

INFLUENCE OF REWARD ON EMPLOYEE'S PERFORMANCE

(A case study of Machakos County Government)

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Abstract

Organizations are commonly defined as instruments of propose. They are seen as coordinated by intentions and goals. This study concentrated on the influence of reward on employee performance at Machakos County Government. The aim of the study was to examine the most significant reward factors that influence the performance of Machakos County Government employees. The researcher analyzed four factors of rewards which were: basic salary, training and development, Health Benefits, and House allowance. A total of 120 questionnaires were distributed to 120 staffs of Machakos County Government by hand and only 36 questionnaires were sampled for analysis. The data was analyzed by using Statistic Package for Social Sciences (SPSS). Research findings helped determine whether there was significant relationship between basic pay, House allowance, training and development, and health benefits and employee performance. The finding of the study indicated that there was a significant relationship between basic pay, House allowance, training and development, and health benefits and employee performance

Keywords: Reward System, Performance, Training, Job Enrichment

1.1 Introduction

Reward management is one of the strategies used by Human Resource Managers for attracting and retaining suitable employees as well as facilitating them to improve their performance through motivation and to comply with employment legislation and regulation. As a result of these pressures, HR managers seek to design reward structures that facilitate the organizations strategic goals and the goals of individual employees. Reward systems are very crucial for an organization (Maund, 2001). Rewards include systems, programs and practices that influence the actions of people. The purpose of reward systems is to provide a systematic way to deliver positive consequences. The fundamental purpose is to provide positive consequences for contributions to desired performance (Wilson, 2003). The only way employees will fulfil the employer's dream is to share in their dream (Kotelnikov, 2010). Reward systems are the mechanisms that make this happen. They can include awards and other forms of recognition, promotions, reassignments, non monetary bonuses like vacations or a simple thank-you. When employees are rewarded, they get work done (Ryan & Pointon, 2005).

Employers get more of the behaviour they reward, not what they assume they will automatically get from employees. Thus when employees surpass their target or exceed their standard they should be rewarded immediately as a way of motivating them. By doing this, employees directly connect the reward with behaviour and higher performance they have attained. Effective reward systems should always focus on the positive

reinforcement. Positive reinforcement encourages the desired behaviour in organizations. This encourages employees to take positive actions leading to rewards. Reward programs should be properly designed in the organization so as to reinforce positive behaviour which leads to performance (Torrington & Hall, 2006).

A study in US, by Scottrade Inc, an organization that deals with financial services indicated that there was a need to improve levels of employee motivation fast in order to improve performance (Gyurcik & Brawley, 2000). In the said firm, managers focused on 'recognition' as the key to raising employee morale. Every employee could nominate anyone they considered worthy of recognition. Successful employees got certificates and they really felt appreciated. In the experience of a 'recognized' employee "to be recognized formally gave me extra motivation and made me wonder what I could do to keep the momentum going" (Gyurcik & Brawley, 2000. Pp. 15-30).

The study indicated that the organization delivered superior performance and took care of its employees even in the turbulent environment that had gripped the entire financial services industry. The firm had given good performance and industry observers felt that its performance management and reward system was responsible for this (Purkayastha & Chaudhari, 2011).

County Governments are service providers to the public and their excellent performance is key to the development agenda of the country and its ambitions toward vision 2030. Like any other organizations in provision of goods and services, competitive advantage is important for the county government in provision of services. An organization that values its employees tends to have a competitive edge over its competitors who assume less value to their employees. Reward has been regarded as the best motivator to the employees; however the question of how long it lasts remains unanswered (Kusereka, L. G. 2003).

1.2 Statement of the problem

Reward management is one of the strategies used in organizations to improve organizational performance. Researchers, practitioners and scholars have established that there is a positive link between reward management and desired performance. Searle (1990) discovered that the individual's satisfaction with rewards is, in part, related to what is expected and how much is received. Feelings of satisfaction or dissatisfaction arise when individuals compare their input, job skills, education, effort, and performance to the mix of extrinsic and intrinsic rewards they receive which in turn is responsible for their withholding efforts.

Bacon et al (as cited by Uzair, 2011), emphasized that employees are key to maintaining competitive edge by any organization. To be successful in global market, a firm needs highly motivated, skilled and satisfied workforce that can produce quality goods at low cost. According to Sarvadi (2010), firms that don't match or exceed the reward levels of their competitors will have difficulty attracting and retaining top workers. Properly measuring performance ensures that a reward program pays off in terms of business goals since rewards have a real cost in terms of time and money.

