



NON-MONETARY REWARDS AND ORGANIZATIONAL PERFORMANCE OF KAKAMEGA COUNTY, KENYA

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ABSTRACT

Despite the efforts of organizations and workers to increase performance there has been dissatisfaction based on the motivation approaches used. Effective motivation strategies include both monetary and non-monetary rewards for employees to perform. The goal of this study was to investigate the relationship between non-monetary rewards and organizational performance of Kakamega County. Specifically the study sought to determine the relationship between recognition of staff and organizational performance of Kakamega County. The current study was based on Expectancy theory. This analysis used a descriptive and correlational research design, using quantitative approaches. The target population of the study was 3918 with a sample size of 363 workers working in Kakamega County. Questionnaires were used to collect quantitative data. Quantitative data was analyzed using SPSS statistical software (Version 23). Data was analyzed using descriptive and inferential statistics to determine the relationship between study variables. The results from linear regression indicated that recognition of employees ($B_1=0.495$, $P=0.000$) have positive and significant effect on organizational performance of Kakamega County. The study concluded that recognition of staff has significant influence on organizational performance of Kakamega County. The study recommended that county governments 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. This would improve the influence of recognition of staff on organisational performance.

Key Words; Non-Monetary Rewards, Recognition of Staff, Organizational Performance

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INTRODUCTION

Non-monetary rewards include non-financial benefits, such as increased engagement, promotion, commendation and public recognition, which influence people through non-material rewards (Zafar et al, 2016). The impact of non-monetary rewards on workplace performance has been debated by a significant number of researchers worldwide, and most of them have stressed the need for non-monetary opportunities at work. Bakar et al (2017) study highlights the need for non-monetary incentives in the workplace in Australia. His results insist that appreciation is a strong motivator that creates a positive working culture of three. He also noted that recognition helps to inspire workers to believe in themselves, to provide better goods and services, and to promote loyalty to the organization. The American Institute (2016) suggests that companies still lack the use of non-monetary incentives. Non-monetary rewards can be used more frequently and tend to be longer-lasting than monetary incentives. The American Institute (2016) also notes that many of these forms of bonuses can be given on-site when an employee is doing a very good job, thus improving good performance, ensuring that the employee is respected by his or her peers and inspiring everyone to aspire to the highest. According to the American Institute, these kinds of rewards are internal because they address the internal needs of staff such as self-esteem, acknowledgement and satisfaction.

Recognition of staff is an example of non-monetary reward which is based on identifying either individual employees or teams for particular praise or acknowledgement (Saunderson, 2016). Other non-monetary rewards include staff career growth and development as well as fringe benefits. The size, scope and formality of non-monetary recognition schemes vary tremendously. Recognition means appreciation with a show of gratitude. When such appreciation is offered to the work performed by employees, they feel inspired to perform better and better. In the organizational

atmosphere, status means the grading of positions, rights and duties in the formal organization structure the status system is an tool of motivation because it is tremendously significant for most of the people. For this reason, status system should be closely related to the abilities and the aspirations of people on the organization (Bradler et al., 2016).

Top performing employees are harder to come by and even harder to keep. Successful organizations recognize the importance of developing a recognition and reward program to recognize and validate the work of the employees. According to Tessema et al (2013), these programs can be formal such as ones that offer material incentives for the employees who achieve predestined goals or informal such as providing of positive feedback such as verbal praise. Recognition of employee behavior is rooted in the psychology principle of positive reinforcement in that behavior that is rewarded is more likely to be repeated. Recognition of behavior that promotes the organizational goals has been shown to improve employee performance and retention (Garr, 2012).

Many employers however are hesitant to initiate recognition and reward programs and they dismiss them as high cost activities that bring little tangible benefits to the company and its employees (Banya, 2017). However, research shows that recognition that ranges from verbal praise and small non cash rewards can be a cost effective tool to raise the employees morale, lower stress, absenteeism and in the end lower employee turnover. In addition, while the employees benefit from these programs, the employer is also likely to benefit from increased employee productivity and decreased costs that are associated with turnover rates (Montani et al., 2020).

However individuals like to be recognized differently and employers should find out what their employees value most and customize recognition accordingly (Amoatema & Kyeremeh, 2016). Employers must also avoid recognition mistakes such as not getting the facts right and recognizing the wrong person. The form of

recognition should also fit the degree of achievement. Acknowledgement should also be tied to specific actions to help employees recognize exactly what they did right. Regular recognition of employees can have a significant impact on their level of engagement. Recognition enables employees to feel better about themselves and their employer. Research by the Gallup organization shows that companies with higher employee engagement yield high retention than companies with employees with low employee engagements (El Masri & Suliman, 2019). When employees feel that their efforts are appreciated and acknowledged, they are more likely to stay, recognition can also cultivate dedication and loyalty to the company.

