative technique and was picked by a straightforward selection process. Information was collected from a cross-sectional investigation of managerial employees at Bahir Dar University in the Republic of Ethiopia who received training in 2019. 316 surveys were distributed and collected for the purpose of the research. To examine the data, both descriptive as well as inferential statistics were applied. The results show that training layout, requirements for training examination, instructor teaching style, and educational assessment all considerably increase worker productivity. The investigation concluded that the human resources department should endeavor to enhance the quality and scope of the learning experience and correctly execute all four phases of the organized learning procedures in order to boost the overall performance of Bahir Dar University's employees in administration, especially technological organizations.

A study by Mahardika and Luturlean (2020) examined the effect of training on workers' output, employing both descriptive and causal methodologies. This research set out to ascertain how training affected the productivity of the Soekarno Hatta Bandung Branch of PT. Saturated sampling was the method of sample selection utilized. 51 persons were given questionnaires so as to collect data. Simple regression examination was the method of data analysis that was employed. A simple linear regression study shows that employee performance is improved by 0.441 when training is provided. Technician personnel' performance is impacted by training by 65.1%, whereas other variables influence 34.9% of the performance. The company's writer advises holding a workshop or motivating presentation and expanding the range of training materials offered.

The impacts of training and job promotion on work motivation and subsequent job performance were investigated by Haryono, Supardi, and Udin (2020) in Indonesia. The study took a quantitative approach, gathering information from 180 employees in a range of businesses using surveys. To investigate the relationships between the factors in question, structural equation modeling, or SEM, was applied. Findings from the research demonstrated that work motivation is strongly positively impacted by both job promotion and training. Furthermore, it has been demonstrated that higher motivation directly improves work output, moderating the connection between work output, job advancement, and training. The investigation concluded that equitable employment promotion procedures and efficient training programs are essential for raising engagement of the workforce, which enhances job performance. The results indicate that in order to improve overall performance and productivity, firms should make investments in these areas.

The evaluation of how training and work discipline affect staff productivity at PT Anugerah Agung in Jakarta was conducted by Halomoan (2020). This study employed a method of quantitative investigation, surveying fifty employees to gather data. An investigation using multiple regression methods was done to ascertain the effect of work discipline and training on production. The study discovered that staff productivity is greatly increased by both work discipline and training. Work discipline made sure that workers followed organizational rules and objectives, while training gave them the skills and information they needed. Both of these factors are critical for productivity. The study found that in order to increase productivity, firms should place equal emphasis on work discipline and training. Work outputs and overall organizational efficiency may be significantly increased by making training investments and imposing firm discipline.

Employee performance and training and development strategies were examined by Kirimi and Maende (2019) at the Nairobi City County, Kenya, Ministry of Labor and Social Protection. Goal-setting theory and social exchange theory served as the foundation for this investigation. The study's design was descriptive. The sixty responders that made up the target group were five HRM managers, ten supervisors, and forty-five support personnel. There was a census conducted with sixty respondents. HRM managers and supervisors were interviewed for the research, and support staff members completed questionnaires. Content Analysis was used to analyze the qualitative data that was gathered from the interviews. Descriptive statistics like mean and standard deviation were used to assess quantitative data, which was then shown using graphs, tables, figures, and charts.

Multiple regression analysis was used in the study to examine the connection between the independent and dependent variables. According to the study's findings, coaching had a favorable effect on workers' lives and careers by assisting them in setting and pursuing objectives. Because workers were exposed to a variety of work duties that relieved ongoing physical or mental stress, job rotation boosted job satisfaction and may increase employee incentive to stay in the position and lower turnover. Employee camaraderie and healthy relationships were fostered in the workplace through role-playing. The Ministry offers organized training programs called apprenticeships that allow participants to gain experience and a degree that may be used to secure employment elsewhere.

A study was carried out by Rodriguez and Walters (2017) to investigate the significance of training and development in relation to employee performance and appraisal. Using a mixed-methods approach, the researchers gathered information from workers in a variety of industries through surveys and interviews. While qualitative information from interviews was thematically evaluated, quantitative data from surveys was subjected to statistical analysis. The results showed that employees were more likely to meet or surpass assessment norms and showed notable gains in job performance when they participated in regular training and development programs. The research further discovered that chances for ongoing growth promoted increased levels of worker satisfaction and retention. Rodriguez and Walters came to the conclusion that funding employee training and development is essential to human resource management strategies since it improves individual performance as well as the success of the firm as a whole.

### **2.2.5 Employee Performance**

The relationship between employee earnings and performance procedures was examined by Okoli et al. (2020) in several public universities in Southeast Nigeria. The study's findings led to the selection of the descriptive research strategy. A meticulously designed survey was employed. to get data. Both employee recognition and work satisfaction were shown to have a significant positive correlation with employee participation and distributes equality. The research project was conducted in Nigeria, which has a distinct climate from Kenya.

According to Narayanamurthy and Tortorella (2021), the pandemic suggested significant adjustments to the way businesses operate, impacting the schedules and activities of their staff. The pandemic has caused a number of changes to the work environment for employees, including

social isolation, travel bans and limitations, and virtual working arrangements. (2020, Harter). Additionally, some companies decided to implement wage reductions and layoffs, which has raised economic loss and job instability, making employees feel more insecure and affecting their performance. These modifications have limited the continuation of previous pre-COVID-19 procedures and brought about behavioral shifts in employees that can go from transient to permanent

The impact of compensation schemes on staff productivity was examined by Cheruiyot and Kalei (2020) at a public university in Kericho County, Kenya. A cross-sectional technique was used for this investigation. Data were collected using surveys, and the results were analyzed using both descriptive and inferential statistics. The study's findings show a clear relationship between worker performance and the compensation scheme. The study's conclusions imply that the main engine powering government operations is motivated personnel.

### 2.3 Summary and Research gaps

**Table 1: Summary and Research gaps**

<b>Study</b>	<b>Focus of the Study</b>	<b>Main Findings</b>	<b>Knowledge Gap</b>	<b>Focus of the proposed Study</b>
<b>Arokiasam y, Tat and Abdullah (2018)</b>	Rewards systems versus job satisfaction	The study conclusions revealed that compensation, motivation and Job satisfaction was significantly impacted by promotion.	The study focused only on Rewards only.	The study will study reward and other variables i.e. work environment, employee recognition and development

<b>Study</b>	<b>Focus of the Study</b>	<b>Main Findings</b>	<b>Knowledge Gap</b>	<b>Focus of the proposed Study</b>
<b>Calvin, (2017)</b>	The impact of remuneration on employees' Performance	According to the findings, there is a significant and positive correlation between compensation and employee performance, as well as pay, incentives, and compensation, may all be utilized to inspire employees.	The study was conducted in Nigeria, West African Region	This study will be conducted in Kenya, East African Region
<b>Asaari, Desa, &amp; Subramani am, (2019)</b>	Influence of Salary, Promotion, and Recognition toward Work Motivation among Government Trade Agency Employees	The findings suggest that incentives and motivation have a favorable and substantial link. The investigation concluded that as rewards rise, so would employee motivation.	The study did not discuss factors like reward and work environment.	The study discussed several factors including work environment, development and rewards.
<b>Nduku, Mwendwa, and Wachira (2015)</b>	Working conditions' effects on employees' performance in Kenya Commercial Bank Head Office In Nairobi, Kenya	According to the study, there is a direct correlation between an employee's physical health, workplace safety, and internal organizational communication, as well as their performance at Kenya Commercial Bank.	The study studied the Kenya Commercial sector.	The study pursued the employee's sector.

