



**IMPROVING EMPLOYEE PERFORMANCE AT NATIONAL CEREALS AND PRODUCE BOARD THROUGH
REWARDS, BENEFITS AND TRAINING & DEVELOPMENT**

Priscah Ngea & Dr. Makhamara Felistus, PhD

**IMPROVING EMPLOYEE PERFORMANCE AT NATIONAL CEREALS AND PRODUCE BOARD THROUGH
REWARDS, BENEFITS AND TRAINING & DEVELOPMENT**

¹ Priscah Ngea & ² Dr. Makhamara Felistus, PhD

¹ Student, School of Business, Kenyatta University, Kenya

² Lecturer, School of Business, Kenyatta University, Kenya

Accepted: March 18, 2024

DOI: <http://dx.doi.org/10.61426/sjbcm.v11i2.2893>

ABSTRACT

The national cereals and produce board, as a commercial government entity, suffers from insufficient funds that hinders its capacity to hire, retain, reward and compensate its employees. This has led to demotivation and overworking of employees resulting in poor employee performance. Therefore, to improve employee performance, the paper focused on rewards and benefits and the training and development practices. The paper is grounded on goal setting theory and equity and human capital theories and applied descriptive research design. The targeted population included 198 employees working at NCPB headquarters in Nairobi and 130 formed the sample size after using Kothari formula. Primary data was collected using semi-structured questionnaires of which 98 were filled and returned making a response rate of 75.4%. The descriptive analysis found an aggregate mean score of 3.8 as agreement of the respondents on use of rewards and benefits and mean of 3.79 as confirmation that training and development also contributed to high employee performance. The correlation analysis results showed r values of 0.728 for high positive and significant effect between rewards and benefits and training and development for improved employee performance. The regression analysis results showed that 71.2% change in performance outcomes of NCPB's employees was influenced by rewards and benefits and training and development. Thus, drawn conclusions showed that performance of employees of the NCPB was influenced by rewards and benefits including annual bonus pay, salary increment, job promotions and praise and recognition and also training and development with aspects of inductions, mentorships, coaching, seminars and workshop trainings. The study recommended the need for fair distribution of rewards and benefits and budget allocation for training programs to serve as a motivational factor to increase individual and overall performance outcomes in organizations.

Keywords: Rewards and benefits, Training and development, Employee performance

CITATION: Ngea, P., & Makhamara, F. (2024). Improving employee performance at national cereals and produce board through rewards, benefits and training & development. *The Strategic Journal of Business & Change Management*, 11 (1), 52 – 66. <http://dx.doi.org/10.61426/sjbcm.v11i2.2893>

BACKGROUND

Employees are viewed as a vital resource and an asset to both business and firm entities across the globe. This is because employees are charged with designing and implementing strategies that result in organizational success (Ubah & Ibrahim, 2021). The performance of employees is about how well individual employee fulfills their assignments, work tasks and responsibilities. According to Ariani (2023) employee performance is linked to their behavior that informs execution of work tasks and contributing to success of the organization. Kathina and Bula (2021) shared that employee performance refers to accomplishing specific tasks as per the predefined goals. However, to get highly performing employees, the organization must have a link between management of human resources, execution of strategic plans and motivating the employees through a good reward scheme. Prasetya, Irgantini, Jihaz, Rachman, Adzkia and Sukandi (2020) noted that when work productivity is declining, then the management needs to look into programs and initiatives for the development of competencies and other rewards. Additionally, Ngowo (2020) revealed a strong link between employee performance and elements including training, performance appraisals, compensation and reward schemes.

The measure of employee performance used indicators such as quality of services, effective service delivery, efficient work output and standard products for the markets. On quality of services, performance measure seeks the level of employee dependability, little or no defects and meeting stipulated standards set at the NCPB. It relies on proficiency, skills and experiences of the employee to deliver high quality services. On the aspect of effective service delivery, the employees are measured in terms of the proficiency to meet the intended results. The delivered services aligning with the objective as set at the NCPB job descriptive is a sign of effectiveness in performance of the employee. Efficient work output is associated with proper utilization of organizational resources such

that there is minimal waste, loss and misuse while reducing production costs to improve overall profitability of the organization. The standard of the products is akin to needs and demands of the market where there is minimal customer complaint with the product. The employees of NCPB must ensure all their cereal products can meet the needs of the customers and the market.

Employee Performance - To attain high employee performance outcomes, the article focuses first on reward and benefits, which seeks to motivate and improve performance of employees. The benefits and rewards are dictated in the employee contract and set to motivate and encourage employees to choose positive conduct/behavior that delivers on firm goals. The rewards and benefits can be in monetary terms like salaries, salary increment and bonus pay or non-monetary terms like job promotion, recognition and praise for achievements (Manurung & Ningsi, 2021). Elrayah and Semlali (2023) in their study on total rewarding strategies and sustaining performance, satisfaction and motivation levels for talented staffs, revealed that total rewards improved employee performance. The researchers operationalized total rewards strategies as both financial and non-financial that had these constructs of total pay, an attractive varying pay, benefits, recognition, and celebrating.