Machakos County Government is an organization that offers essential services to the public thus supporting other sectors of the economy. The management under the guidelines of the national government has established rewards in the organization; these include basic salary, training, health benefits and house allowance in pursuit of increasing employee performance so as to ensure prompt and quality service. However, the extent to which these forms of rewards influence employee performance is not established. This study will therefore aim at determining the influence of rewards on employee's performance in Machakos County Government.

1.3 General Objective of the study

The general objective of this study was to establish the influence of reward on employees' performance in County governments system in Kenya, a case of Machakos county government.

1.4. Specific objectives were to:

1. Determine the influence of basic salary on employees' performance in Machakos County Government.
2. Establish the effects of employee training on employees' performance in Machakos County Government.
3. Evaluate the effects of house allowances on employees' performance in Machakos County Government.
4. Assess the influence of health benefits to employees on employees' performance in Machakos County Government.

1.5. Research Questions

The study was guided by the following questions:

1. How does basic salary influence employee's performance in Machakos County Government?
2. What were the effects of employee training on employee's performance in Machakos County Government?
3. How did house allowance influence employee's performance in Machakos County Government?
4. Did provision of health benefits influence employee's performance in Machakos County Government?

1.6. Significance of the Study

The county governments would benefit with the necessary knowledge on how reward influences employee's performance and probably come up with policies and measures aimed at improving performance of their employees

The research findings would bridge the gap in knowledge in the area of study. The study would inspire a series of researchers to build on the recommendations given after the research. This was important since not much study has been carried out in the area.

The study has provided recent information on reward and performance to HR managers and leaders of organization that they can apply when evaluating or employing organizations policies concerning reward systems and performance based on these factors.

Attractive remunerations, training, health benefits and house allowance are some of the reward aspects that influence employee's performance and therefore adequate knowledge on how these factors affect employee performance would have direct benefit to the employees.

1.7. Limitation of the Study

1.7.1. Method of Data Collection

Sampling method was used in the study to collect the data. This method of data collection has its own limitations.

The researcher was not quite sure whether all the target respondents would give all the required information. The researcher strived to win the confidence of those involved in the research by giving them the reasons for the research and assuring them of confidentiality.

1.7.2. Biasness

Personal bias of the respondents could not be ruled out while answering a few questions in the structured questionnaire that would be adopted by the researcher. To minimize chances of biasness, random sampling technique of data collection was adopted.

1.8. Scope of the Study

The study aimed at determining the influence of reward on employee's performance specifically to Machakos County Government. Respondents were employees of the County Government of Machakos. Questionnaires were used to gather information from the respondents

2.1. Reward system and performance

Organizations exist for the sole purpose of producing goods or services. Performance therefore, becomes pre-requisite for survival of organizations. For organization whose performance does not meet the expectations of their clients may be forced to wind up and leave. Performance becomes a key issue when rewards are given to employee's contribution towards the success of an organization. Rate busters are awarded more pay to compensate for the efforts they give in return while non-performance is reprimanded (Vincenzo, 1997).

2.1.1 Effects of basic salary on employees performance

Papa (2008) observed that intellectual creativity cannot be 'programmed' and directed the way we program and direct an assembly line or an accounting department. This kind of intellectual contribution to the enterprise cannot be obtained by giving orders, by traditional supervisory practices, or by close systems of control. Even conventional notions of productivity are meaningless with reference to the creative intellectual effort. Given the right conditions, most people will want to do well at work. They believe that the satisfaction of doing a good job is a strong motivation. Many people interpret this (Theory Y) as a positive set of beliefs about workers and fair treatment to all employees. According to Jerald (1997) employee satisfaction with pay level is important because it has been found to have effects on levels of absenteeism and turnover which in turn affects employee's performance.

According to Heneman & Judge (1999), basic salary can be a factor in decision to stay or leave, it is clear that dissatisfaction with pay can be a key factor in turnovers. It was also observed by Cooke (1987) that the linkage between pay and behaviors of employees results in better individual and organizational performance. The process by which the organization creates and administers incentive pay can help its use of incentives to achieve the goal of motivating employee (Kaufman, 1992). According to Shawn (1993) the test of a good pay-for-performance plan is simple: It must motivate managers to produce earnings growth that far exceeds the extra cost of the program. Though employees should be made to stretch, the goals must be within reach and reasonable in relation to what the employee earns in return.

