



INFLUENCE OF EMPLOYEE PERCEPTIONS OF REWARD MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE AT KENYA URBAN ROADS AUTHORITY

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ABSTRACT

The aim of the research was to find out how employee perceptions of reward management practices influence their performance. The study looked at three specific objectives: investigating the influence of employee perceptions of financial rewards, training and development opportunities and employee recognition practices have on employee performance. Due to the small number of the target population, the study adopted census in three regional offices of Kenya Urban Roads Authority instead of sampling. Self-administered questionnaires were applied to collect data. Descriptive research design using Statistical Package for Social Sciences was adopted to analyze statistical data. Correlational and regression analyses were used to analyze the effects of employee perceptions of reward systems on employee performance. Data presentation was done using tables and percentages. Findings of the study indicated that KURA had a satisfactory pension scheme for employees and health care insurance to employees and their dependents which further indicated that employee perceptions of financial rewards significantly influences employee performance. Additionally, on employee perceptions of training and development opportunities of on employee performance, KURA had a well-defined training policy and the employees had fairly adequate skills and abilities to perform their work though nomination for training was not fairly done. Pearson Correlation results showed a strong relationship between employee perceptions of training and development opportunities and employee performance. Linear regression analysis indicated that employee perceptions of training opportunities significantly explained variance in employee performance. Finally, the study found that employees at KURA found their work environment more conducive when they get better recognition for the work they do. Similarly, recognition by supervisor encouraged employees to work better. Therefore, employee perceptions of recognition practices was found to be a significant predictor of employee performance at Kenya Urban Roads Authority. From the above findings, the study recommended that the organization embrace the reward management practices to improve employee performance. Further, the study recommended impartiality in training allocation and regularly offering awards for employees with exemplary performance.

Key Words: Employee Perceptions, Financial Rewards, Training and Development, Employee Recognition

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INTRODUCTION

State owned organizations in Kenya, like many other in the world have been considered by the general public to be inefficient, uncaring and customer satisfaction is a strange concept to the employees and hardly any work gets done. A report by the World Bank (2018) illustrates this as it says, "public sector performance is not merely a concern of high income countries. It is being pursued diligently and successfully by all countries including low income and post conflict environments".

Reward management practices are essential towards achieving the organizational overall performance. Talented employees with distinct performance anticipate that their outstanding contributions should be recognized and appreciated by the organization's management (Cannon, Baron & Locke, 2014). As Bosco (2014) echoes this as he says rewarding and recognizing employees are crucial in enhancing confidence and build amity among employees, managers and employers. Buller and McEvoy (2012) note that operative compensation practices are aligned to motivate employee performance that is in harmony with the firm's strategy attract and retain talented employees who use their abilities to achieve the organization's goals, vision and mission thereby creating a cohesive work place.

Chelangat and Gachunga (2016) investigated how KEFRI's performance was affected by reward management practices. The employees in KEFRI felt that their rewards were based on qualifications they had attained and also strongly believed that all rewards ought to be founded on the qualifications. Seniority, performance, experience, competence and integrity should also be base for rewards when rewarding employees. If all these were put into consideration when rewarding employees, they would feel appreciated, would work hard and would not desire to leave the organization.

In Kenya, this is due to the premonition that public service jobs are stable and secure, where effort is not linked to reward and dodging any assigned tasks has few repercussions if any, tend to pay

significantly less than similar jobs in the private sector (Banuri & Keefer, 2019). Further, unlike the private sector firms whose major objective is raising revenues, the public sector has citizens as the primary objective. This has resulted into the government trying to put in place different measures to improve performance within its departments and organizations. Some of the plans used to improve public service performance include Performance Contracting (PC), Rapid Results Initiative (RRI), Performance Appraisal System (PAS) which aims to establish a basis for rewarding exemplary performance and administering sanctions for poor performance, motivate employees to have positive attitudes to work and to enhance productivity within the Public Service (Performance Rewards and Sanctions for the Public Service, 2016). Every organization evaluates employees according to how they perform their duties and in turn contribute to organizational performance. The government has also endeavored to improve public service reward management systems (Mosoku, 2019).