Rewards and Compensation- In the study on reward and compensation management initiatives and performance of employees by Lipuku, Sang and Rop (2022); reward management was operationalized as non-financial metrics including promotions, recognition and praise and fair, equitable and justifiable reward structure improved employee performance. The monetary terms such as salaries, salary increment and bonus pay improve employee motivation and performance. This study operationalized reward and benefits as salary scale and salary increment, paying of bonuses to the top performers, recognition and promotion to a higher position along the career path at the National Cereals and Produce Board.

Training and Development- To enhance performance in organizations, Enohuan (2021) advocated for planning all human activities including training and competency development phase; reward, compensation and recognition phase, and handling employee welfare and work-life balance phases. On training and development, the focus is on processes done to enhance knowledge and employee skills, in a manner to improve capacities resulting in meeting targets and delivery of the firm's goals (Al Karim, 2019). The training and development encompass onboarding or induction trainings, off-the-job training that is conducted in workshops, seminars and classrooms and on-the-job training that is carried out while the employee is handling work assignments. Al Karim (2019) in the study on different training and development programs for employee performance in the Bangladeshi noted that enhanced competencies through trainings improved the employee's capacity to meet their targets. The study operationalized training and development as training that improved employee performance. Mvuyisi and Mbukanma (2023) in their study on linking on-the-job training to employee performance, operationalized training as apprenticeship, coaching and mentoring and found to improve performance. This study operationalized training and development with induction training, on-the-job training and off-the-job training as a means of increase employee capability to deliver on individual tasks and goals.

Statement of the Problem

The NCPB is reported to be facing challenges in its working capital, inefficiencies linked to aging infrastructure and poor morale amongst the workforce. There is also reported slow service delivery that has created a negative public perception. The food shortages, inefficient and slow services and poor public perception and low grain reserves can be corrected by focusing on employees at the NCPB. According to Kakui and Gachunga (2016) many employees in the public service are trained and well-qualified but have been unable to

advance career-wise, which is demoralizing resulting in poor employee performance. The board faces a several challenges including inadequate funding which has impacted on quality of products, services and work output linked to inability to hire and retain talented workforce. The lack of funds also has a negative effect on rewarding top performers and giving out effective benefits, which has had a negative effect on employee performance outcomes at NCPB. The lack of funds also impacts on the frequency, number of staff and content covered in training programs. To reverse the declining performance and quality of services, the study suggested adoption and use of rewards, benefits and training and development practices at the board.

Objectives of the Study

The main objective of this study was to examine the influence of reward benefits and training and development of employee performance

Significance of the Study

In terms of significance, the research will benefit stakeholders, such as the management and leadership of the NCPB, government and private entities, policymakers and HR practitioners and the academic body. The leadership and management at the NCPB and other government and private organizations can learn on best practices in planning for human resources in a manner to improve employee performance. This study will share information on effective reward and compensation and training and development schemes for improving employee motivation, productivity and performance. The study will also inform on HR gaps that will guide the practitioners and policy makers to make policies, guidelines and recommendations and law for effective HR practice.

Scope of the Study

This study focused on examining employee performance at the NCPB in Nairobi city County, Kenya. The conceptual scope considered rewards and benefits and training and development, and it adopted the goal setting theory, with the support human capital theory and equity theory for the

theoretical foundation of the research. The research covered one financial year (June 2021 to June 2022) as the time scope in assessing employee performance and collected primary data using semi-structured questionnaires from all employees at the NCPB head office. The study employed the use of descriptive research design.

Limitations of the Study

Some respondents were unwillingly to take part in the research and some did not want to share information that they regarded as confidential and sensitive. Some respondents may not want to give honest responses especially on employee performance by fearing of poorly representing the organization and giving a true picture of the situation at NCPB. The researcher talked on confidentiality matters, keeping identities secret and the collected information used in this research and for academic purposes only. The researcher also got approvals and permissions from leaders at NCPB before commencing the data collection process.

LITERATURE REVIEW

Theoretical Review

Goal Setting Theory

It was formulated by Locke (1968) noting that challenging tasks demand setting of goals such that the goal can be met. The goal setting theory operates on the basis of setting clear goals and expectations that serve as a motivating factor and deliver positive feedback. Authors and researchers who support the theory like Lunenburg (2011) share that employee performance and overall firm performance can be improved by following the principles of the theory. Principles of goal setting theory include setting clear goals/targets for each employee or group or department, clearly communicating expectations and deliverables. Well defined target and deliverables, with assigned rewards motivate employees to do their best and deliver and thereafter enjoy the gains. When an employee delivers on the set goals, it implies that the specific employee has mastered that level and

ready to advance to the next rank or job group or alternative handle complex and more challenging work tasks (Locke & Latham, 2019). According to Locke and Latham (2019) when wanting to inspire higher performance in the organizational workers, the management needs to keep the team motivated and focused to move towards their goals. Thus, a motivated team is based on adopting the principles of goal setting theory anchoring on SMART goals based on clarity of expectations, and communication on complexity of the task, the challenge, commitment and feedback. The theory creates a connection between goal setting and task performance and through it improves on employee engagement, motivation, commitment and performance. Fried and Slowik (2004) cautions on value of the organizational leadership setting smart, realistic, time bound and measurable that will guide the organization to motivate and deliver high employee performance. When the organization sets poor goals, it can demotivate employees and cause resistance in executing plans. The relevance of the theory in the research, is that it explains how National Cereals and Produce Board need to set smart goals and communicate to its employees. These smart goals served to motivate and improve commitment levels that enhance employee performance.