Statement of the Problem

With globalization, employees particularly those in human resource, accounting, finance and procurement operate in an ever changing environment. This has made management complex hence the need to embrace non-monetary rewards to enable efficiency and effectiveness (Wiblen et al., 2017). Recognition of staff through non-monetary rewards has been reported to have positive impact on performance especially where funds to offer the monetary rewards are not available (Lewis, 2013). Non-monetary rewards add greatly to the happiness of the employee's long-term workplace success outcomes. The social exchange phenomenon also occurs in Kube et al. (2018). The findings of this research indicated a higher effect on the theory of social trade than on currency rewards of non-monetary rewards.

The Kenyan County is confronted with many challenges in terms of employee benefits. While there has been a significant field of research on the impact of incentives on employee productivity on the management of human resources, researchers in the public sector have largely been ignored (Kooij et al, 2017). The aspect of non-monetary rewarding of employees has not been given the deserving attention yet it could be the factor hindering service delivery since with the financial constraints, the County government may not be in a position to fully

recognize all the performing employees in monetary terms. Some scholars have argued that monetary rewarding of employees is best option for improving service delivery but the use of non-monetary terms is equally essential and easy to maintain (Shujaat & Alam, 2017). Despite the existence of non-monetary rewards, their effect on employee's performance is not well understood as there have been varying effects in different counties as shown in the previously done studies. For instance, in Makueni County, the use of non-monetary rewards such as recognition of employee's performance showed to yield results as depicted by improved service delivery in the medical sector (Mbugua & Mwitari 2017). There is also existence of conflicting results in Muranga County where despite embracing of non-monetary rewards of employees; there is less to show off in terms of performance (Ngatia, 2014).

Researches on non-monetary reward in various organizations have been extensively done by various scholars however the contribution it would have on Kakamega County is still unclear. The contributions of recognition of staff to organizational performance have not been well articulated in the previous researches. This research therefore sought to establish the relationship between non-monetary rewards and organisational performance of Kakamega County, Kenya with specific reference to recognition of staff.

Research Objective

The objective of the study was to establish the relationship between recognition of staff and organisational performance. The study was guided by the following research hypothesis

- **H₀₁**: Recognition of staff has no significant influence on organisational performance.

LITERATURE REVIEW

Expectancy Theory

This theory was the idea of Vroom (1964). The expectancy theory asserts that workers will be easily motivated to perform when rewards are

linked to performance (Sliter et al., 2015). Scandura (2018) defines Expectancy Theory as the intensity and attractiveness of individual expectations of performance-generated outcomes. If the incentive responds to one's personal objectives according to the hope principle, motivational soundness is achieved.

Expectancy models predict one's motivation level varies depending on the attractiveness of the incentives pursued, and the opportunities of accessing those incentives. Employees perceive that they may receive valuable rewards from the organization, and therefore tend to put more effort into the work (Steyn & Vawda, 2014). The theory of expectation focuses on three variables: expectation, instrumentality and valence of which they must be high for good performance among the workers.

Expectancy motivational theory focuses on the relationship between motivation and performance. The theory shows that individual performance relies on high motivation, possession of the knowledge and skills needed, and a proper function and understanding of that function (Savaneviciene & Stankeviciute, 2015). It is a short stage to describe the method of management of human resources that encourages good career development, such as careful selection and high investment in training; high motivation such as employee engagement and compensation for performance; and an effective position structure and understanding, such as job design and thorough contact and feedback.

This leads to the assumption that great efforts will lead to noticed and rewarded success. The suitability of rewards for performance is explained by instrumentality. A positive emotional approach to incentives is established when the incentive corresponds to the individual's personal objectives (Smith, 2014). Expectancy theory is applied because it forms the backbone of this study, employees tend to be motivated to put in more efforts in their work if they know that their efforts will be adequately compensated by non-monetary rewards. Non-monetary rewards are the ultimate solutions to high government inefficiencies and increased complexity in management since money has failed to bring tangible results in organisational performances in Kenya.