Employees on their part have different perceptions about the rewards offered by the organizations they work for. When employees perceive that the organization's reward practices are good, they are likely to be more committed, motivated and can perform better. An organization's success is highly dependent on the performance of its employees. In the opinion of Markova and Ford (2011), the tangible achievement of an organization's goals stems from employees' disposition to use their resourcefulness, capabilities and talents in favour of the organization they work for and how they perceive the organization's contribution towards their well-being. Kenya Urban Roads Authority (KURA) is a State Corporation under the Ministry of Transport and Infrastructure established by the Kenya Roads Act, 2007 with the core mandate of Management, Development, Rehabilitation and Maintenance of National urban trunk roads. KURA has an approximate of 300 employees. The organization is a government agency under the national government with its

headquarters in Nairobi and ten regional offices. This study aims at establishing how employee performance is influenced by the perceptions employees harbor towards reward management practices at Kenya Urban Roads Authority (KURA)

Statement of the Problem

In the recent times, there has been a worldwide call to improve public sector performance as it is the largest employer and gets a larger share of a country's budget (Kelemba, 2017; Zamani, 2011). Organizations all over the world are concerned with developing Human Resource strategies that enhance their performance which entirely depends on their employees' performance (Muchiri, 2016). The organization, therefore has a task of encouraging helpful inputs by practicing effective reward practices (Markova, 2011). According to Kenya Urban Road Authority 2018-2022 strategic plan, KURA would ensure that staff are carefully hired based on talent and personal strengths and are rewarded for desirable performance, individually and as teams. However, key stakeholder rating on past strategic performance based on key indicators indicated rating on "To enhance Human Resource utilization and productivity" was fair (in a scale of 2 out of 5) and this affected the core objective of the organization as similar rating was obtained for "Implementation of road works in all counties" (KURA, 2018). This results to increased road congestion and low levels of road safety in urban roads. The problem is further exacerbated by poor conditions of the road network leading to accidents and traffic snarl-ups. Lack of adequate facilities for pedestrians and other non-motorized transport as well as inadequate road furniture also contribute to the challenges in urban roads development. This situation ultimately results in inefficient and unsafe road networks within cities and major towns.

Several studies have been done to establish if employee performance is influenced by the perceptions employees have towards reward management practices. Most of these studies have signposted positive significant influences of reward

management practices on employee performance (Aluvisia, 2016; Chelangat & Gachunga, 2016; Mwangi, 2015). Some studies have failed to indicate significant positive influence of perceived influences of reward management practices on employee performance (Sinape, 2010; Korir & Kipkebut, 2016). Korir and Kipkebut (2016) found that reward management has insignificant effect on employees' performance in universities in Nakuru County. Aguinis, Joo & Gottfredson, (2013) established that reward management can lead to undesirable outcomes on employee productivity if not well instigated, while in other cases, they may be unproductive depending on how employees perceive them to be. The above studies have produced mixed results on the interrelatedness between influence of employee perceptions of reward management practices and employee performance. Hence, there is need to address this area to fill the existing gap and add onto the body of knowledge that already exists.

Objectives of the study

The objective of the study was to determine the influence of employee perceptions of reward management practices on employee performance in the state owned organizations in Kenya with reference to Kenya Urban Roads Authority. The specific objectives were;

- To determine the effect of employee perceptions of financial rewards on employee performance at Kenya Urban Road Authority.
- To investigate the effect of employee perceptions of training opportunities of on employee performance at Kenya Urban Road Authority.
- To establish the impact of employee perceptions of employee recognition practices on employee performance at Kenya Urban Road Authority.

The study was guided by the following research hypothesis;

- **H₀₁** Employee perceptions of financial rewards have no significant influence on employee performance at Kenya Urban Road Authority.

- **H0₂** Employee perceptions of training and development opportunities have no significant influence on employee performance at Kenya Urban Road Authority.
- **H0₃** Employee perceptions of recognition practices have no significant influence on employee performance at Kenya Urban Road Authority.

LITERATURE REVIEW

Expectancy Theory

This theory was put forward by Victor Vroom's in 1964 and it focuses on the association between behaviour and rewards. Vroom suggested that people always choose behaviours which they perceive will lead to achievement of particular outcomes they value (Nemati, 2017). The theory has three elements namely expectancy which described as higher effort is likely to produce better performance. For expectancy to be enhanced, the employee needs correct resources to be available, should have the required skill set for the job and should get the necessary support to have the job done as required (Nemati, 2016). Instrumentality is a believe that appropriate performance will result in an expected valued reward and is affected by several issues like understanding the performance reward relationship, having trust and respect for people decide who gets which reward, and having a transparent process of choosing those that get the what rewards (Juneja, 2016). Valence describes the value an employee puts on a reward. Redmond (2010) opines that different people attach different levels of value to outcomes just like different people are motivated by different things. What seems to highly motivate one individual may not motivate another one at all. In other words, valence can be thought of as the importance that one attaches to an expected outcome. Expectancy theory therefore deals with a cognitive process based on the idea that people believe there are relationships between the effort they put at work, the performance they achieve from that effort, and the rewards they receive from their effort and

performance, that is people will be motivated if they believe that strong effort leads to good performance and good performance in turn leads to desired rewards (Simone, 2015).