Equity Theory

The theory was formulated by Adams (1963) and also referred as equity theory of motivation. The main construct of the theory is based on comparing the inputs (costs) versus the outputs (rewards and benefits) for each individual. Individual employees are motivated when there is fairness such that there is equity between inputs vs. outputs or what they bring to the organization and outcomes and also measured against the inputs vs. outputs of other employees in the organization. Adams and Freedman (1976) mention that whenever employees perceive there is inequity either between input and outputs or between themselves and work colleagues; then the employee adjusts their work conduct to make the situation seem fair.

When an employee learns that a colleague at the same rank and handling the same tasks is earning higher, they may choose to do less tasks to make this situation fair. According to Al-Zawahreh and Al-Madi (2012) workers value fair treatment and this causes them to stay motivated, and deliver as per the expectations for that situation in an effort to maintain the fairness. Equity theory is structured to align the inputs –contribution made by individual employee to the organization in terms of effort put to the task, enthusiasm, commitment, personal sacrifices, experiences and loyalty and the outputs – covering tangible benefits –salary, bonus, stock options, pension, company car and paid annual holidays and intangible benefits such as recognition, promotion and increased responsibilities (Ryan, 2016). Therefore, the theory implies that for different employees ascribe different values and measures of inputs and outcomes that inform perception of fairness. There is also an acceptable compensation and any excesses or underpayment results in inequity and causes dissatisfaction. The equity theory is based on perception, such that the higher an employee's perception on fairness is, the higher they are motivated resulting in improvement in commitment, participation and performance. But unfairness and inequity create dissatisfaction and demotivation leading to poor performance (Mamah & Ulo, 2015). The theory is relevant in informing on the structuring of rewards and benefits employed by the NCPB to improve employee performance. NCPB needs to ensure salary and bonus pay, promotion and recognition are fairly done as a means of motivating employees towards higher performance.

Human Capital Theory

The theory was developed by Schultz in 1961 and its main concept is that training employees through investments made by organizations works to improve the production and performance levels. Becker (1962) added that when organizations invest in training and learning programs, their employees gain skills, know-how and competencies that improve production level. Therefore, the improved

productivity and performance at organizational level as conducted by the employees justifies the costs and expenses that the firm invested. Hayek et al. (2016) shares that training and development programs can be a motivating factor to employees leading to increased earnings, career growth and advancement and higher retention rates. These aspects are useful and positively reflect on organizational performance outcomes.

The concept of human capital theory places the employee at the center of the production process, more so on their capacities and competencies and which can be enhanced when the management to invest in the programs like training, learning and development (Tan, 2014). The skills, know-how and experiences are directly linked to employees' performance. However, Freeman (1976) criticized the human capital theory and stated that human capital is a signal for the ability and talent, but real productivity comes later with training, motivational factors and capital equipment. Thus, human capital cannot be grouped as a factor of production. Even with the above criticism and limitations, Fleischhauer (2007) noted that organizations and business entities are investing in their employees as a means of improving performance, productivity and earnings. As such the national cereals and produce board can enhance its employee performance through investment and budget allocation in training programs. The trainings will improve employee competencies resulting in better performance outcomes.

Empirical Literature- This section focuses on reviewing various studies carried out by different researchers on the same study area

Rewards and Benefits and Employee Performance

Abdi (2021) study was on reward system used in commercial banks in Nairobi, Kenya and how it influences performance of employees. The focus was on understanding these reward system indicators inclusive of recognizing top performers, rewards that are in financial nature, progressing in career and other fringe benefits influenced the performance of employees in the commercial

banks. Results revealed that financial rewards – monetary incentives; fringe benefits –additional benefits more than the salary; recognition programs and career progression-growth made the bank attractive, improve retention of top talented staffs and increased work satisfaction that improved employee morale and motivation. The reward scheme improved employee performance in the commercial banks.

Obonyo and Felistus (2021) research was on reward practices and employee job satisfaction at Kenya Airways (KQ) in Nairobi City County, Kenya. The study was informed by high turnover rates and reduced productivity from the dissatisfied KQ workers with complaints of poor pay, hiring expatriates and slow career progression. The study was anchored on Maslow's hierarchy of needs and expectancy theory. Both primary and secondary data was collected and analysis entailed putting the quantitative data into SPSS and then conducting regression, descriptive and correlation analysis. Findings revealed that reward practices positively and significantly impacted job satisfaction; hence concluding that rewards and job satisfaction are correlated.

Saman (2020) study was on compensation and employee satisfaction and employee performance in mining companies in South Africa. The research collected data from review of past literature, observation and interview with 51 employees. The collected data was analyzed using partial least square methods (PLS) with findings revealing that compensation had significant effects to employees' job satisfaction. Additionally, compensation had significant effect to employee performance in the mining companies. The compensation included salary and benefits, allowances and incentives, growth opportunities and recognition which were found to improve employee job satisfaction and employee performance in the mining companies.

Rosalia, Mintarti and Heksarini (2020) study was on compensation and motivation and effects to job satisfaction and performance of employee at SMK Medika Samarinda. Findings showed that

compensation had negative but significant effect to job satisfaction but it had no significant positive effect to employee performance. Further results revealed that motivation significantly and positively affected job satisfaction but had no positive and significant effect to employee performance. The study concluded that job satisfaction influenced employee performance but compensation did not significantly or positively affect employee performance.