When employees expect to be rewarded for their achievements, they are likely to put more efforts in their work. Among the motivational strategies, employers use to motivate their employees relate closely to the expectancy theory. Therefore, the theory applies that with expected rewards, employees are more likely to put more efforts in their work. The concept of recognition, fringe benefits, career growth and development are the underlined expectations of an employee which may trigger targets attainment, quality service delivery, to meet customer satisfaction and establish systems and structures to enhance revenue collection and protect revenue leakage

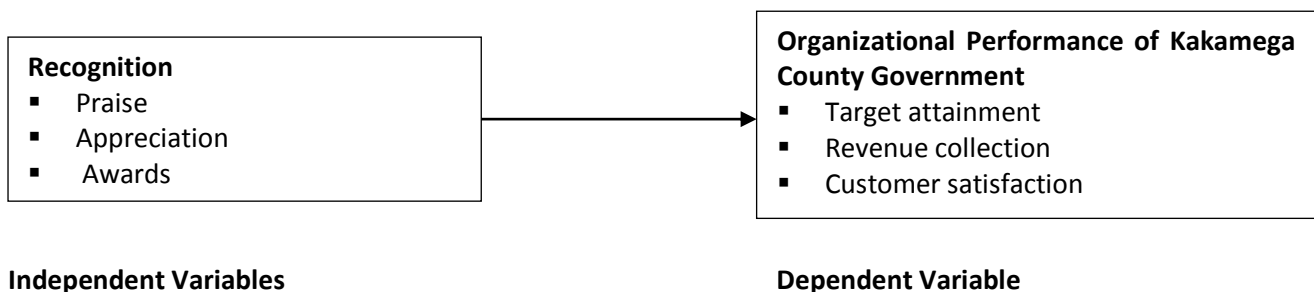


Figure 1: Conceptual Framework

Recognition of Staff

Waiyaki (2017) suggest that recognition reflects a return to the efforts and contribution of an employee and his performance. For any company, whether large or small, an employee appreciation system can be an essential morale building tool. Different organizations, therefore, use rewards and recognition as rewards for the better performance of their employees (Beer & Walton, 2014). The workers deserve not only a decent wage and compensation package, but also an appreciation of their work (Wiese & Coetzee, 2013). They are far less likely to worry about money and security if they feel recognized and involved (Adeogun, 2017)

Employees can only fulfil the dream of employers by sharing their dreams (Acedo et al., 2016). If employees are recompensed, work is done. Employers get more from the behaviour; they don't think they get it from employees automatically. Therefore, employees should be honored immediately for their motivation in exceeding or exceeding their targets. By doing so, employees connect recognition directly with their comportment and higher performance. The positive reinforcement should always be the focus of effective recognition systems. The desired behaviour in organisation, with positive strengthening, is supported. This encourages employees to take positive measures that lead to benefits. Reward programs within the organization should be properly designed to strengthen positive behaviour leading to performance (Torrington, 2019). The recognition for results and accomplishments as motivational factor is an act of notice, praise or blame. Gagné (2014) noted either positive or negative recognition but it had to be deserved for positive reasoning. In the effective implementation of strategy said (Shirley and Walsh 2000), motivation and recognition of good performance for individuals & units are key success factors.

In present-day times the concept of recognition has become important and the attention of organizational managers and researchers has also

been drawn to this issue (Mandal & Dalal, 2016). The organizational rewards were strong incentives to improve employee and work group performance (Ladyshevsky, 2017). There are many and diverse types of recognition, no standard recognition approach exists, but schemes vary by employer size and sector and are different from other approach objectives (Sagwa, 2014). Successful companies often owe a lot of their success to a corporate culture that focuses on employee recognition and openly recognize the fact that "you receive what you reward" (Shujaat & Alam, 2017). The recognition schemes that have mostly been used include praise, credit and nomination systems.

Organizational Performance

According to Lamaon (2018) Performance is defined as a set of financial and non-financial indicators which offer information on the degree of achievement of objectives and expected results. Organizations measure their performance to sustain their growth. Organizations which appreciate the value of performance measurement are able to identify operating strengths and weakness and recognize improvements when they occur for prudent and efficient service delivery.

Cole et al (2016) describe performance as an on-going mechanism for enhancing the individual performance by bringing real results into line with the organization's desirable and strategic objectives through a range of approaches, including standardization, appraisal and assessment both informally and on a daily basis, and formally through appraisal interviews and target setting. Revenue collection and customer satisfaction are important organizational success indicators in this context.