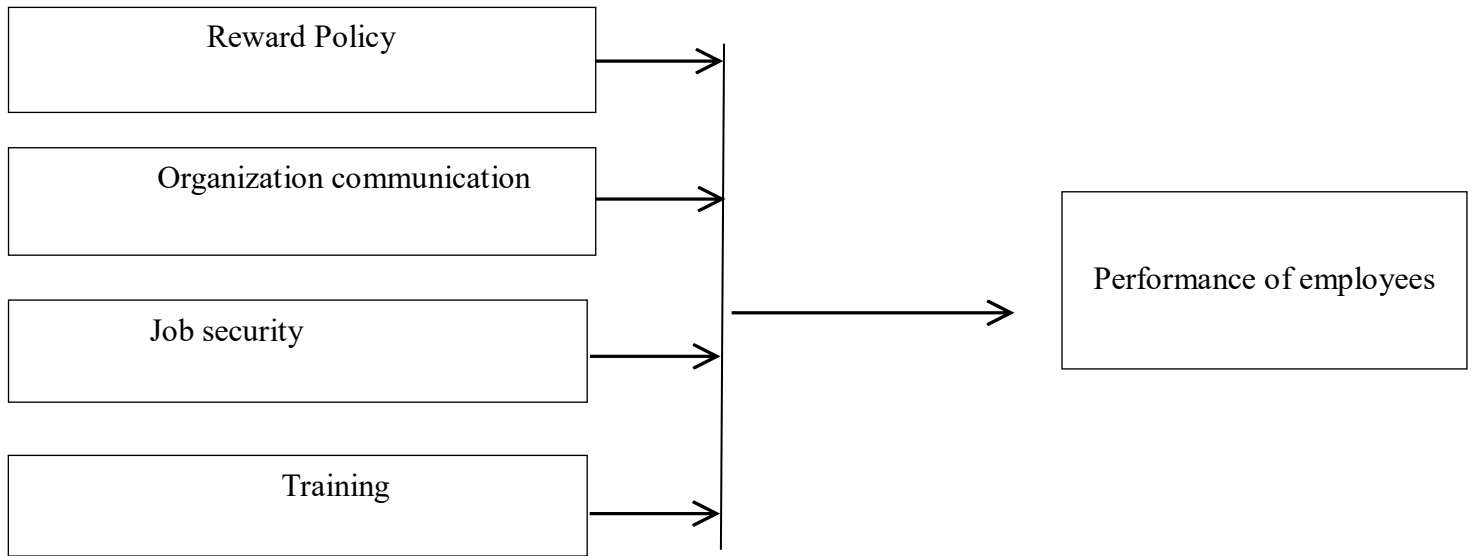
Study	Focus of the Study	Main Findings	Knowledge Gap	Focus of the proposed Study
<b>Van Vianen, Rosenauer, Homan, Horstmeier, and Voelpel in 2018.</b>	Multilevel research on differential career guidance and the atmosphere of career mentoring	More so than diversified career mentoring, the career mentoring atmosphere has a favorable relationship with promotability. The intention to stay is favorably correlated with both the career mentoring atmosphere and differentiated career guidance. Contentment in one's work acts as a mediator in this connection at the individual level.	The study was conducted in the University of Amsterdam, in The Netherlands.	This study was conducted at the Management University Of Africa, Kenya.

## 2.4 Conceptual Framework

A conceptual framework is a written or digital output that outlines the main subjects to be investigated in narrative or graphic form. The variables, concepts, and presumed relationships between them are its essential constituents. A conceptual structure is made up of many overarching theories and ideas that help researchers formulate their research questions, choose pertinent data, and appropriately characterize the problem they are looking at (Antonenko, 2015).

**Independent Variable**

**Dependent Variable**



**Figure 1: Conceptual Framework**

### 2.5 Operationalization of Variables

Operationalization outlines the variables' indicators and their measurement methods. Methods for data gathering and processing are also mentioned. The following indicators and measurements were used by the researcher as a result of the empirical literature evaluation.

**Table 2: Operationalization of Variables**

Variable	Indicators	Measurement Scale	Tools of analysis
Reward Policy	<ul style="list-style-type: none"> <li>• Increased Motivation and Engagement</li> <li>• Frequency of Rewards</li> <li>• Alignment with Performance</li> <li>• Fairness in Reward Distribution</li> </ul>	Likert scale	Correlation analysis Mean and Standard Deviation Multiple regression Analysis
Organization communication	<ul style="list-style-type: none"> <li>• Flow of information</li> <li>• Clarity of Messages</li> <li>• Channels of Communication</li> <li>• Frequency of Communication</li> </ul>	Likert scale	Correlation analysis Mean and Standard Deviation Multiple regression Analysis

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Job security	<ul style="list-style-type: none"> <li>• Turnover Rates</li> <li>• Stress and Mental Health</li> <li>• Employee Motivation</li> <li>• Contract Types</li> </ul>	Likert scale	Correlation analysis Mean and Standard Deviation Multiple regression Analysis
Training	<ul style="list-style-type: none"> <li>• Training Participation Rate</li> <li>• Employee Engagement Levels</li> <li>• Training Effectiveness</li> <li>• Skills Development</li> </ul>	Likert scale	Correlation analysis Mean and Standard Deviation Multiple regression Analysis
Performance of employees	<ul style="list-style-type: none"> <li>• Customer Satisfaction</li> <li>• Level of output</li> <li>• Reduced absenteeism</li> <li>• Reduction in turnover rates</li> </ul>	Likert scale	Correlation analysis Mean and Standard Deviation Multiple regression Analysis

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## 2.6 Chapter Summary

This section presents the review of related literature on the impacts of job satisfaction and performance of employees. The chapter is structured into five major parts. These parts provide a theoretical literature study where four pertinent theories were examined. The study's independent variables in part two, operationalization of variables, conceptual structure, and section summary were each further examined.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.0 Introduction**

This chapter presented the research design, target populace, sample and sampling technique, and instruments to be used for gathering data. Additionally, this section offered the pilot examination, the data gathering procedure then data examination and how data will be presented. The chapter ended with ethical issues observed during the study.

#### **3.1 Research design**

Research design serves as a guide that outlines the steps to be taken from the beginning until the information has been evaluated, helping to define the relationship between the variables under study (Campbell, 2016). This investigation employed a descriptive research design. The aforementioned research design facilitates the investigation's attempt to determine if the variables at a given moment in time have a meaningful correlation (Mugenda & Mugenda, 2019). A descriptive design is one whose primary concerns are "what, how, and who," which is the focus of this investigation study, as stated by Creswell and Clark (2016). Blumberg et al. (2018) indicate that the goal of study methodology is to provide data that would enable the results to be generalized.

#### **3.2 Target Population**

Deming (2015) defines the target population as a collection of different people who tend to have similar features and from whom the researcher hopes to get certain information. The population under investigation comprised the target group, specifically the personnel of the National Registration Bureau in Nairobi County. The 1,918 personnel at different levels of management who are now employed by the Registration Bureau in the area made up the research's population. Workers at the managerial level were chosen for this investigation because they possess the knowledge that is required for this investigation.

**Table 3: Target Population**

<b>Category</b>	<b>Target population</b>	<b>Percentage</b>
Top Management	202	10.5%
Middle Level Management	769	40.1%
Support Staff	947	49.4%
<b>Total</b>	<b>1,918</b>	<b>100</b>

**Source: National Registration Bureau (2024)**

### **3.3 Sample and sampling technique**

In the setting of research on surveys, a sample is defined by Lavrakas (2008) as a subset of components selected from a broader population. A sample, according to Kombo and Tromp (2009), is alternatively defined as a group of units selected from the entire cosmos to symbolize it. A tiny subset of people, objects, or characteristics selected from a broader group is referred to as a sample (Nalzar, 2012). Sampling guarantees that a portion of a populace is chosen to precisely reflect the populace. Extensive data collection in research is also unproductive. Consequently, it is crucial to ascertain the sample size needs of a study prior to data collection (Ngumi, 2013).