Training and Development and Employee Performance

Nwali and Adekunle (2021) study was on training and development and its effect on employee performance. Business entities invest in human resource training to increase skill set, capabilities and knowledge for survival in competitive business environment. Through a quantitative research design, primary data was collected from owners and managers of small and medium sized enterprises in Lagos, Nigeria. The study findings showed that on-the-job training and off-the-job training were effective in improving employee performance. Training was also used as a source of employee motivation which positively impacted on employee performance.

Kirimi and Maende (2019) research was on training and development and effect on employee performance at the Ministry of Labor and Social Protection in Nairobi City County, Kenya. The researchers shared on firm assets inclusive of employees, thus the need to be equipped to deliver on tasks. Training and development can help improve competencies and capabilities of employees. The study collected data using questionnaires and found that rotating jobs, playing different roles, apprenticing and to coach all positively affected outcomes of these employees. Further results indicate that coaching led to career advancement of employees; job rotation increased job satisfaction by reducing boredom; role playing improved synergies and working in teams at the organization and apprenticeships gave the employees a chance to gain qualifications,

experiences and benchmark; these resulted in improved performance outcome.

Al Karim (2019) researched on training programs and its impact on performance of Bangladesh employees. The researcher noted success of organizations relied on quality of human resources and hence the need to improve quality of workforce through training and development programs. The study conducted a survey by collecting primary data using structured questionnaires. Through convenience sampling method, 100 workers from chemical and manufacturing firms in Bangladesh were selected to fill the questionnaire. The data was entered into SPSS and analyzed and the findings showed that the training programs helped improve performance of the employees. The training and development programs included orientation/induction, career development,

workplace safety, health and environmental trainings that improved performance outcomes of the employees.

Singh and Swami (2023) conducted research on training and development and impact on employee performance as a case study of ABC brands. Training and development programs focus on improving competence, committed, expertise and intellectual capacity for better performance of the workers. There was use of quantitative approach and randomly selected study respondents from employees of ABC who filled the questionnaire. The findings show that training and development was affected by working conditions and lack of sufficient resources. Training should be a continuous process, feedback given on a timely basis and management support that will improve employee performance.

Conceptual Framework

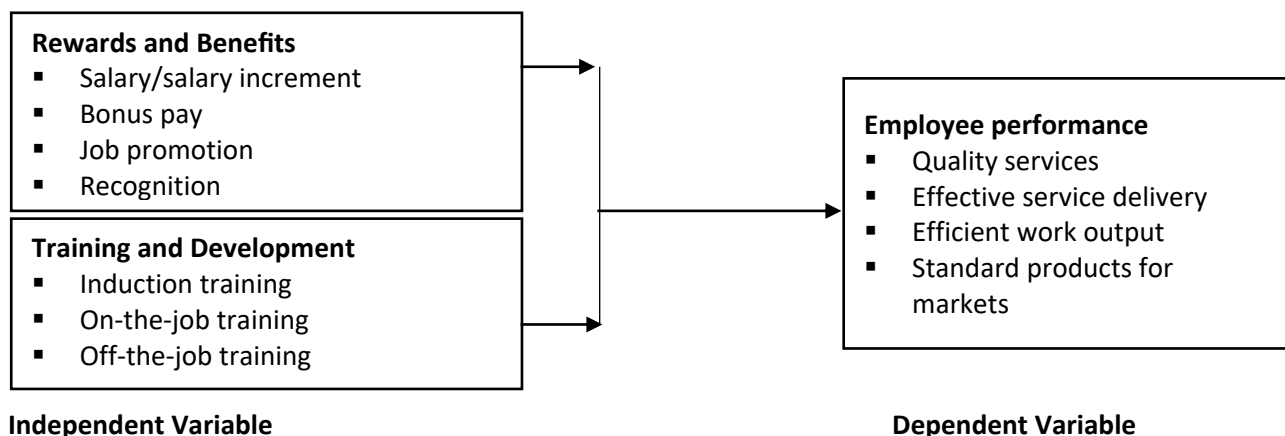


Figure 1: Conceptual Framework
Source: Researcher (2024)

METHODOLOGY

Research Design: This study used descriptive research design that is effective in providing responses without any manipulation. The design is concerned with what, when, where and how of a phenomenon (Siedlecki, 2020). Thus, the design was ideal in collecting data on human resource planning and employee performance at the NCPB.

Target Population - The target population included all the 198 employees working at NCPB head offices in Nairobi City County.

Sampling Technique and Sample Size - The employees were placed into categories consisting of senior managers, those handling supervisory roles and junior employees of the Board, hence applying stratified sampling technique. The sample size of 130 respondents was obtained from using Kothari (2004) that was calculated at 95% confidence level and an error rate of 0.05.

$$n = \frac{Z^2 \cdot N \cdot \sigma^2}{(N-1)e^2 + Z^2 \cdot \sigma^2}$$

Where; n = Size of the sample,
 N = Size of the population and given as 198,
 E = Acceptable error and given as 0.05,
 σp = the standard deviation of the population and given as 0.5 where not known,
 Z = Standard deviation at a confidence level given as 1.96 at 95% confidence level

$$n = \frac{1.96^2 * 198 * 0.5^2}{(198-1)0.05^2 + 1.96^2 * 0.5^2}$$

$$n = \frac{190.1592}{1.4529}$$

$$n = 130 \text{ respondents}$$

Data Collection Instrument- The study collected primary data. This was done through using a semi-structured questionnaire that had both open and closed ended questions. As such, the data obtained was quantitative and qualitative in nature.