Equity Theory

Equity Theory was developed by John Stacey Adams in 1963 and it recognizes that motivation can be affected through an individual's perception of fair treatment in social relations. The theory is revolves around the balance between the effort an employee puts into their work (input), and the result they get in return (output) (Mulder, 2019). Inputs denote to the eminence and magnitude of what employees do in a work situation which comprise of time, effort, reliability, commitment, capability, flexibility, patience, fortitude, interest, individual sacrifice, confidence in the employer and management at large. Outputs on the other hand include everything employees get in return for their inputs which can be financial like salary and benefits or intangible like job security, esteem, recognition, reputation, responsibility, achievement, praise, appreciation and incentives. Additionally, the underlying principle of equity theory is revolves around employee comparisons of their own treatment and others like them as they compare themselves with others similarly situated in the organization (Tanner, 2019).

When the inputs equal outputs or close to equal, employees are likely to be contented with their job. Employees want to be compensated fairly for their contributions so that their performance match their rewards as what employees believe in regarding to what is fair and what is unfair can affect their motivation, attitudes, behaviors and in turn performance (Redmond, 2010). The theory emphasizes fairness in employee reward systems. Employees' perceptions of how they are treated by their organizations are of prime importance to them and how they perform their work. When employees perceive inequity, the resultant effect is lower productivity, higher absenteeism and/or high turnover rates (Nemati, 2017).