Atieno (2019) studied organizational performance of counties in western Kenya and cited low revenue collection, low absorption of capital allocation, service delivery, skewed distribution of projects and sluggish implementation. The respondents indicated lack of trust in county institution as apolitical outfit. She observed that at least Bungoma County had witnessed residents'

demonstrations over poor service delivery. However, her report lacked empirical evidence and was qualitative. All counties experienced strikes by health sector workers citing mistrust in the management of county health affairs in favor of the National Health Service Commission by health sector professionals.

Empirical Studies

Findings from Batti's study (2014) revealed that many staff of local NGOs felt it was something that many organizations failed to address or ignore for good or exemplary work and penalties for poor performance. Some employees felt it could be poorly performed and remain in service for a while without action, provided that another employee was linked or felt loyal to management in general. This caused tension among employees who felt that they worked extra hard towards achieving organizational goals but were not acknowledged for their efforts. The metrics for the benefit allotment were not clear and mostly related to management loyalty rather than performance. They were also observed that. These situations antagonize the workforce and should be arrested by implementing a clear compensation policy that should be fairly applied among all employees.

Dugas (2018) studied what inspires senior management to be discontented with the management's managerial style and traditional attitudes of top management. Not often were good work and high performance recognized. In ministries and other government organizations where some top executives were called "old guards," which had not really changed, the ancient style and culture of passive interaction persisted. The presence of old values and traditional management styles does not always lead to lack of recognition. It is human nature to feel good when efforts are recognized; this gives an individual the urge and need to work harder with the expectation that they will be rewarded in much better way than the first time. Employees have different needs and different forms of recognition will apply to individuals. Jennifer (2015) identified public

recognition and appreciation for a job well done as factors that influence employee performance. Other employees will be motivated by commendation letters, a lunch treat by the office or even having the employee of the month tag.

Mike et al. (2014) ascertained that recognition motivates tea factory employees in Kenya to perform. They recommended that for equity in the administration of rewards to ensure effectiveness of the recognition system. This was supported by Edabu and Anumaka (2016) who found out those teachers in Uganda were intrinsically motivated by recognition. An organization should categorize behaviour and recognition schemes to ensure uniformity in recognition. Empirical research suggests that recognition schemes typically four in four categories; delivering excellent customer service, actions further than and beyond the call of duty, developing new ideas for performance improvements and innovations, and exceptional contributions and teamwork (Sagwa, 2014). Chacha (2014) found out that a clear employee rewards policy enhances employee performance and cultivates a motivated work force.

METHODOLOGY

The study was undertaken in Kakamega County, Kenya. The study adopted a descriptive correlational research designs as described and used by Zheng (2015). The target population was the 3,918 Kakamega county workers as per the human resource integrated payroll and personnel database 2020. The respondents were from 10 departments; Roads, Energy and Public Works, Finance, Planning & ICT, Lands, Housing, Urban Areas & Physical Planning, Public Service & Administration, Health Services, Environment, Water & Natural Resources, Trade, Industrialization & Tourism, Social Services, Youths, Sports and Culture, Agriculture, Irrigation, Cooperative, Livestock, Veterinary Services and Fisheries as well Education, Science & Technology. Stratified simple random sampling technique was used for this study where the county workers were stratified in their various ministries. From the population of 3918

county workers, a sample of 363 workers was used for this study as per Yamane (1967) formula. The sample was distributed proportionately across the ministries and selected randomly. The study used questionnaires to collect primary data for the study. Content validity was checked through giving the instrument to be reviewed by the supervisors of the study and experts in the field for validation before embarking on the real data collection. Reliability of the instrument was determined using Cronbach Alpha coefficients where the instrument yielded an alpha of 0.805. SPSS version 23 statistical software was used to attain the descriptive statistics and inferential statistics of the collected data. Inferential statistics was done to test hypotheses which consist of Pearson correlation and regression analysis. Linear regression analysis was used to determine the influence of independent variable on the dependent variable. The following regression model was used:

$$Y = \beta_0 + \beta_1 + \epsilon$$

Where;

Y = Performance of County government (Dependent variable)

β_0 = Y intercept (constant) whose influence on the model is insignificant

X_1 = Recognition

β_1 = Model coefficients which are significantly large to have significant influence on the model.

ϵ = is the error term

FINDINGS AND DISCUSSION

Descriptive Statistics

Recognition of Staff

The sampled respondents were provided with 6 statements related to Recognition of staff. Percentages are in parenthesis (%) while SDV is the standard deviation. The results are as presented in Table 1.