Pilot testing validity and reliability of the instruments

The questionnaire was pilot tested at Kenya Seed Company using 13 respondents which is 10% of the sample size. This was done to confirm the fitness and idealness of the instrument. This study adopted the construct validity testing and internal consistency method in checking for reliability of the instrument. The findings used Cronbach Alpha whose standard was set at 0.7 and the results showed the aggregate Cronbach Alpha of 0.765 implying it was valid and reliable. The aggregate

scores for the alpha were at 0.765, with the alpha scores for each score ranging from 0.726 at the lowest and 0.811 at the highest. All the alpha results are above the standard mark of 0.7, abiding by Vaske et al (2017) stipulation. This implies that the research instrument is fit for use in this study.

Data Analysis and Presentation - The data was cleaned, coded and entered into SPSS (V.25.0) for analysis, which included descriptive analysis, correlation and multiple regression analysis was done for quantitative data and content analysis for qualitative data.

The regression model is as:

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

Where: Y = Employee Performance

β₁ and β₂ = Coefficient determination

X₁ = Training and Development

X₂ = Rewards and Benefits

ε = Error term

FINDINGS AND DISCUSSIONS

Response Rate

The response rate of 75.4% was based on 98 duly filled and returned questionnaires out of 130 that were administered. The response rate aligns to stipulation by Mugenda and Mugenda (2008) stating that 70% and above of response rate is good enough for generalization of the findings to cover the entire study population. Figure 4.1 indicates the study's response rates:

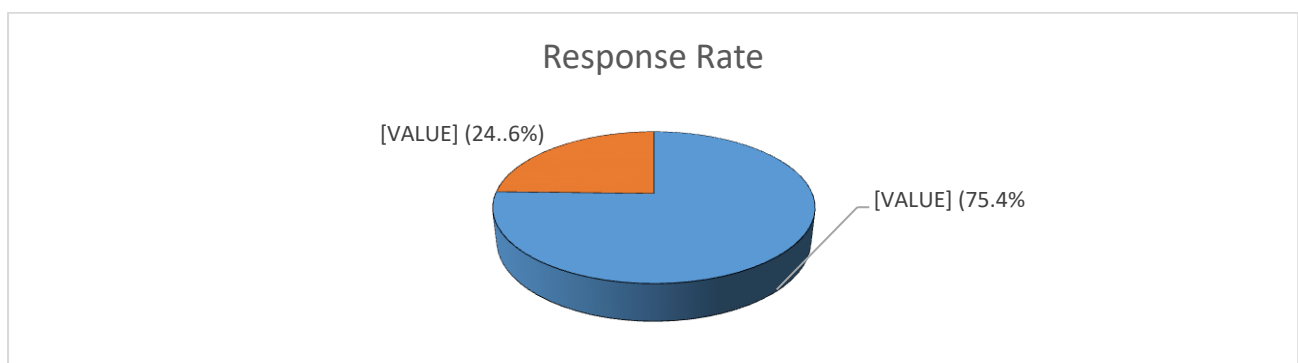


Figure 1: Response Rate
 Source: Survey Data (2024)

Demographic Information

The study sought information on the respondents' characteristics including gender, position they hold

at NCPB, length of time working at NCPB and holding the position. The results are presented in Table 1.

Table 1: Demographic Information of Respondents

| Category | Classification | Frequency | Percent |
|-----------------------------|------------------|-----------|-------------|
| Gender | Male | 54 | 55.1% |
| | Female | 44 | 44.9% |
| | Total | 98 | 100% |
| Position at NCPB | Senior Manager | 10 | 10.2% |
| | Supervisor | 38 | 38.8% |
| | Junior employees | 50 | 51% |
| | Total | 98 | 100% |
| Length holding the position | 0-5 years | 13 | 13.3% |
| | 6-10 years | 36 | 36.7% |
| | 11-15 years | 35 | 35.7% |
| | 15+ years | 14 | 14.3% |
| | Total | 98 | 100% |
| Length working at NCPB | 0-5 years | 15 | 15.3% |
| | 6-10 years | 35 | 35.7% |
| | 11-15 years | 30 | 30.6% |
| | 15+ years | 18 | 18.4% |
| | Total | 98 | 100% |

Source: Survey Data (2024)

There were 98 respondents who took part in this study (N =98) comprising of 55.1% males and 44.9% of females, an indication of no gender bias in this research. The findings also show that 10.2% of the respondents held senior managerial position at NCPB, 38.8% were supervisors and 51% of the respondents were junior employees at the cereals board. The respondents had held the position for different time spans such that 13.3% for 0-5 years; 36.7% for a period of 6 -10 years; 35.7% of the respondents had held the position for between 11 - 15 years and some 14.3% had held the same position for 15years or more. On how long the

respondents had worked at NCPB, some 15.3% had worked for 0 -5 years; 35.7% for between 6 to 10 years, while 30.6% had worked at the board for 11 to 15 years and 18.4% of the respondents had been at NCPB for 15+ years.