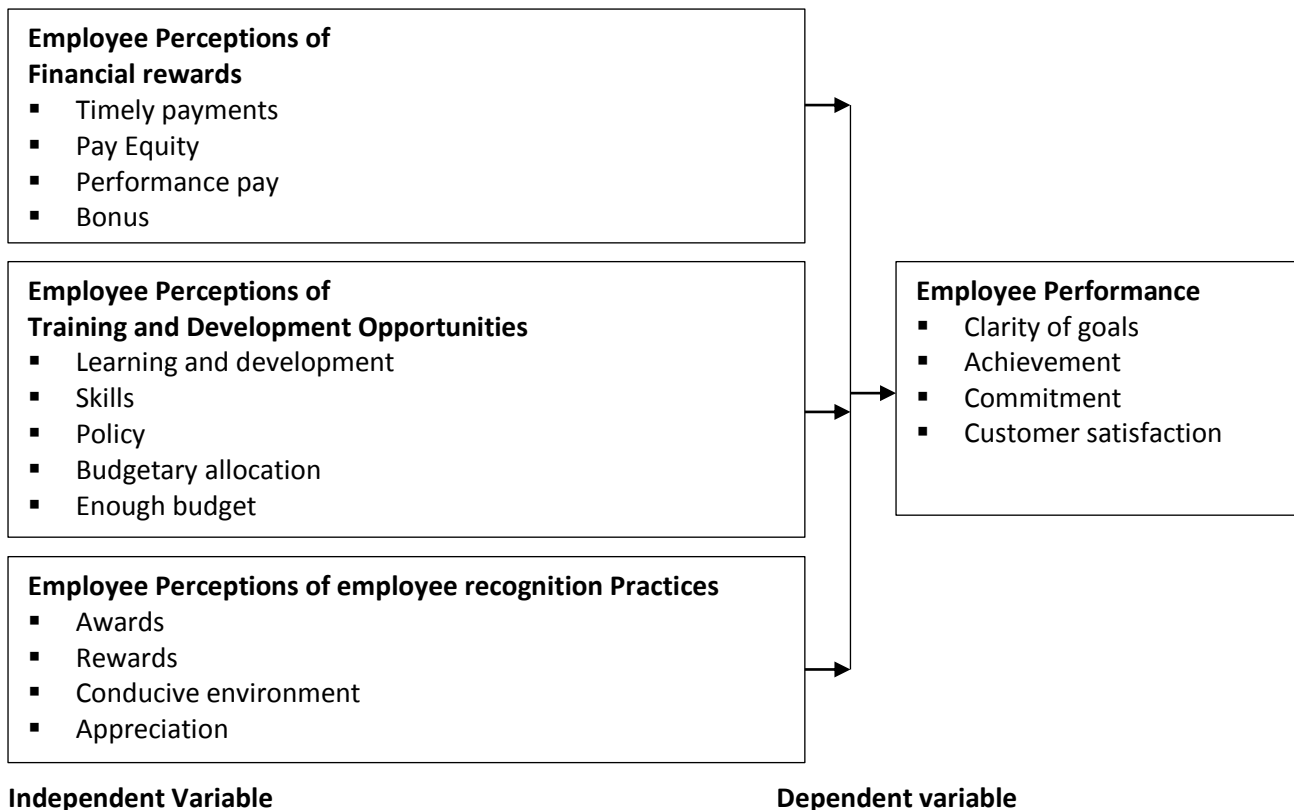


Figure 1: Conceptual Framework

Empirical Review

Njanja, Maina, Kibet and Kagen, (2013) conducted a study on the Effects of Reward on Employee Performance. They targeted 84 employees of the Kenya Power and Lighting Company Limited., Nakuru. Their study concluded that cash bonuses had insignificant influence on employee performance. Pinar Gungor, (2011) sought to establish if there existed any link between reward management system and employee performance with the mediating role of motivation in international banks in Istanbul. The study targeted 12 international banks of which he got 116 respondents. His findings were that a positive relationship existed between the perceived features of the reward system and extrinsic motivation; Intrinsic motivation is not affected by the design of monetary compensation, but by promotion opportunities.

Asfaw, Argaw, and Bayissa (2015) conducted a study with a view to establish how employee performance is impacted by training and development. The study sampled 100 employees

working with District Five in Adis Ababa. The conclusion of the study was that the training and development activities had greatly benefited the organization. Wambui and Kwasira (2015) studied the influence of compensation and reward on performance of employees in 11 sub-counties of Nakuru County. They had a sample size of 98 respondents. Their findings indicated a strong relationship between compensation and reward and employee performance. Ermias (2017) conducted a study on the effect of reward systems on employee performance in national bank of Ethiopia. His sample size was 250 respondents out a population of 950. It was found from the study that there was a significant relationship between reward systems and employee performance. He further elaborated that base pay as a component of financial reward and career development under non-financial rewards significantly influenced employee performance.

METHODOLOGY

This study adopted a descriptive design using quantitative methods to determine the influence of

employee perceptions of reward management practices on employee performance at Kenya Urban Roads Authority. The population for this study was 53 permanent employees of Kenya Urban Roads Authority based in three regional offices – North Rift based in Eldoret, Nyanza based in Kisumu and Western region based in Kakamega (KURA, 2018). The study’s sampling frame included senior managers which entailed the deputy directors and assistant directors. Middle level managers entail senior officers and officers while other employees entailed lower cadres which included assistant officers and drivers. The study largely utilized primary data which was obtained by way of structured questionnaires while collecting data on the variables of the study. Statistical Package for Social Sciences (SPSS version 24.0) was used to appropriately code and run the data. Multiple regression model was used as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \text{ where: -}$$

Y= represents the dependent variable (employee performance),

β_0 = Constant

X_1 = Employee perceptions of financial rewards

X_2 = Employee perceptions of training and development opportunities

X_3 = Employee perceptions of employee recognition practices

ϵ = Error

FINDINGS AND DISCUSSIONS

Descriptive Statistics

The descriptive statistics presented in this section were summated responses on the statements measuring the study’s independent variables (employee perceptions of financial rewards, employee perceptions of training and development opportunities, employee perceptions of employee recognition practices) and the dependent variable (employee performance) using Likert scale with values ranging from 5 to 1; that is; 5=Strongly Agree, 4=Agree, 3= Uncertain, 2=Disagree and 1= Strongly Disagree. The results were presented in the table form showing frequencies of responses as per each statement and its corresponding percentage score in brackets, means and standard deviations.

Employee perceptions of financial rewards and Employee performance

These were summarized responses on whether employee perceptions of financial rewards affect employee performance at Kenya Urban Road Authority. The descriptive results were presented in table 1.

Table 1: Employee perceptions of financial rewards

Statement	1	2	3	4	5	Mean	Std Dv
I receive a timely salary as payment for my work	7(14.6)	3(6.3)	2(4.2)	24(50)	12(25)	3.65	1.33
The salary I receive reflects with the work I do	3(6.3)	6(12.5)	6(12.5)	27(56.3)	6(12.5)	3.56	1.07
I understand the link between my performance and my salary	3(6.3)	8(16.7)	6(12.5)	20(41.7)	11(22.9)	3.58	1.20
I receive additional payment when my performance exceeds my targets.	12(25)	22(45.8)	6(12.5)	7(14.6)	1(2.1)	2.23	1.06
My performance would improve if my salary was increased	8(16.7)	2(4.2)	10(20.8)	20(41.7)	8(16.7)	3.38	1.30
The organization has a satisfactory pension scheme for employees	1(2.1)	2(4.2)	10(20.8)	29(60.4)	6(12.5)	3.77	0.81
The organization provides for health care insurance to employees and their dependents	5(10.4)	6(12.5)	3(6.3)	22(45.8)	12(25)	3.63	1.28

From table 1, most respondents agreed (50%) that they received a timely salary as payment for their work while 14.6% strongly disagreed to the statement. A mean of 3.65 and a standard deviation of 1.33 implied that employees received timely salary as payment for their work. The results further revealed that 56.3% and 12.5% of the respondents agreed and strongly agreed that the salary they received reflected with the work they do. A mean of 3.56 and standard deviation of 1.07 revealed that salary received by employees reflected with the work they do.