The sample size was determined as follows, utilizing the Morgan and Krejcie methodology, estimating the error by 5% and providing a ninety-five percent confidence interval:

$$S = \frac{x^2NP(1 - P)}{d^2(N - 1) + x^2P(1 - P)}$$

S = the required sample size

X<sup>2</sup> = the Chi-square table value for freedom of one degree at the 95% confidence level, or 3.841)

N = Populace proportions

P = Population percentage (0.50 is used; this is the highest percentage)

1-P = expected failure rate in %

d<sup>2</sup> = square of the maximum tolerance for error between the sample proportion and the real percentage (in this case, 5%). Considering a population of 1,918)

The technique yields 320 workers as the sample population.

**Table 4: Sample**

Category	Target population	Sample	%
Top Management	202	22	6.9
Middle Level Management	769	126	39.3
Support Staff	947	172	53.8
<b>Total</b>	<b>1,918</b>	<b>320</b>	<b>100</b>

**Source: National Registration Bureau (2024)**

### 3.4 Instruments

A questionnaire was used to collect primary data for this study. A questionnaire, in accordance with Adam, Maite, Joan, and Marta (2019), is a measurement instrument used to convey to the investigator what is necessary. It is used to gather information from the participants with the aim of accomplishing the investigation's goal. According to Kothari (2019), structured questionnaires are the most appropriate for descriptive studies due to simplicity of use and reduced skill requirements. Saunders, et al (2017) define a questionnaire as a broad word that encompasses all other data gathering methods in which respondents are asked questions in a predetermined format.

The questionnaire was created with the investigation's objectives in mind and includes closed-ended questions. The research project was able to collect more spontaneous responses by using closed-ended questions, which enabled more useful suggestions. A five-point Likert scale was

used for most of the closed-ended items on the questionnaire, with the answers ranging from Strongly Disagree (1) to Strongly Agree (5). The study survey is divided into two parts i.e., demographic data and research variables. Surveys were given to the chosen samples. The researcher distributed questionnaires primarily through Google Forms to facilitate ease of response collection.

### **3.5 Pilot Study**

To determine the validity and reliability of the instrument, the investigation did a pilot test. According to Cooper and Schindler (2008), the primary goal of a pilot research was to identify any discrepancies in the questions, assess answer uniformity, and ascertain the validity of the results. Pilot testing, as described by Dawson (2002), aids researchers in determining if the survey yielded the anticipated findings. A pre-test sample of 32 respondents, from Kenya Bureau of Standards were used in this investigation. As a general guideline, the sample in pilot research should be 10% of the sample size (Kassu, 2019). The pilot examination's results are significant since they help to improve the data gathering instrument prior to its official implementation.

#### **3.5.1 Validity**

The objective of evaluating the validity of tools for study is to determine how well the research sample's outcomes reflect the topic under inquiry. Validity, as defined by Mugenda (2003), refers to the meaning and correctness of conclusions drawn from study findings. Mugenda further states that relating readings from two sensors yields the validity coefficient. This study will employ a mix of construct validity and content validity. According to Strauss and Smith (2009), construct validity is the assessment of how well a measure captures the trait that it is intended to capture. The extent to which a study tool addresses the topic it is meant to cover is known as content validity (Yaghmaie, 2003). The questionnaire was assessed for construct validity in the present investigation using the Kaiser Meyer Olkin (KMO) and Bartlett's test of sphericity to determine the validity of the questions and the sufficiency of the sample. The supervisor carefully reviewed the survey in order to guarantee content validity.

#### **3.5.2 Reliability test**

The degree to which a tool yields consistent findings on comprehensive testing is measured by its reliability. Reliability, according to Cronbach (2010), is the degree to which a measurement technique or experiment produces consistent findings after several attempts. This is a trend towards

constancy observed while measuring the same problem more than often. Sakaran and Bougie (2010) state that a scale's dependability indicates how error-free it is and how consistently it assesses data across time. It demonstrates how accurately and consistently the instrument's scale &/or subsections assess the ideas or concepts. The Cronbach's alpha coefficient was used to measure the questionnaire's reliability. The range of values for Cronbach's alpha is 0 to 1. According to Cooper and Schindler (2013), scores between 0 and 0.6 imply a poor degree of internal consistency and reliability, whereas scores of 0.7 or higher denote a high level of these qualities.

### **3.6 Data collection procedure**

Following the proposal defense, the investigator submitted a request for license from NACOSTI and authorization to do investigation from Management University of Africa. After that, the investigator went to the National Registration Bureau to get permission to collect data and acquaint herself with the investigation setting. The investigator met the director in order to get a letter approving her to continue with the investigation. After receiving the letter authorizing her to conduct the research, she communicated with the administration and HR managers. The supervisors were given a room to use throughout the data collecting process after the investigator asked them to help identify the participants and outlined the essence and goal of the present investigation.

The goal and logic of the study, as well as the respondents' independence and ethics, was explained to them. In order to safeguard their sense of self, privacy, and secrecy, those taking part did not reveal their names. Before proceeding with the study, the investigator first obtained the participants' agreement and the investigator gave them the survey to fill out. The data was gathered in ten working days. Each participant got the surveys from the examiner personally. Following the completion of the surveys and their return for analysis, the investigator scheduled a meeting to debrief to express gratitude to the participants and discuss any concerns with the investigation. To protect information, the gathered data was placed in a sealed bag, and they were tightly sealed. To guarantee true information from the participants, the investigator was truthful in reporting the results.

### **3.7 Data Analysis and Presentation**

Kothari (2009) states information analysis as examining obtained information and drawing conclusions and deductions from it. Quantitative data was field edited to ensure correctness and authenticity. To guarantee the accuracy of the data, every completed questionnaire was examined for errors and inconsistencies. For statistical evaluation, the data was modified, encoded, and imported into SPSS version 25.0. The study utilized descriptive and inferential indicators to analyse dispersion, central tendency, and correlations between variables, generating measures like standard deviation and variance. The capacity of the independent variables to be forecasted was explained by the multiple regression approach and Pearson's correlation coefficient in the context of statistical inferences.

The multiple regression model for the study was:

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

Where;

Y = Employee Performance

X<sub>1</sub> = Reward Policy

X<sub>2</sub> = Organization communication

X<sub>3</sub> = Job security

X<sub>4</sub> = Training

e = Error term

### **3.8 Ethical Considerations**

#### **3.8.1 Informed consent**

Informed consent is the ethical foundation of research technique, indicating participants' full comprehension and free choice to engage in a study (Gesualdo et al 2021). The Management University of Africa provided authorization for the investigator to carry out research. NACOSTI also gave license for this study to be conducted. After being briefed about the investigation, in their answers, the respondents were requested to be completely honest.

### **3.8.2. Voluntary participation**

Voluntary participation refers to participants' intentional decision to participate in research, free of external pressure or compulsion (Marshall et al 2006). The participants were made aware of liberty to take part in this research without being forced to and their freedom to leave at any moment. Those participating were made aware that their involvement in the investigation will not result in any financial gain.

### **3.8.3 Confidentiality**

Confidentiality protects participants' privacy by limiting access to their information to only authorized staff (Petrova, Dewing, & Camilleri, 2016). Participants were treated with respect and shielded from inadvertent damage by the investigator. Since the material was solely intended for study, it was handled with confidentiality and not disclosed to the authorities. The researcher made sure that the participant's opinions are not misrepresented.

### **3.8.4 Privacy**

Privacy protects people' autonomy by safeguarding their personal information from unlawful access or exposure during study (Hawkey, 2006). Respondent's privacy was upheld and were advised not to put their names on the survey forms in so as to safeguard the confidentiality of their data.