Descriptive Analysis

The researcher conducted descriptive analysis using a five-point likert scale that ranges from 1 to 5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent. This was done and obtained means and standard deviations.

Table 2: Rewards and Benefits

| Statement | Mean | Std. Dev. |
|--|------------|-------------|
| NCPB offers annual bonuses for top performing employees in each department | 3.8 | 0.896 |
| The employees at NCPB enjoy annual salary increment | 3.66 | 1.102 |
| Top performers are rewarded by getting job promotion for scaling up in their career path | 3.68 | 1.041 |
| The management recognizes top performing employees | 4.08 | 1.012 |
| Supervisors praise employees who show improvement in handling tasks | 3.81 | 0.915 |
| Highly performing employees are celebrated at the board | 3.79 | 1.093 |
| Aggregate Scores | 3.8 | 1.01 |

The findings highlight the aggregate score was at a high [M =3.8, SD =1.01] as an indication that the people who took part in the study had strong opinion and favored the idea that rewards and benefits used at the NCPB led to improvements in employee performance. The results are also shared

by Abdi (2021) who confirmed that the adopted reward scheme improved employee performance. furthermore, Obonyo and Felistus (2021) noted that rewards led to job satisfaction and high-performance outcomes.

Table 3: Training and Development

| Statement | Mean | Std. Dev. |
|---|-------------|--------------|
| Newly recruited employees of NCPB go through on-boarding/induction training | 3.62 | 1.041 |
| NCPB has internship programs to enhance skills of employees | 3.84 | 0.865 |
| NCPB organizes for workshops and seminars for its employees | 3.77 | 1.135 |
| There are career growth and development trainings offered to all employees | 3.79 | 1.025 |
| Supervisors are tasked with coaching subordinate employees at NCPB | 4.03 | 1.116 |
| Senior management level employees mentor supervisors and junior employees | 3.74 | 0.998 |
| The trainings have improved performance of employees at the organization | 3.77 | 0.989 |
| Aggregate Scores | 3.79 | 1.024 |

In general, Table 3 found that the aggregate score is [M =3.79 and SD =1.024] noting that training and development was agreed by the respondents to influence employee performance at the national cereals and produce board. Similar findings were shared by Nwali and Adekunle (2021) arguing that

training is a form of a motivation factor that is used by organizations and results in enhanced employee performance. The improvement of performance stems from employees acquiring skills, knowledge and experiences that reflects on their execution of work tasks.

Table 4: Employee Performance

| Statement | Mean | Std. Dev. |
|--|-------------|--------------|
| NCPB reports improved quality of services | 3.7 | 1.095 |
| The products offered to the market of high standards | 3.89 | 0.999 |
| The employees are delivering effective services to the general public | 3.94 | 0.967 |
| The employees provide quality cereal products that meet customers/market needs | 3.69 | 1.106 |
| The employees do not misuse, waste or loss organizational resources | 3.97 | 0.946 |
| Employees deliver services as per the mandate of the board | 3.86 | 0.941 |
| Aggregate Scores | 3.84 | 1.009 |

These findings imply that an increase in employee performance was recorded in previous financial year. The aggregate score was at a high of [M =3.84 and SD =1.009] an indication that majority of the respondents agreed to great extent on influence of utilization of rewards and benefits as part of human resource planning increased employee performance at NCPB. The sentiments of Dangol (2021) is that employee performance is measured based on a

rating scale by comparing outcomes made after using some resources and passage of time. Ariani (2023) shares that employee performance is informed by the conduct in executing tasks and contribution to success of the firm.

Correlation Analysis

Association between the variables was done through the conducted correlation analysis with findings presented herein in Table 5.

Table 5: Pearson Correlation Analysis

| | | Employee Performance | Training and Development | Rewards and Benefits |
|--------------------------|---------------------|----------------------|--------------------------|----------------------|
| Employee Performance | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | | | |
| | N | 98 | | |
| Training and Development | Pearson Correlation | .693 | 1 | |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 98 | 98 | |
| Rewards and Benefits | Pearson Correlation | .728 | .055 | 1 |
| | Sig. (2-tailed) | .001 | .000 | .000 |
| | N | 98 | 98 | 98 |

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

Pearson correlation analysis was conducted to assess the relationship between the study variables and the findings are presented in the Table 4.5. The result also shows positive and significant relationship for training and development [$r = 0.693$] and for rewards and benefits at [$r = 0.728$] in

influencing employee performance at National cereals and produce board.

Multiple Regression Analysis

To show the strength, extent and direction between the study variables, regression analysis was done with results shown in Table 6, 7 and 8.

Table 6: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .851a | .724 | .712 | .290592 |

The results show that rewards and benefits resulted in improved employee performance on the basis of the correlation coefficient results [$R = 0.851$]. The findings show the regression model is fit since the coefficient of determine score is high at [$R^2 = 0.724$]

and adjusted R squared was high at [$Adj R^2 = 0.712$]. These results imply that 71.2% change in employee performance at NCPB were influenced by adoption of rewards and benefits and aspects of training and development.

Table 7: Analysis of Variance

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 35.517 | 2 | 17.758 | 8.816 | .000 ^b |
| | Residual | 191.349 | 95 | 2.0142 | | |
| | Total | 226.866 | 97 | | | |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Rewards and Benefits, Training and Development

Table 7 presents the findings from the conducted ANOVA test at 0.05 significance level. It shows that

the F calculate is at 8.816 and greater than the F critical at 2.47 [$F_{\text{Calculated}} = 8.816 > F_{\text{Critical}} = 2.47$].

