EFFECTS OF REWARD AND COMPENSATION PRACTICES ON EMPLOYEE PERFORMANCE OF THE JUDICIAL SERVICE COMMISSION OF KENYA

Kipkoech, G. K., Njoroge, J. G.

The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com

Vol. 9, Iss. 4, pp 801 – 810. October 30, 2022. www.strategicjournals.com, ©Strategic Journals

EFFECTS OF REWARD AND COMPENSATION PRACTICES ON EMPLOYEE PERFORMANCE OF THE JUDICIAL SERVICE COMMISSION OF KENYA

[1] Kipkoech, G. K., [2] Njoroge, J. G.

[1] Masters Student, Department of Public Policy & Administration, School of Humanities and Social Sciences, Kenyatta University [KU], Kenya

[2] Doctor, Lecturer, Department of Public Policy & Administration, School of Humanities and Social Sciences, Kenyatta University [KU], Kenya

Accepted: October 14, 2022

ABSTRACT

Human capital, according to many human resource authors, is a company's most valuable asset. Despite human beings' complexity, which includes their personality, character, and ability to achieve goals, each individual is unique in every manner. People are always in demand, yet unlike money, they cannot be replaced by technology or moved around. It's worth noting that the Human Resource Planning process reflects the government's goals of enhancing residents' lives and establishing strong, connected, and sustainable communities. Staff performance that is planned is supposed to improve operational efficiency, which leads to improved customer service. The specific aims were to establish the effect of reward and compensation practices on employee performance of the Judicial Service Commission of Kenya. Resource-based view theory, goal-setting theory, as well as the theory on human capital were all used to guide the research. Significantly, a descriptive survey design was applied in this research. The research's target populace included 528 personnel from the Judicial Service Commission at all three levels of management. Ostensibly, Stratified proportionate random sampling was used to determine a sample size of 228 respondents. Additionally, data was acquired from primary and secondary sources, with primary data coming from a semi-structured questionnaire and secondary data coming from official documents and Judicial Service Commission reports. The Judicial Service Commission will benefit from the outcomes of this investigation. The findings can be used by researchers and academics to assist determine government policy.

Key Words: *Reward, Compensation and Performance*

CITATION: Kipkoech, G. K., Njoroge, J. G. (2022). Effects of reward and compensation practices on employee performance of the judicial service commission of Kenya. *The Strategic Journal of Business & Change Management,* 9 (4), 801 – 810.

INTRODUCTION

How effectively or how badly an employee performs in their assigned activities and how quickly they accomplish their deadlines or obligations is an indication of their performance as an employee (Aguinis, 2019). Measurement of employee performance can help identify potential flaws in your employee training program and provide you with guidance on how to improve your program. However, it can be broadened to include other people who are directly affected by their performance, such as their coworkers, customers, or subordinates. This can be done in a variety of ways: (Creary, Caza & Roberts, 2015).

When an organization's employees perform well, it is a sign that it is succeeding in its goals and that it is operating in an efficient manner (Taouab & Issor, 2019). If there is a lack of clarity or understanding in how performance is defined accordingly, there will inevitably be a wide range of interpretations and inferences based on one's own personal experiences if there is no operational definition of performance that most relevant experts agree upon (Jenatabadi, 2015). Due in part to the lack of any theoretical or practical effort to account for and define the idea, there is a lot of controversy and disagreement. Since there are numerous issues with a widely agreed definition of the notion, it is still possible to arrive at the required meaning by deriving a set of norms and defining them (Alvesson, Gabriel & Paulsen, 2017).

Employee productivity is essential to a company's overall success, so business owners must hire people who can get the job done. In order for business executives to build objective and consistent systems for evaluating employees, they must grasp the key benefits of employee performance (Osabiya, 2015). This helps identify the company's strengths and weaknesses, as well as any management gaps that may exist. While no one enjoys doing performance reviews, they are a significant tool for business people as well as managers to use in assessing the abilities of their workforce. People who perform well get things done right the first time around, regardless of the circumstances (Bin, 2015).

LITERATURE REVIEW

Reward and Compensation practices and Employee Performance

Employee performance, retention, and productivity were all factors considered by Nwokocha (2016) in his study on the effectiveness of reward strategies in firms. The research largely consisted of trips to the library. Financial and non-financial rewards were found to be the most common types of organizational rewards in the study. According to the study, rewards have a constructive effect on employee performance, retention, and efficiency in a firm. The current study's focus on employee performance is less effective when an organization's rewards program is perceived as unfair and biased, according to the findings.