## **3.9 Chapter Summary**

An overview of the methodology employed to ascertain the impact of work satisfaction on civil servants' performance at NRB was provided in this chapter. This chapter contains details on what was gathered from those who participated, covering the design, investigation populace, study sample, sampling approach, research tools, pre-testing, data collection method, analysis, and ethical considerations procedures.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.0 Introduction

This episode presents the findings of the study on influence of job satisfaction on performance of employee. The section covers the response rate results, the demographic results and the major findings' descriptive evaluation according to the investigation's variables. This section covers the inferential evaluation.

#### 4.1 Presentation of Research Findings

##### 4.1.1 Response Rate

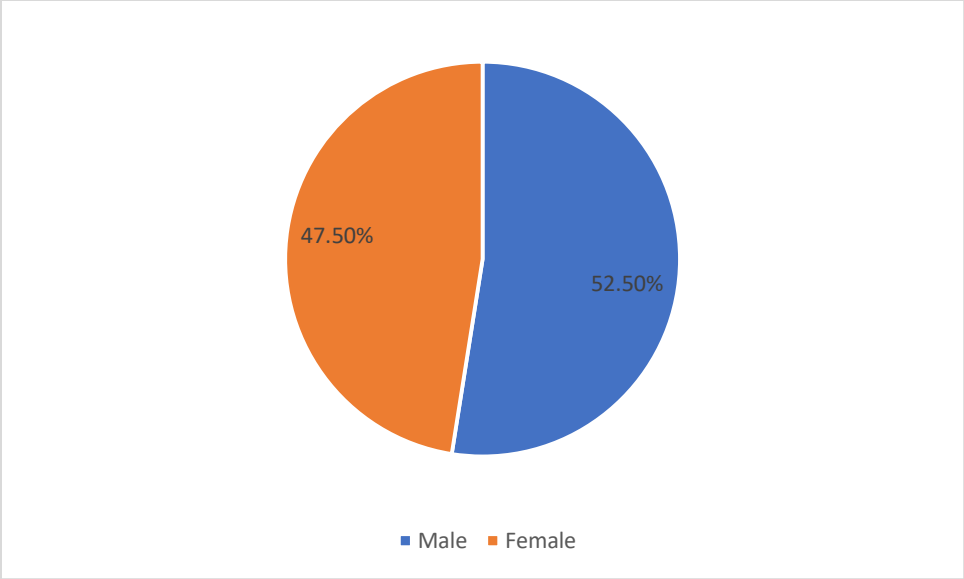
This paragraph provides specifics on the study's response rate, as indicated by Table 5. The research yielded an overall response rate of 61%, which was considered adequate. A response rate of one hundred percent was not attained because the investigator delivered the surveys using a drop-and-pick approach and because certain participants neglected to return them during the collection period. This was accepted as sufficient for statistical examination. According to Kothari (2013), a response rate of more than 60% of sample respondents is more than sufficient to allow conclusions to be applied to the entire sample.

**Table 5: Response Rate**

Category	Frequency	Percentage (%)
Respondents	195	61%
Non-respondents	125	39%
<b>Total</b>	<b>320</b>	<b>100%</b>

##### 4.1.2 Gender of the Respondents

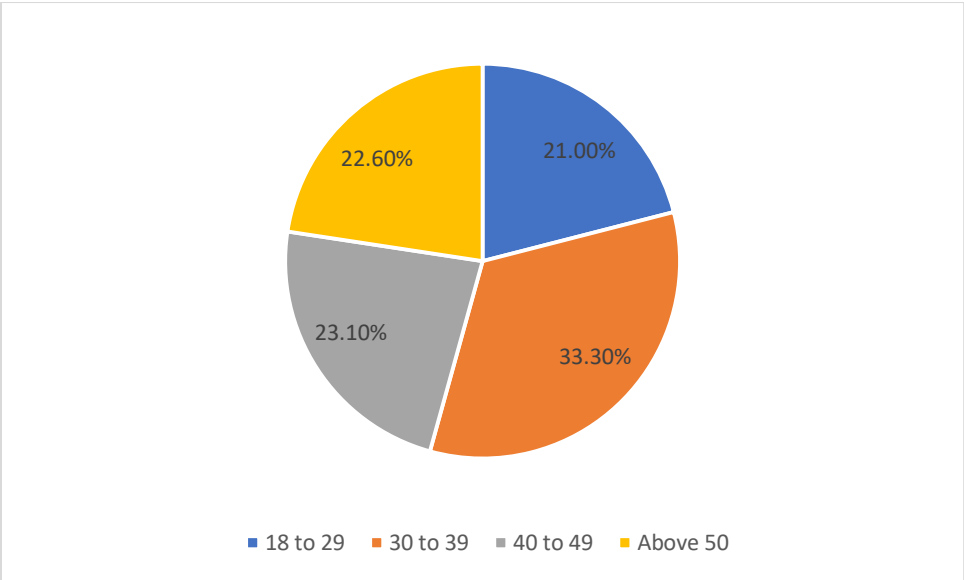
The gender distribution among the responders who took part in the investigation is shown. In this subsection. Male those polled made up 52.5 percent of the investigation, but female participants made up 47.5%. These results unequivocally showed that there is little variation in the gender distribution of National Registration Bureau employees across all departments. It suggests that the company is considerate of gender equality laws when it comes to hiring county employees. Figure 2 presents the findings.



**Figure 2: Gender of the Respondents**

**4.1.3 Age bracket**

The investigation's objective was to ascertain the respondents' age distribution. Figure 3 displays the analysis's conclusions. The findings showed that 33.3% of those polled were in the 30- to 39-year-old age range. Of them, 23.1% were between 40 and 49 years old, 22.6% were over 50, and 21.0% were between 18 and 29 years old. This suggests that responders are more inclined to exhibit high levels of maturity, which therefore produces mature answers.



### Figure 3: Age bracket

#### 4.1.4 Level Education of Respondents

The highest degree of learning attained by those who participated in the survey is detailed in this paragraph. Based on the findings, the majority of those taking part (43.1%) listed a bachelor's degree as their greatest educational accomplishment. The remaining respondents' highest academic qualifications were distributed as follows: The majority of them (24.6%) had diplomas as their highest degree, while 20% held postgraduate degrees, and 12.3% had certificates. It was observed that every responder possessed post-secondary educational credentials. This suggested that the majority of respondents met the requirements for the various roles they were holding in terms of instruction. Figure 4 presents the findings.

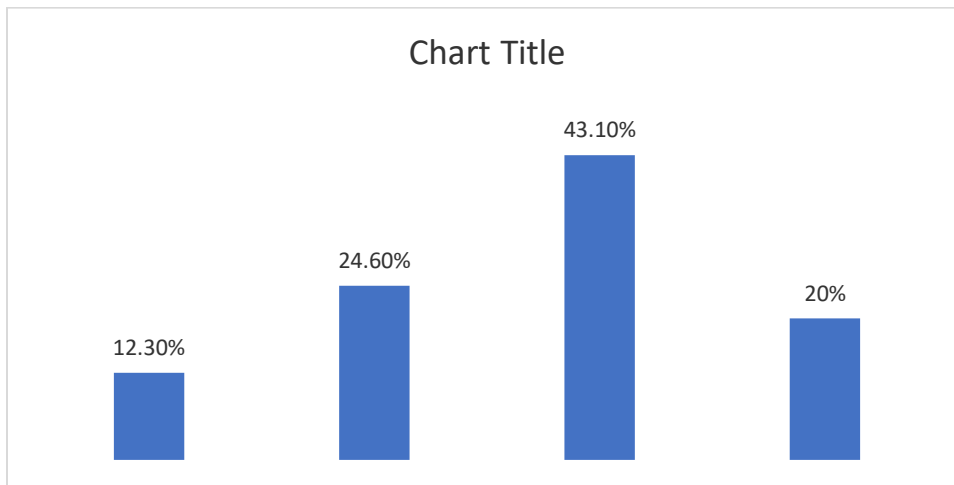


Figure 4: Level Education of Respondents

#### 4.1.5 Period of Service

This paragraph displays the length of time that the research respondents had been working in their current positions. According to the results, the majority of them (33.3%) had been employed for six to ten years in their current roles. The remaining respondents provided information regarding how long they had been in their current positions: 28.2% had been there for 11 to 15 years, 21.5% for 16 years or more, and 17.0% for less than 5 years. This information was based on how long the responders had held their current roles. Reliable replies are indicative of a high level of understanding of responsibilities among those who responded. The results are displayed in Table 6.