This confirmation of fitness of the study's adopted regression model and hence ideal for use in the present research. The obtained p-value [0.000] is less than the standard set at [0.05] implying that

reward and benefits and training and development affected employee performance at the national cereal and produce board.

Table 8: Beta Coefficient

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
|--------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | T | Sig. |
| 1 (Constant) | 15.113 | 2.927 | | 3.766 | .000 |
| Rewards and Benefits | 2.194 | 1.457 | 1.521 | 1.505 | .000 |
| Training and Development | 1.676 | .929 | .904 | 1.804 | .020 |

a. Dependent Variable: Employee Performance

The resultant equation is:

$$Y = 15.113 + 2.194X_1 + 1.676X_2$$

The results indicate that the relationship between rewards and benefits and employee performance was both significant and positive. This due to the beta findings with scores of [$\beta = 2.194$, $p = 0.000 < 0.05$] showing the association between the variables. Just as Obonyo and Felistus (2021) shared of the positive and significant effect of reward practices on job satisfaction and performance for KQ workers. Saman (2020) also found that compensation significantly affected employee job satisfaction and performance in the mining companies and Rosalia, Mintarti and Heksarini (2020) research revealed that compensation significantly affected satisfaction and performance of the employees. The study findings also showed that training and development with beta coefficient of [$\beta = 1.626$, $p = 0.02 < 0.05$] had positive and significant influence on performance of employees working at the NCPB. These results echo what Nwali and Adekunle (2021) found that training as a source of motivational factor for employees positively influenced employee performance outcomes. In contrast Al Karim (2019) found that the relationship was not significant between job training and employees of manufacturing companies in Bangladesh. This raises questions on whether effect of job training is sector specific and hence the need for more research is the insignificant association was based on other factors.

SUMMARY

For rewards and benefits, the results from the conducted descriptive analysis showed that respondents agreed that recognition, praise and celebration of top performers, and increment of salaries and bonus pay, motivated employees leading to better performance. There was use of both financial rewards and non-financial benefits served as motivational factors and encouraged hard work. The association between rewards and benefits was positive and significant to improvements of employee performance. The findings show that respondents agreed that training and development affected the performance of employees of NCPB. Some of the trainings included induction or on-boarding, coaching, mentorship, apprenticeship and internships that enhanced the skills, the knowledge and the experiences that was impactful when handling work assignments. From the conducted regression analysis, findings indicate that trainings enhanced employee competencies and capabilities that led to higher performance outcomes for NCPB employees.

CONCLUSION

The analyzed data showed that reward and benefits affected employee performance. The analysis done at 95 percent confidence levels showed that it led to better employee performance at NCPB. Thus, drawing conclusions that the reward and benefits and the adopted measurement indicators in this study, resulted to improved employee

performance. The results are also based on fair system to reward the top performers and practices and policies to give benefits to the employees. there was a positive and significant effect to employee performance. The results also indicate training and development affected employee performance, based on the conducted analysis. Therefore, drawing the conclusion that attaining high employee performance is informed by their commitment levels, morale and motivation as influenced by trainings for improved capabilities and competencies. The overall conclusion drawn in this study is that realization of high employee performance was through the influence of reward

and benefit processes and training and development practices at national cereals and produce board.

RECOMMENDATIONS

The researcher makes these recommendations that the human resource management of the national cereal and produce board (NCPB) should enhance its rewards and benefits scheme and quarterly reviews on bonuses given to motivate its employees for improved performance. The study further recommends to the HR managers should also plan and budget for frequent and accessible trainings to improve skills of all employees.

REFERENCES

- Abdi, F. (2021). *Reward Systems and Performance of Employees in Commercial Banks in Nairobi County, Kenya* (Doctoral Dissertation, Kenyatta University).
- Adams, J. S., & Freedman, S. (1976). Equity theory revisited: Comments and annotated bibliography. *Advances in experimental social psychology*, 9, 43-90
- Al Karim, R. (2019). Impact of different training and development programs on employee performance in Bangladesh perspective. *International Journal of Entrepreneurial Research*, 2(1), 8-14.
- Al-Zawahreh, A., & Al-Madi, F. (2012). The utility of equity theory in enhancing organizational effectiveness. *European journal of economics, finance and administrative sciences*, 46(3), 159-169
- Ariani, D. W. (2023). Exploring Relationship of Job Satisfaction, Organizational Culture, and Employee Performance in Small Medium Enterprise. *International Journal of Professional Business Review*, 8(2), e0876-e0876
- Becker, G. S. (1962). Investment in human capital: A theoretical analysis. *Journal of political economy*, 70(5, 2), 9-49
- Dangol, P. (2021). Role of performance appraisal system and its impact on employee motivation. *Quantitative Economics and Management Studies*, 2(1), 13-26.
- Elrayah, M., & Semlali, Y. (2023). Sustainable Total Reward Strategies for Talented Employees' Sustainable Performance, Satisfaction, and Motivation: Evidence from the Educational Sector. *Sustainability*, 15(2), 1605
- Enohuean, E. C. (2021). *Evaluating the Impact of Human Resource Planning on Organizational Performance: A Case Study of National Insurance Corporation of Nigeria (NICON)* (Doctoral dissertation, Dublin, National College of Ireland)
- Fleischhauer, K. J. (2007). A review of human capital theory: Microeconomics. University of St. Gallen, Department of Economics Discussion Paper, (2007-01)
- Freeman, R. (1976). *The overeducated American (No tittle)*