Further, while 41.7% of respondents agreed that they understand the link between their performance and their salary, 16.7% disagreed revealing some employees are unable to connect their performance and salary. These assertions were supported by a standard deviation of 1.20. However, 45.8% of respondents disagreed that they received additional payment when their performance exceeds their targets, while 14.6% of respondents also agreed that they received additional payment when their performance exceeds their targets.

Most of the respondents (41.7%) agreed that their performance would improve if their salary was

increased and further 16.7% strongly agreed. On the hand, 16.7% strongly disagreed that their performance would improve if their salary. A mean of 3.38 indicated that some respondents would improve their performance if their salary is increased. The results also revealed that 60.4% of the respondents agreed that the organization has a satisfactory pension scheme for employees as compared to only 4.2% who disagreed. A mean of 3.77 and insignificant standard deviation of 0.81 implied that organization has a satisfactory pension scheme for employees. Lastly, most respondents agreed (45.8%) and strongly agreed (25.0%) that KURA provides for health care insurance to employees and their dependents. A mean of 3.63 indicated that KURA provides for health care insurance to employees and their dependents.

Employee perceptions of training opportunities and employee performance

These were summarized responses on whether employee perceptions of training opportunities affect employee performance at Kenya Urban Roads Authority. The descriptive results were presented in table 2.

Table 2: Employee perceptions of training opportunities

Statement	5	4	3	2	1	Mean	Std Dv
The organization provides me with adequate skills and abilities to perform my work	10(20.8)	6(12.5)	12(25)	14(29.2)	6(12.5)	3.00	1.34
The training I receive in this organization increases my professional value	6(12.5)	12(25)	6(12.5)	18(37.5)	6(12.5)	3.13	1.28
The management has a well-defined training policy	5(10.4)	9(18.8)	12(25)	20(41.7)	2(4.2)	3.10	1.10
Nomination for training is fairly done	6(12.5)	10(20.8)	21(43.8)	7(14.6)	4(8.3)	2.85	1.09
I have gained new skills through the challenging tasks I handle.	7(14.6)	7(14.6)	6(12.5)	22(45.8)	6(12.5)	3.27	1.28
The training budget is sufficient and aids in acquisition of additional skills	7(14.6)	12(25)	21(43.8)	4(8.3)	4(8.3)	2.71	1.09

From table 2, small majority respondents agreed (29.2%) and strongly agreed (12.5%) that they were provided with adequate skills and abilities to perform their work. A mean of 3.00 and standard deviation of 1.34 implied that there is significant deviation in regard to provision of adequate skills and abilities to perform work. The study also revealed that 37.5% and 12.5% agreed and strongly agreed respectively that training they receive in KURA increases their professional value. However, 25.0% of the respondents disagreed that training they receive in KURA increases their professional value. More so, 41.7% of respondents agreed that management has a well-defined training policy; while 18.8% of respondents also disagreed on the same. A mean of 3.10 and standard deviation of 1.10 indicated that to a moderate extent, KURA management has a well-defined training policy. Majority of the respondents 43.8% were neutral that nomination for training is fairly done. However, 14.6% of the respondents agreed and 20.8% of the

respondents disagreed that nomination for training was fairly done

Further, 45.8% of respondents agreed and strongly agreed (12.5%) that they had gained new skills through the challenging tasks they handle. On the other and, 14.6% strongly disagreed and disagreed that they had gained new skills through the challenging tasks they handle. Lastly, most respondents were neutral (43.8%) that training budget is sufficient and aids in acquisition of additional skills. However, only 8.3% of the respondents confirmed that training budget is sufficient and aids in acquisition of additional skills while 39.6% did not confirm.

Employee perceptions of employee recognition practices and employee performance

These were summarized responses on whether employee perceptions of employee recognition practices affect employee performance at Kenya Urban Road Authority. The descriptive results are presented in table 3.