**Table 6: Period of Service**

Category	Frequency	Percentage (%)
0 to 5 years	33	17.0%
6 to 10 years	65	33.3%
11 to 15 years	55	28.2%
16 Years and Above	42	21.5%
<b>Total</b>	<b>195</b>	<b>100</b>

#### 4.1.6 Reward Policy Descriptive Analysis

The first research objective was to evaluate how reward policy affects performance of employees in the public sector in Kenya;

**Table 7: Reward Policy Descriptive Analysis**

	Mean	Std. Deviation
My organization's reward system encourages me to deliver better work.	3.7443	1.2078
The incentive system seems reasonable and fair to me.	3.9543	1.1231
The accolades I get are a direct reflection of the caliber and volume of my work.	4.0730	1.0392
My job happiness is increased by the organization's reward scheme.	3.8968	1.2698
Employee efforts are duly acknowledged and appreciated under the present incentive scheme.	4.1135	1.2341

Table 7 indicates the responses on how reward policy affects performance of employees, most respondents agreed their organization's reward system encourages them to deliver better work (Mean= 3.7443, STD=1.2078). Respondents agreed that the incentive system appears reasonable and fair (Mean = 3.9543, STD = 1.1231). Additionally, most respondents strongly agreed that the accolades received are a direct reflection of the caliber and volume of work produced (Mean = 4.0730, STD = 1.0392). Most respondents agreed that their job happiness is increased by the

organization's reward scheme (Mean= 3.8968, STD=1.2698) and finally most of those surveyed strongly agreed that employee efforts are duly acknowledged and appreciated under the present incentive scheme (Mean= 4.1135, STD=1.234).

These results were corroborative with those of Kamwenji (2024), who found that while financial rewards, perks for employees, and work-life balance have a small impact on employee performance, non-financial rewards are a major predictor of employee success. Additionally, the results demonstrated a strong moderating role for motivation in the association between employee performance and incentive management strategies.

The results corroborate with those of Sitati (2017), who came to the conclusion that pay had an impact on staff retention in Kenya's hotel sector. In the hotel sector, compensation and staff retention had a strong and favourable correlation. According to the study's findings, staff retention rises in hotels with higher compensation and falls with lower compensation. The survey also found that in Kenya's hotel business, staff retention is impacted by employee appreciation. In the hotel sector, the relationship between employee retention and incentive was substantial and favourable.

#### 4.1.7 Organization Communication Descriptive Analysis

The second research objective was to examine the effect of organizational communication on performance of employees in the public sector in Kenya;

**Table 8: Organization Communication Descriptive Analysis**

	<b>Mean</b>	<b>Std. Deviation</b>
I feel satisfied when I get the information, I need to do my work on time.	4.0703	1.0174
Management provides me with information on the organization's performance, which makes me happy.	3.9095	1.1643
If there are any significant changes to the organization, I am promptly informed	3.8835	.9054
I am not intimidated when I talk directly to the executives of the organization.	4.1649	1.1683

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My manager and my supervisor are consistently in agreement with the information that is provided to me.	4.0595	1.0608
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Table 8 presents the results on the impact of organizational communication on performance of workers. Majority of the participants concurred that they feel satisfied when they get the information, they need to do their work on time (Mean= 4.0703, STD=1.0174). Most respondents agreed that management provides them with information on the organization's performance, which makes them happy (Mean= 3.9095, STD=1.1643). Also, most respondents agreed If there are any significant changes to the organization, they are promptly informed (Mean= 3.8835, STD=.9054) and they strongly agreed that they are not intimidated when they talk directly to the executives of the organization (Mean= 4.1649, STD=1.1683). Lastly, the respondents strongly agreed that their manager and supervisor are consistently in agreement with the information that is provided to them (Mean= 4.0595, STD=1.0608).

The results of the investigation align with those of Weldeghebriel's (2020) study, which demonstrates a statistically significant correlation between employee performance and communication patterns, employee performance and communication structure, employee performance and communication medium, and employee performance and communication climate. Consequently, the investigation concluded that staff member performance in the chosen big manufacturing enterprises in Eritrea is directly influenced by the communication style, medium, communication infrastructure and communication environment. The study's overall conclusion also demonstrates that, in the big industrial companies in Eritrea that were chosen, organizational communication and worker productivity have a statistically significant relationship.

These results corroborated those of Nwata et al. (2016), Atambo and Momanyi (2016), and Hikmah (2015), who also found a substantial relationship between employee performance and communication structure. These results are consistent with those of Weldeghebriel et al. (2022), who found a strong positive correlation between employee performance and communication structure. The investigation concluded that worker performance in the chosen big manufacturing companies in Eritrea was influenced by communication structure.

#### 4.1.8 Job Security Descriptive Analysis

The third research objective was to assess the effect of job security on performance of employees in the public sector in Kenya;

**Table 9: Job Security Descriptive Analysis**

	<b>Mean</b>	<b>Std. Deviation</b>
In my current role, I feel safe.	4.0792	.9551
My work performance is positively impacted by my job stability.	3.9968	.94167
The company gives me confidence on the security of my job.	3.9835	1.1142
My productivity at work is unaffected by worries about my job security.	3.8551	1.0110
I have faith in the company's policies for the future of the workforce.	4.1226	1.0103

The descriptive analysis of job security in the public sector in Kenya reveals positive sentiments among employees as shown on Table 9. Respondents strongly agreed that they feel safe in their current roles ( $M = 4.0792$ ,  $SD = 0.9551$ ) and believe their work performance benefits from job stability ( $M = 3.9968$ ,  $SD = 0.94167$ ). Most respondents agreed that confidence in job security provided by the company is also high ( $M = 3.9835$ ,  $SD = 1.1142$ ), and worries about job security do not significantly impact productivity ( $M = 3.8551$ ,  $SD = 1.0110$ ). Finally, most respondents strongly agreed that employees trust the company's workforce policies for the future ( $M = 4.1226$ ,  $SD = 1.0103$ ).

These results are consistent with those of Yousif & Rasool (2021), who found that job security has a positive impact on employees' job satisfaction and a negative impact on their job performance, even though job satisfaction plays a mediating role between job security and job performance by increasing job performance.

The results also corroborate with those of Mandago & Anusu (2022), who discovered that workplace security had a major impact on hospital staff performance. Respondents concurred that the hospital improves performance by upholding individual security, emphasizing fire safety, and guaranteeing protection from both internal and external dangers. Workplace security and employee efficiency have a substantial, positive connection, based on the findings research. Additional findings supported the notion that better worker performance is correlated with higher workplace security. Based on the investigation's results, providing effective working environment, fire safety, and extensive security measures help employees work fearlessly, which improves productivity.