Fair remuneration adds up to business advantages and it also true that aligning reward and diversity strategies is not only common sense but good business sense. Equal pay audits can help organizations achieve central business targets if employers are smarter at using the data to find the underlying causes for unexplained gaps exposed by an analysis of pay figures. Employers should begin from the principal that all individuals should receive equal pay for equal work. Equal pay reviews must therefore look beyond gender and explore other diversity dimensions. This will help employers to spot circumstances where individuals are paid unfairly, for no justifiable reason. Employers should also recognize that equal pay audits go beyond number crunching, massaging figures and complying with legislation. They are about using figures to expose flawed employment policies and practices so these can be reviewed to make sure the same problems don't occur again (Brian, 2006).

2.1.2 Effects of training and development on employees performance

Employee development can manifest itself in many forms of training, evaluations, educational programs, and even feedback. If executed correctly, the effects of training on employee performance can often encourage growth within the worker and the organization itself. The hope is that employees who receive training in line with their individual or organizational goals will become more efficient in what they do. Organizations should look at the positive effects of training on employee performance, and consider employee development as a targeted investment into making the front line worker stronger. Employee development plans, when tailored correctly and executed in accordance with the individual and organizational needs, can significantly increase the efficiency of the worker, and dramatically decrease any associated costs that may be generated by the employee (Nickels, 2009).

Management ought to focus on rearranging work to promote motivation factors through the following three possibilities: Job extension that combines the work of several jobs; Job rotation that alternates workers between a limited number of jobs over time; Job enrichment that diversifies work and provides greater but more responsibility. Employees must be trained to enable them cope with additional or new responsibilities given to the through job enrichment, enlargement and rotation. Herzberg's theory not only defined the elements of job satisfaction, but provided a valuable template to conduct job attitude studies. The motivation-hygiene theory, developed from data collected by Herzberg from interviews with a large number of engineers and accountants in the Pittsburgh area identified satisfiers and dis-satisfiers that affect employee performance (Latt, K. A. 2008).

2.1.3 Effects of house allowances on employees performance

House (rent) allowance is an allocation given by an employer to an employee. The sole purpose of this is to meet the cost of renting a home. Milkovich and Newman (2002) identified that compensation benefits energize and guide behaviors toward reaching a particular goal. Luthans, F. (2006) indicated that people are motivated by money for many different reasons. The need to provide the basic necessities of life motivates most people. Benefits, both financial and otherwise, send a powerful message to employees of an organization as to what kind of organization management seeks to create and maintain, and what kind of standards in terms of performance, behavior and attitudes management seeks from its employees (Beer, 1990).

Rapidly rising home prices in some regional housing markets are making it more difficult to attract and retain labor. Reasons behind this trend include workers declining to relocate into expensive markets or seeking to move out of costly markets, workers changing jobs more frequently in order to reduce commuting on congested

highways, and workers moving to obtain marginally higher wages in order to cope with housing costs. Employers are at times required by law to provide reasonable accommodation for their employees either at or near the place of employment or they pay to the employee such sufficient sum as rent. Recognizing that high housing costs have "bottom-line" consequences, more employers are addressing this problem by offering employer-assisted housing benefit programs. Employer-assisted housing programs also can be used to improve community and/or employee relations and to increase corporate security and property values, all of which can have positive bottom-line effects (Hoffman, 2006).

Nairobi-based civil servants in job group „K“ have, for instance, been receiving a house allowance of Ksh.10,000 per month rendering the mostly senior managers in the rank incapable of accessing housing in middle income estates where rents range between Ksh.25,000 and Sh50,000 a month affecting their job performance. Nairobi-based public servants in job group „L“ have, for instance, been earning house allowances of Ksh.20,000 per month compared to Ksh.12,000 and Ksh.8,000 that their peers in large and small municipalities earn respectively. The least paid workers in job group „A“ earn an average of Sh3, 000 per month, which can only pay rent in informal settlements and Nairobi's low end estates like Kayole and Dandora. House allowance reviews should be among efforts to reform the civil service and make it effective and efficient in service delivery (Juma, 2011).

In motivation, rewards and incentives directly effect on the behaviors of employees. Human Resource Professionals are continuously searching for fresh and innovative ideas to drive positive results through employee's incentive, recognition and reward programs. High-performance companies understand the importance of offering awards and incentives that recognize, validate, and value outstanding work and also care about the general wellbeing of employees. They keep employees motivated and are effective methods of reinforcing company expectations and goals, especially in times when promotion is rare, house allowances are on the rise, overall job satisfaction is low and targets are achieved (Evans, 1986).