Employee awards in a Sri Lankan public sector organization were the subject of research by Waruni (2016). Extrinsic and intrinsic rewards may influence employee performance at ElectriCo in a variety of ways. The quantitative research design was employed to accomplish the research objectives under the deductive method. 100 employees were chosen by use of stratified random selection, and main data was collected by use of a self-designed questionnaire. The data was examined using descriptive and inferential statistics. Hypotheses were developed and evaluated using the conceptual framework. Employee performance, extrinsic reward, and intrinsic reward were found to have a positive relationship. According to the study, pay and recognition are the most important and influential factors of employee success.

Employee job performance at Tigray, Ethiopia's private and public hospitals was studied by Haile, Gualu, Zeleke, and Dessalegn (2017). From January to March 2019, 379 human resources workers from hospitals both public and private in Tigray participated in a cross-sectional study. As an add-on to the survey, a structured questionnaire based on literature studies was included, and survey participants were chosen using simple random sampling (SRS) from each private and public general and primary hospital. We used SPSS 25.0 to clean and analyze the information we had gathered. Analysis of variance, multiple linear regression, and cross-tabulation with Chi-Square were all employed in this study. The data were summarized using 95 percent confidence intervals and crude and adjusted odds ratios. The study found that compensation for employees at public and commercial health facilities in Ethiopia's Tigray area had an effect.

Using data from public secondary schools in Kenya's Machakos County, Mohamud (2016) found a link between pay and performance. Researchers used a descriptive survey to gather data for the study. The responders were required to fill a questionnaire. To present the collected data, tables were used. We were able to establish a relationship between remuneration and performance using regression analysis. According to the findings, there was insufficient recompense for the labor done. The school's management and TSC should be informed and sensitized on the advantages of performance-based reward systems and the significance of involving personnel in reward decision-making, according to the researchers. It is imperative for education stakeholders to recognize and reward employees based on the rewards they value. Although this study focused on Kenya's Judicial Services Commission, this study focused on secondary schools.

Ginbar (2020) investigated the effect of a reward management system on staff performance at IE Network Solution PLC in Addis Ababa. This research was done using descriptive and explanatory research methodologies, resulting in a mixed-methods approach. According to the correlation research, employees' performance is favorably and modestly linked to their advancement and recognition. However, the relationship between salary and employee performance is favorable, although weak. Multiple regression study found that promotion, recognition, work conditions, and remuneration all have an impact on employee productivity. However, employees' performance is unaffected by perk packages. There are 579.9% differences in workers performance that can be explicated by changes in reward system variables, according to a regression analysis (p0.05). In general, this study found a good correlation between IE Network Solution PLC's entire incentive management system and the performance of its employees.

Resource Based View Theory

Penrose (1959) was the first to put forth the Resource Based View, which states that firms perform better when they have control over their resources. Resource-based theory of HRM emphasizes the importance of workforce strategic value as well as workplace learning challenges. Consequently, it looks to have a soft view of human resource management (HRM). A collection of productive resources was conceptualized by Penrose. In their book, Boxall Penrose (1987), they make a distinction between physical and human resources and emphasize the need of learning, including the management team's expertise and experience. Resources are critical to any company's ability to plan for the future, according to Armstrong (2009), a resource-based theory that emphasizes the importance of human resources. The human or human beings are a primary source of energy.

Complex packages of skills, expertise, aptitude, and experience that enable the company to manage the firm's activities and employ resources to achieve performance by coordinating and putting resources into proper production use are referred to as "capability" by Davidson and colleagues (2009). Companies can get an advantage over their rivals by growing their people resources through a learning organization and learning and practicing before their rivals, according to Hamel and Prahalad (2008). Competitive advantage, according to Heery and Noon (2007), is a circumstance in which a business implements a strategy that its existing or potential competitors have not yet adopted. In contrast, competitive advantage is a fleeting phenomenon while sustained competitive advantage is a permanent phenomenon. According to Purcell et al. (2003), the view of resources-based strategy results in sustained competitive advantage for any business that develops outstanding, non-imitable strategies, values, policies, and practices.