Table 3: Employee perceptions of employee recognition practices

Statement	5	4	3	2	1	Mean	Std dev
I have received an employee award in the last one year	10(20.8)	28(58.3)	4(8.3)	2(4.2)	4(8.3)	2.21	1.09
The organization rewards individual employees/groups of employees for their good performance	2(4.2)	20(41.7)	10(20.8)	15(31.3)	1(2.1)	2.85	0.99
Recognition by my supervisor encourages me to work better	5(10.4)	12(25)	9(18.8)	20(41.7)	2(4.2)	3.04	1.13
I would find my work environment more conducive if I got better recognition for the work I do	7(14.6)	3(6.3)	16(33.3)	12(25)	10(20.8)	3.31	1.29
I do not feel appreciated by my supervisor for the work I do	10(20.8)	28(58.3)	6(12.5)	2(4.2)	2(4.2)	2.13	0.94

From table 3, most respondents disagreed (58.3%) and strongly disagreed (20.8%) that they had received an employee award in the last one year. Only, 8.3% strongly agreed and 4.2% agreed that they received an employee award in the last one

year. A mean of 2.21 revealed that employees at KURA have not received an employee award in the last one year. Similarly, 41.7% of the respondents disagreed that the organization rewards individual employees/groups of employees for their good

performance as compared to 31.3% who agreed. More so, 41.7% and 4.2% of respondents agreed and strongly agreed respectively that recognition by their supervisor encourages them to work better; and 25.0% disagreed that the recognition by their supervisor encourages them to work better. On the other hand, most respondents disagreed (58.3%) and strongly disagreed (20.8%) that they do not feel appreciated by their supervisor for the work they do. A mean of 2.14 indicated employees felt appreciated by their supervisor for the work they do.

Lastly, small majority of respondents (33.3%) were neutral that they would find their work environment more conducive if they got better recognition for the work they do. Further, 25% and 20.8% agreed and strongly agreed that they would find their work environment more conducive if they got better recognition for the work they do.

Employee Performance

These were summarized responses on employee performance at Kenya urban Road Authority in Kenya. The descriptive results were presented in table 4.

Table 4: Descriptive statistics: Employee Performance

Statement	5	4	3	2	1	Mean	Std. Dev
I have clear goals and objectives that I am required to achieve	9(18.8)	3(6.3)	2(4.2)	24(50)	10(20.8)	3.48	1.40
I receive constant support, guidance and advice from my supervisor in the course of my work	7(14.6)	7(14.6)	4(8.3)	24(50)	6(12.5)	3.31	1.29
I achieve the set targets assigned to me	8(16.7)	6(12.5)	2(4.2)	20(41.7)	12(25)	3.46	1.43
I receive feedback from my supervisor about my performance	8(16.7)	3(6.3)	3(6.3)	26(54.2)	8(16.7)	3.48	1.32
The feedback I receive about my performance is useful and it helps me improve my performance	4(8.3)	3(6.3)	1(2.1)	14(29.2)	26(54.2)	4.15	1.25
There are positive consequences for good performance and negative consequences for poor/non performance	4(8.3)	2(4.2)	28(58.3)	12(25)	2(4.2)	3.13	0.89
Customers are well satisfied by the way I serve them	2(4.2)	5(10.4)	3(6.3)	21(43.8)	17(35.4)	3.96	1.11
I am committed and loyal to my work	1(2.1)	2(4.2)	2(4.2)	19(39.6)	24(50)	4.31	0.90

From table 4, most respondents agreed (50%) and strongly agreed (20.8%) that they have clear goals and objectives that they are required to achieve. Similarly, most respondents agreed (50%) and strongly agreed (12.5%) that they have received constant support, guidance and advice from their

supervisor in the course of their work. Additionally, 41.7% and 25% of respondents agreed and strongly agreed respectively that they have achieved the set targets assigned to them. More than half of the respondents 54.2% agreed and 16.7% strongly agreed that they receive feedback from their

supervisor about their performance. The results also revealed that 54.2% of the respondents strongly agreed and further 29.2% agreed that feedback they receive about their performance is useful and it helps them improve their performance. However, 58.3% of the respondents were neutral on item that there were positive consequences for good performance and negative

consequences for poor/nonperformance. Further, most respondents agreed (43.8%) that the customers are well satisfied by the way they serve them; while 35.4% strongly agreed on the same. Lastly, most respondents strongly agreed (50%) and agreed (39.6%) that they are committed and loyal to their work.

Inferential Statistics

Table 5: Correlations

		FR	TO	ER	EP
FR: Financial Rewards	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	48			
TO: Training Opportunities	Pearson Correlation	.654**	1		
	Sig. (2-tailed)	.000			
	N	48	48		
ER: Employee Recognition	Pearson Correlation	.485**	.340*	1	
	Sig. (2-tailed)	.000	.018		
	N	48	48	48	
EP: Employee Performance	Pearson Correlation	.763**	.661**	.530**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	48	48	48	48

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

In this study (table 5 on correlation analysis), the highest correlation coefficient between all pairs of independent variables (employee perceptions of financial rewards, employee perceptions of training opportunities, employee perceptions of employee recognition practices) was 0.763, which was below the threshold of 0.9, thus multicollinearity assumption was checked and met. Thirdly, normality test assumption asserts that data must have a normal distribution and this was tested by the use Q-Q plots (Thode, 2002). The results (in the

appendix) showed that there was minimal deviation from normal for the four study variables. Test of independence was done by the use of Durbin-Watson. It tests that the residuals from a linear regression or multiple regression were independent. When Durbin-Watson factors are between (1.5) and (2.5) there is no autocorrelation problem. From the results Durbin Watson value was between 1.5 and 2.5 hence there was no problem of autocorrelation (Marsh, 2002).