#### 4.1.9 Training Descriptive Analysis

The fourth research objective was to evaluate how training affects performance of employees in the public sector in Kenya;

**Table 10: Training Descriptive Analysis**

	<b>Mean</b>	<b>Std. Deviation</b>
The offered training courses are pertinent to the duties I have at work.	4.0125	.9676
Opportunities for training help me progress professionally.	3.9146	1.1023
I feel more capable and certain at work now that I've had training.	4.0744	1.1067
The company makes sufficient investments in the training and development of its staff.	3.5651	1.0175
My job performance is improved by training sessions.	4.0514	0.9707

The descriptive analysis of training in the public sector in Kenya highlights its positive impact on employee performance as shown on Table 10. The majority of responders firmly believed that workers find the training courses relevant to their duties ( $M = 4.0125$ ,  $SD = 0.9676$ ) and believe these opportunities aid their professional growth ( $M = 3.9146$ ,  $SD = 1.1023$ ). Most of those

surveyed agreed that training enhances their capability and confidence at work ( $M = 4.0744$ ,  $SD = 1.1067$ ) and is seen as beneficial for job performance ( $M = 4.0514$ ,  $SD = 0.9707$ ). Lastly, according to most respondents, opinions on the company's investment in staff training and development are slightly less positive ( $M = 3.5651$ ,  $SD = 1.0175$ ).

These results are in line with those of Brauer (2011), who discovered that training should suit each participant's unique demands while stimulating a variety of senses, including the visual and aural ones, depending on the material's needed input rate. Therefore, the study suggests that a key component of employee success is the training curriculum and delivery methods.

Hammond et al., (2014) confirmed these findings, stating that certain training contents or tasks may be better served by certain training delivery approaches than by others. This is because all training delivery approaches have the capacity and intention to convey particular knowledge, skills, task information, or attitude to trainees; therefore, a variety of training delivery approaches can be chosen to deliver a variety of training contents.

#### 4.1.10 Employee Performance Descriptive Analysis

The general research objective was to evaluate the influence of job satisfaction on performance of employee in the public sector in Kenya;

**Table 11: Employee Performance Descriptive Analysis**

	<b>Mean</b>	<b>Std. Deviation</b>
I am happy with my work, and it inspires me to do better.	4.0868	1.0861
My productivity is positively impacted by high job satisfaction.	3.7899	0.9719
My dedication to my work is strengthened by my job pleasure.	3.8984	0.8822
Better performance, in my opinion, is closely correlated with job happiness.	3.7881	0.9801
I am generally happy with my work, which produces superior work products.	3.9654	1.0662

The descriptive analysis of employee performance in relation to job satisfaction in the public sector in Kenya shows positive outcomes as indicated on Table 11. Most employees indicated that they feel happy with their work, which motivates them to improve (M = 4.0868, STD = 1.0861), and most of them acknowledged that high job satisfaction boosts their productivity (M = 3.7899, SD = 0.9719). The majority of staff members agreed that job satisfaction also strengthens their dedication to work (M = 3.8984, SD = 0.8822) and is believed to be closely linked to better performance (M = 3.7881, SD = 0.9801). Finally, the majority of staff members agreed that happiness with their work contributes to producing superior work products (M = 3.9654, SD = 1.0662).

#### 4.1.11 Correlations

The correlation analysis captures the link between the several variables that are being evaluated. Hence, the findings can either be positive or negative or a perfect correlation. Reward policy (p=0.406), job security (p=0.114) and training (p=0.276) recorded positive correlation towards the employee performance while organization communication (p=-0.390) posted a negative correlation towards the output of the staff. Table 12 displays the results.

**Table 12: Correlations**

Correlations		Employee Performance	Reward Policy	Organization communication	Job security	Training
Employee Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	195				
Reward Policy	Pearson Correlation	.406**	1			
	Sig. (2-tailed)	.000				
	N	195	195			

	Pearson Correlation	-.390**	-.053	1		
Organization communication	Sig. (2-tailed)	.000	.248			
	N	195	195	195		
	Pearson Correlation	.114	.031	-.401	1	
Job security	Sig. (2-tailed)	.004	.007	.006		
	N	195	195	195	195	
	Pearson Correlation	.276**	.127	.278**	.299**	1
Training	Sig. (2-tailed)	.000	.007	.000	.000	
	N	195	195	195	195	195

\*\* . Correlation (significant 0.01 level 2-tailed).

#### 4.1.12 Reliability Test

**Table 13: Reliability Test**

Variable	Cronbach's Alpha	Comment
Reward Policy	.730	Accepted
Organization communication	.875	Accepted
Job security	.750	Accepted
Training	.775	Accepted
Performance of employees	.735	Accepted

As shown in Table 13, the results of the investigation showed that every research variable had a Cronbach Alpha of more than 0.7, proving the consistency of the research tool. The total dependability statistics were 0.773, which above the criterion of 0.7; hence, the constructs were approved and used in the study.

#### 4.1.13 Regression Analysis

Multiple linear regression analysis was also employed in the study to ascertain the strength of the relationship between the independent and dependent variables. It helped to determine the influence of reward policy, organization communication, job security and training on performance of employees. The regression analysis was performed using SPSS. The results are shown below, starting with the ANOVA analysis, moving on to the regression summary, and concluding with the regression coefficients.

**Table 14: Regression Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 <sup>a</sup>	.487	.552	3.53506
a. Predictors: (Constant) reward policy, organization communication, job security and training				

As seen in Table 14, the regression results suggest an  $R^2$  of 0.562. R Squared describes how much of the variability in the dependent variable is explained by the independent variables. This suggests that the four drivers accounted for 48.7% of the difference in SMEs' performance. The R-squared was modified to 55.2%. This means that the four criteria properly described 55.2% of the overall variability in employee performance. Furthermore, the R value is 0.698. The R number indicates how well the whole model describes the data. In this investigation, the model accounted for 69.8% of the data.

**Table 15: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	226.061	4	78.9650	59.023	.000 <sup>b</sup>
	Residual	256.818	90	11.2557		
	Total	482.908	101			
a. Employee performance						
b. Predictors: reward policy, organization communication, job security and training						

The study conducted an analysis of variance (ANOVA). The statistically significant p-value is explained by this investigation. P-values indicate whether the model should be accepted or rejected based on statistical significance. A P-value of less than 0.05 indicates statistical significance for the model. The findings are presented in table 15.

**Table 16: Regression Coefficients for the Overall Moderated Model**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	4.623	.521		6.778	.000
Reward Policy	.245	.445	.432	2.214	.001
Organization communication	.345	.066	.241	3.009	.001
Job security	.423	.098	.321	4.375	.000
Training	.345	.067	.299	3.768	.000

a. Dependent Variable: Employee Performance.

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

$$Y = 4.623 + .245 X_1 + .345 X_2 + .423 X_3 + .345 X_4$$

The B value of 4.623 is a constant value of employee performance when all determinants are equal to zero as indicated on Table 16. The model indicates that reward policy has a significant effect on employee performance; a unit change in reward policy will result in 0.245-unit or 24.5% change in employee performance,  $sig = .001 < .05$ , when other variables are held constant. The model indicates that organization communication has a significant effect on employee performance; a unit change in organization communication will result in 0.345-unit or 34.5% change in employee performance,  $sig = .000 < .01$ , when other variables are held constant.

The model indicates that job security has a significant effect on employee performance; a unit change in job security will result in 0.423-unit or 42.3% change in employee performance,  $sig = .000 < .01$ , when other variables are held constant. The model indicates that training has a significant effect on employee performance; a unit change in training will result in 0.345-unit or 34.5% change in employee performance,  $sig = .000 < .01$ , when other variables are held constant.