- Fried, Y., & Slowik, L. H. (2004). Enriching goal-setting theory with time: An integrated approach. *Academy of management Review*, 29(3), 404-422
- Hayek, M., Thomas, C. H., Novicevic, M. M., & Montalvo, D. (2016). Contextualizing human capital theory in a non-Western setting: Testing the pay-for-performance assumption. *Journal of Business Research*, 69(2), 928-935.
- Kakui, I. M., & Gachunga, H. (2016). Effects of career development on employee performance in the public sector: A case of national cereals and produce board. *Strategic Journal of Business & Change Management*, 3(3), 307-324.
- Kathina, C., & Bula, H. (2021). Effects of Recognition and Job Promotion on Employee Performance of Commercial Banks in Kenya. *European Journal of Business and Management*, 13(8), 47-53.
- Kirimi, R. N., & Maende, C. (2019). Training and Development Techniques and Employee Performance in the Ministry of Labour and Social Protection, Nairobi City County, Kenya. *International Journal of Current Aspects*, 3(2), 131-144.
- Lipuku, F., Sang, H., & Rop, W. (2022). Reward and Compensation Management Initiatives on Employee Performance: An Evidence of Organization Development Initiatives. *East African Journal of Business and Economics*, 5(1), 72-79. <https://doi.org/10.37284/eajbe.5.1.552>
- Locke, E. A., & Latham, G. P. (2019). The development of goal setting theory: A half century retrospective. *Motivation Science*, 5(2), 93
- Locke, E., & Latham, G. (2015). Goal-setting theory. In *Organizational Behavior 1* (pp. 159-183). Routledge.
- Lunenburg, F. C. (2011). Goal-setting theory of motivation. *International journal of management, business, and administration*, 15(1), 1-6
- Mamah, A. A., & Ulo, F. U. (2015). Application of equity theory on skilled manpower retention: A study of medical practitioners in public specialist hospitals in Enugu Metropolis, Nigeria. *International Journal of Research in Business Management*, 3(11), 95-110.
- Manurung, L., & Ningsi, E. H. (2021). The Effect of Rewards, Incentives and Welfare Allowances on Employee Morale at PT. PNM (Independent National Capital) Binjai. *Jurnal Mantik*, 5(3), 1989-1997.
- Mvuyisi, M., & Mbukanma, I. (2023). Assessing the impact of on-the-job training on employee performance: A case of integrated tertiary software users in a rural university. *International Journal of Research in Business and Social Science (2147-4478)*, 12(1), 90-98.
- Ngowo, B. F. (2020). *Effects of Human Resource Planning to the Employees' Performance in the Government Agencies: Case of Higher Education Students Loan Board* (Doctoral dissertation, The Open University of Tanzania).
- Nwali, N., & Adekunle, M. (2021). Does Training and Development Impact the Employee Performance or another Ritual. *Applied Journal of Economics, Management and Social Sciences*, 2(1), 42-48
- Obonyo, S. W., & Felistus, M. (2021). Effects of Reward Practices on Employee Job Satisfaction Of Kenya Airways, Nairobi City County, Kenya. *European Journal of Social Sciences Studies*, 6(6)

- Prasetya, D., Irgantini, S., Jihaz, Y., Rachman, F., Adzkie, F. M., & Sukandi, P. (2020). Influence on Human Resource Planning and Supervision of Employee Work Productivity Pt. Perkebunan Nusantara VIII Commodity Ciater Garden Tea Subang. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(4), 3392-3398
- Rosalia, P. D., Mintarti, S., & Heksarini, A. (2020). The effect of compensation and motivation on job satisfaction and employee performance at SMK Medika Samarinda. *Saudi Journal of Business and Management Studies*, 5(7), 448-454.
- Ryan, J. C. (2016). Old knowledge for new impacts: Equity theory and workforce nationalization. *Journal of Business Research*, 69(5), 1587-1592.
- Saman, A. (2020). Effect of compensation on employee satisfaction and employee performance. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 4(01).
- Schultz, T. W. (1961). Investment in human capital. *The American economic review*, 51(1), 1-17.
- Siedlecki, S. L. (2020). Understanding descriptive research designs and methods. *Clinical Nurse Specialist*, 34(1), 8-12.
- Singh, S., & Swami, A. (2023). The Impact of Training and Development on Employee Performance: A Case Study of ABC Brands. In *Management in Action* (pp. 35-44). Routledge
- Tan, E. (2014). Human capital theory: A holistic criticism. *Review of educational research*, 84(3), 411-445.
- Ubah, C., & Ibrahim, U. A. (2021). Examining the effect of human resource planning on the performance of public sector organizations: Evidence from Nigeria. *International Journal of Research in Business and Social Science (2147-4478)*, 10(5), 72-82.
- Vaske, J. J., Beaman, J., & Sponarski, C. C. (2017). Rethinking internal consistency in Cronbach's alpha. *Leisure sciences*, 39(2), 163-173