Table 1: Recognition of staff

Statements	5 f(%)	4 f(%)	3 f(%)	2 f(%)	1 f(%)	Mean	SDV
I am assigned tasks to accomplish that are in line with my duties and responsibilities.	173 (57.3)	100 (33.1)	6 (2)	3(1)	20 (6.6)	4.33	1.06
My supervisor verbally appreciates me when i accomplish assigned work.	105 (34.8)	151 (50)	20 (6.6)	12 (4)	14 (4.6)	4.06	0.99
My organisation gives presents and other physical rewards to appreciate employees who accomplish their tasks.	41 (13.6)	91 (30.1)	65 (21.5)	35 (11.6)	70 (23.2)	2.99	1.38
There are 'employee of the year' rewards given to outstanding employees every year.	49 (16.2)	90 (29.8)	54 (17.9)	34 (11.3)	75 (24.8)	3.01	1.44
Outstanding employees are recognized through awards of certificates during the end of year ceremony.	56 (18.5)	85 (28.1)	52 (17.2)	42 (13.9)	67 (22.2)	3.07	1.43
Recognition of staff by the county management has resulted in improved performance.	75 (24.8)	103 (34.1)	47 (15.6)	34 (11.3)	43 (14.2)	3.44	1.35

Note: 1- Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, SDV=Standard Deviation

Source: Research Study (2020)

From Table 1, the results indicated that 90.4% of the respondents were in agreement that they are assigned tasks to accomplish that are in line with their duties and responsibilities. A mean of 4.33

postulated that employees are assigned tasks to accomplish that are in line with their duties and responsibilities. The supervisor verbally appreciates employees when they accomplish assigned work as

indicated by 84.8% of the sampled respondents. This postulated that employees of Kakamega are verbally appreciated. The results also revealed that slight majority of the respondents' indicated that their organisation gives presents and other physical rewards to appreciate employees who accomplish their tasks as shown by 43.7%. This percentage indicated that not all employees are beneficiary of physical reward once they have accomplished their task.

Similarly, slight majority of the respondents (46.0%) confirmed that there are 'employee of the year' rewards given to outstanding employees every year. However, not all employees confirmed that outstanding employees are rewarded every year.

Table 2: Organizational Performance

Statements	5 f(%)	4 f(%)	3 f(%)	2 f(%)	1 f(%)	Mean	SDV
My organisation has met all the targets set in the performance contract	52 (17.2)	127 (42.1)	67 (22.2)	43 (14.2)	13 (4.3)	3.54	1.07
My organisation has improved in terms of revenue collection for the last one year.	82 (27.2)	115 (38.1)	47 (15.6)	32 (10.6)	26 (8.6)	3.65	1.23
My organisation has ensured external customers are satisfied with the services of Kakamega County in the last one year.	98 (32.5)	139 (46)	43 (14.2)	13 (4.3)	9 (3)	4.01	0.95

Note: 1- Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, SDV=Standard Deviation

Source: Research Study (2020)

Results in Table 2 revealed that 59.3% of the respondents were in agreement that Kakamega County has met all the targets set in the performance contract. A mean of 3.54 implied that to a moderate extent, Kakamega County has met all the targets set in the performance contract. The results also revealed that 65.3% of the respondents agreed that Kakamega County has improved in terms of revenue collection for the last one year. A mean of 3.65 postulated that Kakamega County has improved in terms of revenue collection for the last one year. Lastly, majority of the respondents (78.5%) agreed that their organisation has ensured external customers are satisfied with the services of Kakamega County in the last one year. A mean of 4.01 indicated that Kakamega County has ensured external customers are satisfied with the services

Slight majority of the respondents confirmed that outstanding employees are recognized through awards of certificates during the end of year ceremony as shown by 46.6%. Lastly, the results further revealed 58.9% of the sampled were in agreement that Recognition of staff by the county management has resulted in improved performance. Therefore, employee recognition practices from employees' opinion have resulted to improved performance of Kakamega County.

Organizational Performance

The sampled respondents were provided with three statements related to organizational performance of Kakamega County. The relevant results are as shown in Table 2.

Kakamega County in the last one year. Overall, the organizational performance of Kakamega County has been above average as indicated by attainment of targets as contained in performance contract, satisfaction of external customers as well as gradual improvement in revenue collection over the last one year.