Table 6: Autocorrelation Test for Regression

Std. Error of the Estimate	Durbin-Watson
.09987	1.844

Multicollinearity problem cause ability to define any variable to diminish owing to their interrelationship. According to Besley 1980 as sighted in (Jingyu li, 2003) researchers have used VIF= 10 as critical

value rule of thumb to determine whether there is too much correlation. The VIF value in the table above was less than 10 so there is no multicollinearity problem in study variables.

Table 7: Multi-Collinearity

Independent variable	Tolerance	VIF
Employee perceptions of financial rewards	.494	2.023
Employee perceptions of training opportunities	.572	1.749
Employee perceptions of employee recognition practices	.763	1.310

Multiple regression analysis

Multiple regression analysis was computed to assess the multivariate influence of the study's independent variables (employee perceptions of financial rewards, employee perceptions of training opportunities and employee perceptions of

employee recognition practices) on the dependent variable (employee performance). This was after the compulsory assumptions of multiple regression analyses were checked and met. The multiple regression results were shown in Table 8.

Table 8: Multiple regression results

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				Sig. F Change
						F Change	df1	df2		
1	.812 ^a	.659	.635	.539363	.659	28.310	3	44		.000
ANOVA ^b										
Model	Sum of Squares		Df	Mean Square	F					Sig.
1	Regression	24.707	3	8.236	28.310					.000 ^b
	Residual	12.800	44	.291						
	Total	37.507	47							

a. Predictors: (Constant), Training opportunities, Employee recognition practices, financial rewards

b. Dependent Variable: Employee performance

Multiple regression analysis in table 8 showed the multiple regression results of the combined influence of the study's independent variables (employee perceptions of financial rewards, employee perceptions of training opportunities and employee perceptions of employee recognition practices). The model's R squared (R^2) is 0.659 which shows that the study explains 65.9% of variation in the employee performance at Kenya urban Road Authority in Kenya, while other factors not in the conceptualized study model accounts for 34.1%, hence, it is a good study model.

28.310; significant at $p < .001$), thus confirming the fitness of the model and also implies that the study's independent variables (employee perceptions of financial rewards, employee perceptions of training opportunities and employee perceptions of employee recognition practices) have significant variations in their contributions on employee performance at Kenya Urban Road Authority in Kenya.

The results showed unstandardized coefficients, standardized coefficients, t statistic and significant values.

Furthermore, Analysis of Variance (ANOVA) shows the mean squares and F statistics significant ($F =$

Table 9: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.

1 (Constant)	.312	.443		.705	.485
Financial rewards	.513	.132	.485	3.874	.000
Training opportunities	.250	.106	.276	2.371	.022
Employee recognition	.348	.175	.200	1.984	.034

a. Dependent Variable: Employee performance

From Table 9, the study's final multiple regression equation is;

$$y = 0.312 + 0.513X_1 + 0.250X_2 + 0.348X_3$$

Where;

y= employee performance at Kenya urban Road Authority in Kenya

X_1 = employee perceptions of financial rewards

X_2 = employee perceptions of training opportunities

X_3 = employee perceptions of employee recognition practices

From the findings presented we looked at the model results and scan down through the unstandardized coefficients B column. All employee perceptions constructs had significant effect on the employee performance. If employee perceptions are held at zero or it is absent, the employee performance at Kenya urban Road Authority in Kenya would be .312, $p=0.485$. Though be positive but insignificant. It was revealed that employee perceptions of financial rewards had unique significant contribution to the model with $B=.513$, $p=.000$ suggesting that controlling of other variables (employee perceptions of training opportunities and employee perceptions of employee recognition practices) in the model, a unit change in employee perceptions of financial rewards would result to significant change in their performance by 0.513 units.