#### **4.2 Limitations of the study**

The study encountered several limitations. First of all, response biases may have resulted from the reliance on self-reported data. Second, the research's applicability to other public sector organizations was limited because it was carried out inside the National Registration Bureau in Nairobi, a single public sector institution. Thirdly, the cross-sectional nature of the study made it more difficult to prove a link between worker performance and job satisfaction. The results may have been influenced if external factors affecting work satisfaction and performance, such as organizational changes and economic conditions, had been considered.

#### **4.3 Chapter Summary**

Chapter four presented the findings on the influence of job satisfaction on employee performance. It began with response rate results and demographic details of participants. Descriptive evaluations of key variables were provided, followed by inferential analysis to explore relationships. The chapter included correlations to assess associations between job satisfaction and performance, a reliability test to ensure measurement consistency, and regression analysis to determine the impact of job satisfaction on performance, offering a detailed statistical overview of the study's outcomes.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This section covers summary of the findings, conclusions and study recommendations.

#### 5.1 Summary of Findings

##### 5.1.1 Reward Policy and Performance of Employees

The majority of those polled thought the incentive program was fair (Mean=3.9543, STD=1.1231) and that it encouraged better performance (Mean=3.7443, STD=1.2078). They overwhelmingly agreed that the plan increases job satisfaction (Mean=3.8968, STD=1.2698) and that awards match the quality of their work (Mean=4.0730, STD=1.0392). They also believed that efforts are appropriately commended (Mean=4.1135, STD=1.234). The model shows that incentive policy has a considerable impact on employee performance; when other factors are held constant, a unit change in reward policy will translate into a 0.245-unit, or 24.5%, difference in employee performance (sig =.001<.05).

##### 5.1.2 Organization communication and Performance of Employees

The majority of those who participated (M=4.07, SD=1.02) expressed satisfaction with the information supplied for their task. They were pleased to get timely data on major changes (M=3.88, SD=0.91) and updates on organizational performance (M=3.91, SD=1.16). They firmly agreed that managers gave consistent information (M=4.06, SD=1.06) and that they weren't frightened by executives (M=4.16, SD=1.17). According to the model, employee performance is significantly impacted by organization communication; while other factors are held constant, a unit change in organizational communication will translate into a 0.345-unit, or 34.5%, change in employee performance (sig =.000<.01).

##### 5.1.3 Job security and Performance of Employees

The people surveyed completely concurred that work stability improves performance (M = 4.00, SD = 0.94) and that they feel safe in their current employment (M = 4.08, SD = 0.96). The organization offers a high degree of work-related confidence (M = 3.98, SD = 1.11), and concerns

about job security have little effect on performance ( $M = 3.86$ ,  $SD = 1.01$ ). Workers ( $M = 4.12$ ,  $SD = 1.01$ ) also have a high degree of faith in the organization's future workforce plans. The model shows that job security has a considerable impact on employee performance; when other factors are held constant, a unit change in job security will translate into a 0.423-unit, or 42.3%, change in employee performance ( $\text{sig} = .000 < .01$ ).

#### **5.1.4 Training and Performance of Employees**

According to the questionnaire's outcomes, participants believe that the training courses are helpful for their professional development ( $M = 3.91$ ,  $SD = 1.10$ ) and pertinent to their jobs ( $M = 4.01$ ,  $SD = 0.97$ ). Training is perceived as boosting job performance ( $M = 4.05$ ,  $SD = 0.97$ ) and strengthening capacity and confidence at work ( $M = 4.07$ ,  $SD = 1.11$ ). On the other hand, opinions on the company's training expenditure are marginally less favorable ( $M = 3.57$ ,  $SD = 1.02$ ). According to the model, employee performance is significantly impacted by training; while other factors are maintained constant, a unit change in training will translate into a 34.5% or 0.345-unit difference in employee performance ( $\text{sig} = .000 < .01$ ).

#### **5.1.5 Performance of Employees**

With an average rating of 4.09 ( $SD = 1.09$ ), the majority of workers express great job satisfaction, which inspires them to do better. Increased productivity ( $M = 3.79$ ,  $SD = 0.97$ ) and strengthened devotion ( $M = 3.90$ ,  $SD = 0.88$ ) are other benefits of job satisfaction. It adds to superior work output ( $M = 3.97$ ,  $SD = 1.07$ ) and is associated with improved performance ( $M = 3.79$ ,  $SD = 0.98$ ).

### **5.2 Conclusion**

The first objective was to evaluate how reward policy affects performance of employees in the public sector in Kenya. The study concluded that a well-structured rewards policy is important for improving employee performance in Kenya's public sector. Employees are motivated when they believe the incentive system is fair, indicative of their contributions, and recognizes their efforts. This sense of justice and appreciation not only improves job happiness, but it also motivates people to perform better. Overall, a well-implemented incentive scheme promotes a favorable work atmosphere, resulting in increased productivity and greater devotion to company goals.

The second objective was to examine the effect of organizational communication on performance of employees in the public sector in Kenya. Employee performance improves significantly as an outcome of organizational communication. The study showed that good executive communication is critical to improving employee performance in Kenya's public sector. Employees that are well-informed about organizational performance, receive frequent information, and have open communication lines with management are happier and more productive. Clear and regular communication from managers and supervisors promotes a pleasant work environment in which workers feel appreciated and competent in their positions. This, in turn, leads to increased motivation and organizational performance.

The third objective was to assess the effect of job security on performance of employees in the public sector in Kenya. The study concluded that job security is an important component in increasing employee performance in Kenya's public sector. Employees that feel safe in their employment are more productive and committed. Confidence in job security and faith in the organization's labor policies contribute to a sense of safety, lowering worry and allowing employees to concentrate on their work. This perception of job stability promotes a supportive work environment, resulting in improved performance and long-term organizational success.

The fourth objective was to evaluate how training affects performance of employees in the public sector in Kenya. The study concluded that training is an important driver of employee performance in Kenya's public sector. Employees see training as relevant to their roles and necessary for professional development. Training programs improve their skills, confidence, and work performance, allowing them to better manage their obligations. However, the survey found that some employees feel the company should invest more in ongoing staff development. Addressing this worry may increase the positive impact of training on employee performance, benefitting the firm as a whole.

## **5.3 Recommendations**

### **5.3.1 Reward Policy**

The study's conclusions have led to the following recommendations to improve worker performance in Kenya's public sector. First, public-sector organizations should emphasize the

creation and execution of a clear and equitable incentive strategy that is consistent with employee contributions and industry benchmarks. Regular assessments and adjustments to the reward policy are required to keep it current and competitive. Furthermore, the public sector should consider offering both financial and non-monetary incentives to accommodate a wide range of employee preferences, such as professional prospects for growth, measures for work-life balance, and recognition schemes. Worker involvement in the design and assessment of the incentive system is critical to ensuring that it satisfies their expectations and develops a culture of mutual trust and motivation inside the firm.

### **5.3.2 Organization communication**

It is recommended that a bottom-up method to communication be implemented in Kenya's public sector; this can improve communication between managers and their subordinates, ultimately improving employee performance. This strategy allows for feedback as well as a free flow of ideas between the various levels of an organization or department. Upward communication informs managers and superiors about the extent to which a downward message reached its intended destination and how well it was received and comprehended. Kenya's public sector should have a program of assessing and soliciting input on the methods utilized in its operations. Employees carry out the strategies that the firm implements for its operations, and they are the ones that face the obstacles that these plans may provide. As a result, it is critical that management regularly assess the plans and get input from employees on these tactics. This enhances both communication and staff performance.

### **5.3.3 Job security**

Organizations should establish clear and open personnel policies that promote job stability and effectively convey them to all employees. Employees should get regular training and professional development opportunities to guarantee their relevance and flexibility in their positions. Fostering open communication lines between management and staff can also help to create trust and resolve job security issues. Performance assessments should be fair and consistent, emphasizing employee growth and development above punitive measures. Public sector organizations that provide a secure and friendly work environment can considerably boost employee productivity, dedication, and overall organizational performance.