As a result, a long-term competitive advantage can only be achieved if any strategy is always focused on maximizing internal resources, notably the human resource. Underlying this thesis is that human resources and managers are the primary factors in HRM, and this is more of essence considering the escalating trends in knowledge, education, and training in the workplace. According to resource-based theory, in order to achieve both organizational and individual goals with great success, it is necessary to cultivate and make use of high-quality human resources.

Resources and capabilities that are unique and meet the requirements of uniqueness, rarity, inimitability and non-substitutability are necessary for a company's competitive advantage (CA) to be realized (VRIN). The firm's performance benefits from the addition of valuable resources. Rareness creates ideal competition since fewer enterprises have access to scarce resources. There are no substitutes for inimitable resources since they are expensive to copy and non-substitutable (Arend & Levesque, 2010, & Barney, 2011). VRIO, according to Barney and Hesterly (2010), is a competitive advantage since it is evaluable and scarce while also being inimitable. For an organization to use VRIN resources, bureaucracies and steps are put in place to make it easier. The Resources Based View hypothesis is relevant to this study because it benefits the Ministry by stressing variables that lead to improved performance (Locket, et al, 2009). Executives at the commission will be able to select from a list of possible strategic factors the most significant strategic factors to invest in using Resource Based View. Selection, instruction, and evaluation are all supported by the theory.

Goal Setting Theory

Initially, this study relied on the goal-setting theory, which claims that the definition of explicit, measurable goals and performance are inextricably linked. Managers are more likely to exert more effort if they have a clear goal in mind (Locke & Latham, 2002). Latham & Locke, (2002) developed the theory, which emphasizes the need of defining goals and allowing employees to make their own decisions as a basis for employee performance. An organization's members must be given the ability to affect their own results positively and the flexibility to take action in order to assume responsibility for results, says De Waal (2007a). Individuals must have the authority from their bosses to take action on problems without first requesting permission.

Employees with decision-making authority have a high tendency of them being engaged in work-related decisions (Locke & Latham, 2002). To put it another way, workers are given the chance to define the proper KPIs and the authority to create CSFs that are relevant to their job responsibilities. According to Armstrong (2006), workers who have the ability to make pronouncements on their own and solve issues that affect the outcomes for which they are responsible are more likely to meet or surpass performance targets.

Human Capital Theory

People are born with inherent talents, behaviors, and personal energy that they bring to the workplace as part of their human capital, according to this view (Davenport 1999). Individuals' knowledge, skills, and abilities, according to the theory, are what make a product valuable. Human capital development and retention are therefore top priorities. Individuals generate, retain, and apply knowledge and intellectual capital, according to Armstrong (2010). Because of their contacts with one other (i.e. social capital), individuals' knowledge is enriched and becomes the institutionalized knowledge that organizations hold. In Armstrong's (2010) theory of human capital, firms that invest in their employees increase their performance, which has a favorable impact on the company.

According to Block (1990, as quoted and cited by Muchomb, 2016), the Human Capital Theory is a bad way to think about the value of capital. Human activity can only be understood in terms of commodity trade, and the concept of capital employed is only quantitative. This ignores the fact that capital is a social force that creates value through capital accumulation, not the other way around. If this is the case, human capital can be thought of as a commodity rather than capital. There is also the argument that education increases productivity and, as a result, greater pay could be explained. There was no consideration of the transfer of knowledge by these theorists. Is there a link between the length of education and training and productivity? It is true that a rise in productivity does not lead to an increase in pay. However, there are other other circumstances that could have an impact. The compensation may vary based on the industry, the location of the employer, and the regulations of the labor unions.

Individuals' knowledge, skills, and abilities, according to the theory, are what make a product valuable. Consequently, the commission's performance will increase if it can attract, retain, and grow its human resource. Because their abilities and skills could benefit the entire judiciary, officers, general commission employees, and administrators must acquire further training and education. This theory supports variables in the study i.e., training and compensation

METHODOLOGY

The study implemented the descriptive research technique. Accordingly, the design of the research lays out the technique for collecting and analyzing data, the methods used, and how all of these answered the research question Gray (Grey, 2014). The study's target populace entailed the entire number of people or objects it aims to investigate (Berenson & Levine, 2014). Participants who were employed by the Judiciary Service Commission in Nairobi City County were the focus of the study's attention as the population of interest. The population size comprised of 528 workers from all the departments and management levels of the Judicial Service Commission.