Inferential Analysis

Inferential statistical analysis was conducted to establish the relationship between recognition of staff and organizational performance of Kakamega County. Statistical significance of the relationship was determined to indicate whether to reject or accept the null hypothesis stated for the study. Pearson Moment Correlation Coefficient Analysis model was used to establish the association between recognition of staff and organizational

performance. Simple Regression Analysis model was used to establish the level of significance of

recognition of staff on organizational performance and determine the state of the null hypothesis.

Table 3: Correlation Analysis Recognition of staff

		Recognition of staff	Organizational Performance
Recognition of staff	Pearson Correlation	1	.654**
	Sig. (2-tailed)		.000
	N	302	302
Organizational Performance	Pearson Correlation	.654**	1
	Sig. (2-tailed)	.000	
	N	302	302

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

Source: Research Study (2020)

From the table 3, it can be seen that $r = 0.654$, $P=0.000$ which indicated that there was significant relationship between Recognition of staff and organizational performance of Kakamega County. This implies that increase in employees' recognition would results to increase in organizational performance of Kakamega County.

The study sought to establish the influence of recognition of staff on the organization

performance of Kakamega County. To do so, it was guided by the following first null hypothesis:

Ho1: Recognition of staff has no significant influence on organisational performance of Kakamega County

This was tested using simple regression analysis, and the findings are presented in Table 4.

Table 4: Model Summary; Recognition of staff and Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.428	.426	.6895

a. Predictors: (Constant), Recognition of staff

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.782	1	106.782	224.548	.000 ^b
	Residual	142.662	300	.476		
	Total	249.444	301			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Recognition of staff

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.079	.110		18.910	.000
	Recognition of staff	.495	.033	.654	14.985	.000

a. Dependent Variable: Organizational Performance

Source: Research Study (2020)

From the table 4, the findings indicated that recognition of staff had a value of r squared = 0.428 which translated to 42.8%. This was the percentage of organizational performance caused by recognition of staff, while 57.2 % was caused by other factors not explained because the study

addressed recognition of staff and organizational performance of Kakamega County. The results showed that F value = 224.548 and P value was 0.000. Tests were done at 0.5 or 5% level of significance. The results indicated that recognition of staff had a statistically significant effect on

organizational performance of Kakamega County. The value of regression coefficient $B = 0.495$ indicated that an increase in a unit of recognition of staff was associated with an increase in 0.495 units of organizational performance. Therefore, the results led to the rejection of the null hypothesis and concluded that, recognition of staff had a statistically significant effect on organizational performance of Kakamega County. Based on the regression coefficient results, simple linear regression model equation was written as:

$$Y = 2.079 + 0.495X_1$$

Where

Y = represents Organizational performance

X_1 = represents Recognition of staff

From the results, it is evident that recognition of staff has positive influence on organizational performance of Kakamega County. Staff recognition practices such as appreciating them verbally, after completing assigned task and rewarding employees who have been outstanding all the year would motivate them to achieve their target and therefore improve organizational performance. The findings corroborate with Jennifer (2015) found that public recognition and appreciation for a job well done as factors that influence organizational performance. Other employees will be motivated by commendation letters, a lunch treat by the office or even having the employee of the month tag. Mike *et al.* (2014) ascertained that recognition motivates tea factory employees in Kenya to perform. According to the authors, employee are highly motivated when are recognized with physical reward which led to performance improvement.

Although Chacha (2014) had similar results where he found out that a clear employee rewards policy enhances employee performance and cultivates a motivated work force, this was not with the case of Bradler *et al.* (2016). The study found that

recognition increases subsequent performance substantially, and particularly so when recognition is exclusively provided to the best performers. Remarkably, workers who did not receive recognition are mainly responsible for this performance increase. This implies that, workers who are not rewarded are demotivated to perform better as compared to those who were recognized and rewarded.

Tessema *et al.* (2015) found that not all employee recognition practices lead to organizational performance improvement. In their study, they found that compared to United States of America, Recognition of staff in Malaysia and Vietnam does not result to improvement in organizational performance. This was mainly influenced by organizational culture of the organization specifically the process of selecting who to reward and the perception of employees toward the physical rewards. The study concluded that rewards may increase individual employee performance but not overall organization performance.

CONCLUSION AND RECOMMENDATIONS

The study concluded that recognition of staff has significant influence on organisational performance of the Kakamega County. Supervisors verbally appreciated employees when they accomplish task assigned them. Further, outstanding employees are recognized through awards of certificates during the end of year ceremony. This led to increase in organizational performance of Kakamega County. The study recommended that County governments 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. This would improve the influence of recognition of staff on organisational performance.

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