### **5.3.4 Training**

Based on the study's findings, it is suggested that the business emphasize ongoing investment in employee training and development programs, ensuring that they are targeted to the individual requirements and functions of the employees. This might include frequent skill evaluations and feedback methods to connect training activities with the changing needs of the work. Furthermore, the firm should look at chances for advanced and specialized training to promote professional development and boost personnel capabilities. To optimize impact, it is also recommended to develop a supportive learning environment that supports continuous education and provides tools for self-paced learning. By addressing these issues, the business may enhance its staff, resulting in higher job performance and overall organizational success.

### **5.3.5 Implications for Research**

The present research establishes the foundation for further investigations on employee performance in the public sector, emphasizing the importance of rewards, communication, job security, and training. Future research might look at the long-term consequences of these characteristics on staff retention and organizational performance. Furthermore, comparative research across other industries or areas may give more insight into the application of these findings. Researchers might also look at the function of technology in improving organizational communication and training efficacy. Expanding the scope to incorporate additional variables, such as leadership styles or organizational culture, might advance our understanding of the variables influencing employee productivity in the government sector.

### **5.3.6 Policy Recommendations**

According to the research, Kenyan public sector firms should prioritize the creation and implementation of comprehensive incentive plans that are regarded to be fair and in line with employee contributions. To improve communication efficacy, businesses should develop clear and consistent communication channels that keep workers up to speed on organizational issues and provide chances for open conversation with management. To address job security concerns, firms must create clear workforce rules that promote trust and minimize employee worry. Investing in ongoing training and professional development programs is critical. Organizations should focus on creating individualized training programs that address employees' unique requirements,

ultimately enhancing their skills and job performance. By addressing these critical areas, Kenyan public sector organizations may build a more engaged, productive, and devoted staff, resulting in organizational success and long-term objectives.

### **5.3.7 Implications for Practice**

For practice, this study emphasizes the need of well-structured compensation schemes, efficient communication, job stability, and ongoing training in improving employee performance in Kenya's public sector. Organizations should prioritize building equitable and transparent incentive systems that recognize employee accomplishments. Improving communication channels and providing regular, clear information may enhance staff morale and productivity. Furthermore, measures that improve job security can lower anxiety and encourage a positive work atmosphere. Continuous investment in personalized training programs is critical to staff growth and success. By addressing these practical issues, public sector organizations may build a motivated and engaged staff, therefore increasing organizational efficiency and accomplishing long-term goals.

### **5.4 Suggestions for Further Research**

The study recommends conducting similar investigations in other parastatals to enhance the generalizability of the research findings, as the original investigation was limited to the National Registration Bureau in Nairobi. To allow for easy comparison the research findings, the report also suggests that comparable studies be carried out in other ministries around the nation. There is a need for more research on additional aspects that impact employee performance. The study concentrated on four elements (reward policy, organization communication, job security, and training) which accounted for  $R^2=56.2\%$  affecting employee performance.

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## **APPENDIX I: INTRODUCTION LETTER**

Hassan Fatuma Khalif

Management University of Africa

### **RE: DATA COLLECTION**

I am a Masters student at Management University of Africa. I'm carrying out an academic research study on effect of reward policy, organization communication, job security and training on employee performance in the public sector in Kenya with a consideration of the National Registration Bureau, Nairobi. I'm requesting for your support in responding to the questions in this questionnaire. The information you will give will be treated with confidentiality and will be entirely used for the purposes of this study only.

Thank you.

**APPENDIX II: RESEARCH STUDY QUESTIONNAIRE**

*Kindly Tick where appropriate*

**SECTION A: DEMOGRAPHIC INFORMATION**

1. Indicate your gender

Male

Female

2. Indicate your age bracket

18 to 29

30 to 39

40 to 49

Above 50

3. Indicate the Level of your education

Certificate

Diploma

Undergraduate

Postgraduate

4. Indicate for how long you have worked in this organization

0 to 5 years

6 to 10 years

11 to 15 years

16 Years and Above

**SECTION B: REWARD POLICY**

By using a Tick where appropriate, indicate your level of agreement on the following statements regarding reward policy (5- Strongly agree, 4- Agree, 3- Uncertain, 2-Disagree, 1- Strongly Disagree)

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
My organization's reward system encourages me to deliver better work.					
The incentive system seems reasonable and fair to me.					
The accolades I get are a direct reflection of the caliber and volume of my work.					
My job happiness is increased by the organization's reward scheme.					
Employee efforts are duly acknowledged and appreciated under the present incentive scheme.					

**SECTION C: ORGANIZATION COMMUNICATION**

By using a Tick where appropriate, indicate your level of agreement on the following statements regarding organization communication (5- Strongly agree, 4- Agree, 3- Uncertain, 2-Disagree, 1- Strongly Disagree)

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I feel satisfied when I get the knowledge, I need to do my work on time.					
Management provides me with information on the organization's performance, which makes me happy.					
If there are any significant changes to the organization, I am promptly informed					

I am not intimidated when I talk directly to the executives of the organization.					
My manager and my supervisor are consistently in agreement with the information that is provided to me.					

**SECTION D: JOB SECURITY**

By using a Tick where appropriate, indicate your level of agreement on the following statements regarding job security (5- Strongly agree, 4- Agree, 3- Uncertain, 2-Disagree, 1- Strongly Disagree)

	1	2	3	4	5
In my current role, I feel safe.					
My work performance is positively impacted by my job stability.					
The company gives me confidence on the security of my job.					
My productivity at work is unaffected by worries about my job security.					
I have faith in the company's policies for the future of the workforce.					

**SECTION E: TRAINING**

By using a Tick where appropriate, indicate your level of agreement on the following statements regarding training (5- Strongly agree, 4- Agree, 3- Uncertain, 2-Disagree, 1- Strongly Disagree)

	1	2	3	4	5
The offered training courses are pertinent to the duties I have at work.					
Opportunities for training help me progress professionally.					

I feel more capable and certain at work now that I've had training.					
The company makes sufficient investments in the training and development of its staff.					
My job performance is improved by training sessions.					

**SECTION F: JOB SATISFACTION AND EMPLOYEE PERFORMANCE**

By using a Tick where appropriate, indicate your level of agreement on the following statements regarding job satisfaction and employee performance (5- Strongly agree, 4- Agree, 3- Uncertain, 2-Disagree, 1- Strongly Disagree)

	1	2	3	4	5
I am happy with my work, and it inspires me to do better.					
My productivity is positively impacted by high job satisfaction.					
My dedication to my work is strengthened by my job pleasure.					
Better performance, in my opinion, is closely correlated with job happiness.					
I am generally happy with my work, which produces superior work products.					

### APPENDIX III: RESEARCH BUDGET

<b>BUDGET</b>	<b>AMOUNT (KSHS)</b>
Concept Note Preparation	5,000
Research, Internet <b>AND</b> Communication	10,000
Payment Of Research Assistants	15,000
Dissemination Costs	15,000
Data Analysis <b>ON</b> SPSS And Excel	5,000
Miscellaneous Expenses	9,000
<b>LICENSING</b>	1000
<b>TOTAL</b>	60,000

APPENDIX IV: NACOSTI PERMIT


**REPUBLIC OF KENYA**  
 Ref No: **912610**  
**RESEARCH LICENSE**  
  
**This is to Certify that Miss.. Fatuma Hassan Khalif of The Management University of Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR IN KENYA: A CASE STUDY OF NATIONAL REGISTRATION BUREAU, NAIROBI COUNTY for the period ending : 30/July/2025.**  
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