The stratified random sample approach was used in this investigation, and the strata were allocated proportionately. The groups is alienated into subgroups with shared features, and systematic samples are computed from every subgroup (Westfall, 2012). The stratum in this study were the various levels of management, as all employees operate in the same environment and under the same circumstances. Participants from each population were selected at random by use of simple random sampling methods. Participants were drawn from three different levels of participation. Level one was the top echelon of management, level two is the middle echelon, and level three is the lowest echelon. The target population's many ethnic and racial groupings was adequately represented as a result of this strategy.

To determine the sample size of the study, the Yamani Taro (1967) formula was applied. Specifically, it asserts that the optimal sample size is a mathematical expression of the target group and the greatest allowable margin of error. Hence;

n=N/ (1+Ne^2)

Where:

n =sample size

N = target population

e =maximum acceptable margin of error (5%).

Therefore, from a group of 528 employees working in Judicial Service Commission in Nairobi City County, the number of sample n, was found to be:

Sample**, n=528/(1+528(0.05)^2)**

n=228

From the population of 528 respondents, a sample of 228 individuals were selected for the study.

Data was processed for statistical analysis by the researcher. Data cleansing was performed to guarantee that questionnaires have been filled out correctly, clearly, and accurately. Quantitative data were entered into SPSS version 26 for analysis, and qualitative data were coded to make this process more efficient. In order to conduct an analysis of the new data, both descriptive and inferential statistical methods were used. Descriptive statistics such as frequency, mean, percentages, and standard deviation were employed in this study. As a kind of inferential statistics, correlation as well as a model based on multiple regressions were used. Using a multivariate regression model, we investigated the nature of the link that exists between the dependent and independent variables. Imperatively Tables and charts was used to present the data. The following is an explanation of the multiple regression model that was be employed in this investigation:

Y =α+β1X1 +ε…………………….Equation 1

Where:

Y-characterizes the dependent variable (employee performance)

α-is the intercept which represents the bare minimum effect on the dependent variable in assumption that the other variables have zero effect

β1-signifies coefficients of various independent variables showing the proportionate impact of the independent variable on the dependent variable.

ε-represents error term.

X1-represents reward and compensation practices

FINDING AND DISCUSSION

In the survey carried, 228 questionnaires were sent to the responders who participated in the survey, 168 questionnaires were correctly completed and surrendered back. This converted to a return value of 73.2 percent. This was well thought-out to be a very consistent rate for generalization of the study discoveries from the time when conferring to Zikmund et al., (2010), who had an opinion that having at least seventy percent of the research instruments being returned is good enough and stands the test for empirical statistics.

Reward and Compensation Practices and Organization Performance

The study sought to determine the effect of reward and compensation practices one employee performance of the Judicial Service Commission of Kenya. It was required of the respondents that they indicate their degree of agreement with a variety of assertions including incentive and pay policies as well as employee performance. A 5 point Likert scale was used where SD represented strongly disagree, D signified disagree, UD signified undecided, A denoted agree and SA indicated strongly agree. The outcomes were presented in Table 1.

Table 1: Reward and Compensation Practices and Organization Performance

Statements		SA	A	UD	D	SD	Mean	Sd
The organization has a well-established bonus award plan for high-performing personnel	F %	88 52.3	68 40.5	7 4.2	3 1.8	2 1.1	4.41	0.76
Promotions are given to high-performing personnel at my organisation as a matter of policy	F %	85 50.5	44 26.2	34 20.2	3 1.8	2 1.1	4.23	0.92
Employees who do well are rewarded with a higher position in the work hierarchy	F %	67 39.9	89 52.9	1 0.5	9 5.4	2 1.1	4.25	0.82
Employee that performs well are given more responsibility and autonomy in their professions.	F %	52 30.9	50 29.8	47 27.9	17 10.1	2 1.1	3.79	1.03
The institution provides medical care to motivate employees.	F %	90 53.6	42 25	33 19.6	2 1.1	1 0.5	4.30	0.87
Valid N	**168**					**4.20**		

Based on their feedback on Table 1 showed that 156(92.9%) of those who responded were in agreement with the assertion that the organization has a well-established bonus award plan for high-performing personnel. This is a cumulative number of those who strongly agreed and those that agreed. On the contrary to that, 5(2.9%) of the respondents disagreed with the statement that the organization has a well-established bonus award plan for high-performing personnel. The survey also found, using measures of central tendency and dispersion, that respondents generally agreed with the assertion that the company had a well-established incentive award mechanism for high-performing employees. (Mean, =4.41, Std. dev=0.76).