The coefficient of employee perceptions of training opportunities was 0.250, which was significant ($p=.022$) and also positive. When the variance explained by all other variables (employee perceptions of financial rewards and employee perceptions of employee recognition practices) in the model is controlled, a unit change in employee perceptions of training opportunities would result to change in employee performance by 0.250 units. These findings agree with Newman, Thanacoody

and Hui (2011), who established that perceived training opportunities has significant effect on employee performance. Similar, Boadu, Dwomo-Fokuo, Boakye and Kwaning (2014) found that training and development influence employee performance in the district assemblies in Ghana

Another variable that also had a unique significant contribution to the model was the value for employee perceptions of employee recognition practices ($B=.348$, $p=.034$). When other variables in the model are controlled (employee perceptions of training opportunities and employee perceptions of financial rewards), a unit change in employee perceptions of employee recognition practices would result to significant change in employee performance by 0.348 units in the same direction. These findings agree with Njanja, Maina, Kibet and Kagen, (2013) who established a positive relationship existed between the perceived features of the reward system and employee performance.

Testing of study hypotheses

H₀₁: Employee perceptions of financial rewards have no significant influence on employee performance at Kenya Urban Road Authority.

H_{A1}: Employee perceptions of financial rewards have significant influence on employee performance at Kenya Urban Road Authority.

B Unstandardized Coefficient results: ($B_1 = 513$; $p=0.000 < 0.05$)

Verdict: The null hypothesis **H₀₁** was rejected.

Results interpretation: **H_{A1}:** Employee perceptions of financial rewards have significant influence on employee performance at Kenya Urban Roads Authority

H₀₂: Employee perceptions of training and development opportunities have no significant

influence on employee performance at Kenya Urban Roads Authority

H_{A2}: Employee perceptions of training and development opportunities have significant influence on employee performance at Kenya Urban Roads Authority

B Unstandardized Coefficient results: ($B_2 = 250$; $p=0.022 < 0.05$)

Verdict: The null hypothesis **H₀₂** was rejected.

Results interpretation: H_{A2}: Employee perceptions of training and development opportunities have significant influence on employee performance at Kenya Urban Roads Authority

H₀₃: Employee perceptions of recognition practices have no significant influence on employee performance at Kenya Urban Roads Authority.

H_{A3}: Employee perceptions of recognition practices have significant influence on employee performance at Kenya Urban Roads Authority.

B Unstandardized Coefficient results: ($B_3 = 0.348$; $p=0.034 < 0.05$)

Verdict: The null hypothesis **H₀₃** was rejected.

Results interpretation: H_{A3}: Employee perceptions of recognition practices have significant influence on employee performance at Kenya Urban Roads Authority.

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that employee perceptions of financial rewards have significant effect on employee performance at Kenya Urban Road Authority. Increase in employee perceptions of financial rewards such as timely salary, reflective salary, satisfactory pension scheme and health care insurance would result to significant increase in employee performance at Kenya Urban Road Authority. Therefore, employee perceptions of financial rewards are a significant predictor of employee performance at Kenya Urban Road Authority.

The study concluded that employee perceptions of training and development opportunities have significant influence on employee performance at Kenya Urban Road Authority. The perception of employees toward training opportunities such as training results to increase in employee professional value and gaining new skills through training enable them to handle challenging tasks results to improved employee performance. Therefore, employee perceptions of training opportunities at KURA are a useful predictor of employee performance.

The study concluded that employee perceptions of employee recognition practices have significant effect on employee performance at Kenya Urban Road Authority. Employee perceptions of employee recognition practices such as regular award for group or individual, recognition and appreciation from supervisor improves employee performance. Therefore, employee perceptions of employee recognition practices are a significant predictor of employee performance at Kenya Urban Road Authority.

From objective one, the study recommended that Kenya Urban Road Authority should offer their employees additional payment when their performance exceeds their targets. This financial reward would motivate employees to be committed at their workplace and therefore, achieve organizational objectives. The study recommended that nomination for employees to undergo training should be conducted in a fair and transparent manner by management of KURA. This can be achieved through well-defined training policy that considers various opportunities associated with training programs. This would motivate employees to participate in training opportunities at Kenya Urban Roads Authority. Additionally, the study recommended that management of Kenya Urban Road Authority should regularly award employee at least on annual basis. This kind of recognition by the management as well as their supervisors would make employees feel appreciated for their input

and therefore, help the organization to achieve their goals.

Suggestions for Further Studies

The study sought to examine influence of employee perceptions of reward management practices on employee performance in the public sector at Kenya with reference to Kenya Urban Roads Authority only. Thus, areas for further studies could consider other authorities such as NCA, KeRRA and KeNHA. The study used three variables that

influence employees' performance. Future studies can incorporate other variables for example employee career progression and promotion since they can influence employee performance. The current study did not use moderating or intervening variables, therefore, future studies can introduce moderating or an intervening variable in their models such as organizational culture, government policies among other that can influence the role of employee perceptions of reward management practices toward employee performance.

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