Whether promotions are given to high-performing personnel at my organisation as a matter of policy 76.8% of the respondents agreed and strongly agreed with the assertion. On contrary, 2.9% of those who disagreed with the statement that promotion are given to high-performing personnel at my organisation as a matter of policy. In addition, the outcomes of the research demonstrated, in terms of means and standard deviations, that the respondents concurred with the assertion that promotions are granted to high-performing individuals at my business as a matter of policy. (Mean, =4.23, Std. dev=0.915)

In addition, 156 (92.9% of those who participated agreed with the assertion that staff who do well are rewarded with a higher position in the work hierarchy. At most 6.5% of the respondents disagreed with the statement that employees who do well are rewarded with a higher position in the work hierarchy. In addition, the outcomes of the survey demonstrated, according to the means and the standard deviation, that the participants agreed with the claim that employees who do well are rewarded with a higher position in the work hierarchy (Mean, =4.25, Std. dev=0.817).

Lastly, 102(60.7%) of the respondents were in agreement with the claim that employees who performs well are given more responsibility and autonomy in their professions. This is a cumulative number of those who strongly agreed and those that agreed. On the contrary to that, 19(11.3%) of the those who responded did not agree with the statement that employee that performs well are given more responsibility and autonomy in their professions. Resultantly, the research outcomes depicted via means and standard deviation that the participants were in agreement with the statement that employees that performs well are given more responsibility and autonomy in their professions (Mean, =3.79, Std. dev=1.03).

Lastly, 132 of the respondents agreed and strongly disagree with the assertion that the institution provides medical care to reward as well as motivate employees. At most 3(1.8%) of those who responded disagreed with the claim that the institution provides medical care as a way of rewarding and motivating employees. Notably, the research outcomes depicted via means and standard deviation that the participants agreed with the statement that the institution provides medical care as a way of rewarding and motivating employees (Mean, =4.30, Std. dev=0.87).

The research also revealed that reward and compensation practices has a positive employee performance in Judicial Service Commission in Nairobi City County, Kenya. This implies that the organization has a well-established bonus award plan for high-performing personnel. Also, promotions are given to high-performing personnel as a matter of policy are rewarded with a higher position in the work hierarchy. Further, employee that performs well are given more responsibility and autonomy in their professions. Finally, the institution provides medical care as a way of rewarding and motivating employees.

The study results concur with Nwokocha (2016) who found out that financial and non-financial rewards were found to be the most common types of organizational rewards in the study. According to the study, rewards have a considerable effect on employee performance, retention, and productivity in a firm. The study results concede with Waruni

The Strategic Journal of Business & Change Management. ISSN 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

(2016) who found employee performance, extrinsic reward, and intrinsic reward were found to have a positive relationship.

Regression Analysis

The simple linear regression analysis for the objective was performed and the results are as presented in the following sub sections.

Model Summary

Table 2 showed the results of testing the regression model's ability to describe the occurrences under investigation.

Table 2: Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.863[a]	.745	.744	.53842

Reward and compensation practices was found to be satisfactory variables in influencing the employee performance of the judicial service commission of Kenya. For linear models, the Adjusted Square is the ultimate standard for measuring precision. The findings suggested that the model used to establish the connection between the variables was appropriate. The model successfully explains 74.5% of the variation in employee performance.

Model Fitness

Table 3 provides the results on the analysis of the variance (ANOVA).

Table 3: Regression Model Fitness Results

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	140.686	1	140.686	485.298	.000[b]
Residual	48.123	166	.290		
Total	188.809	167			

Table 3 showed that the respondents F-statistics produced (F =485.298) which was significant at p=0.000 thus confirming the fitness of the model. This indicates that the regression model significantly predicts the dependent variable.

Regression Coefficient

The third output of the analysis is the summary of the coefficients that provide the information upon which the dependent variable can be predicted from the independent variable. The summary was as displayed in Table 4:

Table 4: Regression Analysis Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.714	.155		4.620	.000
Reward and compensation practice	.833	.038	.863	22.029	.000

The study results in Table 4 reward and compensation practices have a positive and significant effect on employee performance of the judicial service commission of Kenya (β=.833, p=0.000). This gave an implication that an increase in reward and compensation practices leads to increase in employee performance by 0.833 units. Thus, the regression equation becomes;

$Y = .714 + 0.833X_1$ …………..Equation 2

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

CONCLUSION AND RECOMMENDATION

The objective sought to examine the effect of reward and compensation practices and Employee performance in Judicial Service Commission in Nairobi City County, Kenya. The respondents agreed with all the statements. They agreed that; the organization has a well-established bonus award plan for high-performing personnel, promotions are given to high-performing personnel at my organisation as a matter of policy, employees who do well are rewarded with a higher position in the work hierarchy, employee that performs well are given more responsibility and autonomy in their professions and that the institution provides medical care as a way of rewarding and motivating employees.

The study findings further revealed in terms of correlation that there exists a strong, positive and statistically correlation between reward and compensation practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya. Regression results revealed that reward and compensation practices positively and significantly affect employee performance in Judicial Service Commission in Nairobi City County, Kenya. This gave an implication that an increase in reward and compensation practices increases employee performance in Judicial Service Commission in Nairobi City County, Kenya.

The study concluded that there exists a strong, positive and statistically correlation between reward and compensation and employee performance in Judicial Service Commission in Nairobi City County, Kenya. This implies that the organization has a well-established bonus award plan for high-performing personnel. Also, Promotions are given to high-performing personnel as a matter of policy are rewarded with a higher position in the work hierarchy. Further, employee that performs well are given more responsibility and autonomy in their professions. Finally, the institution provides medical care as a way of rewarding and motivating employees.

This study recommended that management offer reward and compensation to increase employees' occupational development of competencies and their perception of proficiency and efficacy in carrying out their tasks. This will lead to higher employee satisfaction, inspiration, and production. To boost institution performance, management should establish a flexible work environment and foster cooperation. Trained employees will assist the organization reach its goals and they will feel valued. The research assumes industrious individuals would be efficient.

Suggestion for further studies

Empirically, the study aimed at analyzing the effect of human resource management techniques on Judicial Service Commission employee performance in Nairobi City County, Kenya. This research recommends that another study should be done to augment findings in this study; it therefore suggests another study be done on assessing the effect of leadership style on worker productivity. Furthermore, conducting replication of another research in another region is necessary so that there are sufficient and conclusive results in relation to the topic. Also a similar study can be conducted by incorporating a moderating or intervening variable.

REFERENCES

Aguinis, H. (2019). *Performance management for dummies*. John Wiley & Sons.

Alvesson, M., Gabriel, Y., & Paulsen, R. (2017). *Return to meaning: A social science with something to say*. Oxford University Press.

Bin, A. S. (2015). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, *4*(1), 1-8.

Alvesson, M., Gabriel, Y., & Paulsen, R. (2017). *Return to meaning: A social science with something to say*. Oxford University Press.

Creary, S. J., Caza, B. B., & Roberts, L. M. (2015). Out of the box? How managing a subordinate's multiple identities affects the quality of a manager-subordinate relationship. *Academy of Management Review*, *40*(4), 538-562

Ginbar, E. (2020). *The Effect of Reward Management System on Employee Performance. The Case of IE Network Solutions Plc*. GRIN Verlag.

Haile, D., Gualu, T., Zeleke, H., & Dessalegn, B. (2017). Job Satisfaction and Associated Factors among Nurses in East Gojjam Zone Public Hospitals Northwest Ethiopia, 2016. *J Nurs Care*, *6*(398), 2167-1168.

Jenatabadi, H. S. (2015). An overview of organizational performance index: Definitions and measurements. *Available at SSRN 2599439*.

Mohamud, A. M. (2016). *The effect of training on employee performance in public sector organizations in Kenya. The case of NHIF Machakos County* (Doctoral dissertation, University of Nairobi).

Osabiya, B. J. (2015). The effect of employee's motivation on organizational performance. *Journal of public administration and policy research*, *7*(4), 62-75.

Taouab, O., & Issor, Z. (2019). Firm performance: Definition and measurement models. *European Scientific Journal*, *15*(1), 93-106.