2.1.4 Effects of health benefits on Employees performance

Health insurance is a great benefit to the employees. It saves employees money as well as gives them a peace of mind that they have somebody to take care of them in bad times. It also shows the employee that the organization cares about the employee and its family. Wellness programs for healthy working environment may help organization to cut employee's health costs and to lower absenteeism and turnover of employees. Family Health benefits often have spillover effects in the form of loyalty because employees see the benefits as evidence that the organization care about its employees (Grover & Crooker, 1995).

Increasing evidence supports the need for workplace wellness programs and more companies than ever are implementing health and wellness strategies to reduce injuries, health care costs and long-term disability. With additional benefits such as reduced absenteeism, higher productivity, reduced use of health care benefits and increased morale and loyalty, its not surprising more and more employers are choosing to implement workplace wellness programs within their companies. Preventable illness makes up approximately 80% of the burden of illnesses and 90% of all health care costs. Employers are beginning to realize they can take advantage of this statistic and work to provide services and decrease the occurrence of those preventable diseases. There are many real benefits to workplace wellness programs. There is increasing evidence to support implementation of wellness programs in all types of companies and businesses, big or small (Michelle, 2011).

2.2 Critical review

However, many managers, including human resources directors, mistakenly believe that employee motivation can be won through monetary rewards or other perks (allowances). They learn soon enough that such perks are taken for granted and that money is not the key to employee motivation (Belilos, 1999).

Fear is a powerful motivator/de-motivator, but only for a short time and then it dissipates. Management believes that workers need to be closely supervised and comprehensive systems of controls developed. A hierarchical structure is needed with narrow span of control at each and every level. Employees are believed to show little ambition without an enticing incentive program and will avoid responsibility whenever they can. If the organizational goals are to be met, theory X managers rely heavily on threat and coercion to gain their employee's compliance (Papa, 2008).

The two-factor model of motivation, based on the notion that the presence of one set of job characteristics or incentives lead to worker satisfaction at work, while another and separate set of job characteristics lead to dissatisfaction at work. Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena. This theory suggests that to improve job attitudes and productivity, administrators must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to decrease in un-pleasurable dissatisfaction (Herzberg, 1968).

"Job enrichment" in a misguided manner would mean adding unrewarded responsibilities on the shoulders of their supervisors and employees. This results in a feeling of exploitation and has the reverse of the intended effect. A professional and unified management, in a good work environment, is the basis on which to build employee motivation. While high employee turnover reflects on low morale and lack of motivation, when seen from another angle, the absence of turnover quickly results in de-motivation since the possibility of forward-motion is taken away from employees. It is against human nature to remain static, performing the same duties day in, day out, without expectations of change in routine or opportunities for advancement (Belilos, 1999).

The problem of unrealistic self-rating exists partly because supervisors in most organizations do not communicate a candid evaluation of their subordinates' performance to them. Such candid communication to subordinates, unless done skillfully, seriously risks damaging their self-esteem. The bigger dilemma, however, is that failure by managers to communicate a candid appraisal of performance makes it difficult for employees to develop a realistic view of their own performance, thus increasing the possibility of dissatisfaction with the pay they are receiving. Employees often misperceive the rewards of others; their misperception can cause the employees to become dissatisfied. Evidence shows that individuals tend to overestimate the pay of fellow workers doing similar jobs and to underestimate their performance. Misperceptions of the performance and rewards of others also occur because organizations do not generally make available accurate information about the salary or performance of others (Searle, 1990).

Employees enjoy the rewards of added know-how, skills, career opportunities and future security due to business success. It is in the self-interest of employers to explore the underlying issues, such as poor diversity training, weak performance management systems and biased appraisal processes in order to create a culture based on fairness as this contributes to better business performance. Diverse workforce can complement these benefits through increased productivity and performance, but managed badly, efforts to improve diversity can create conflict and tension in the workplace (Brian, 2006).

2.3 Summary

It is very clear from the literature review that overall satisfaction results from a mix of rewards rather than from any single reward. The evidence suggests that intrinsic rewards and extrinsic rewards are both important and that

they cannot be directly substituted for each other. Employees who are paid well for repetitious, boring work will be dissatisfied with the lack of intrinsic rewards, just as employees paid poorly for interesting, challenging work may be dissatisfied with extrinsic rewards and therefore affecting their performance.

2.4 Research gaps

The review of theoretical, empirical and critical literature has clearly identified several knowledge gaps that exist in this area of study. Measuring employee performance is not an easy task given the tendencies of employees overrating their efforts. Developing a reward system based on performance that motivates employees as well as helps organizations achieve their objectives is elusive.

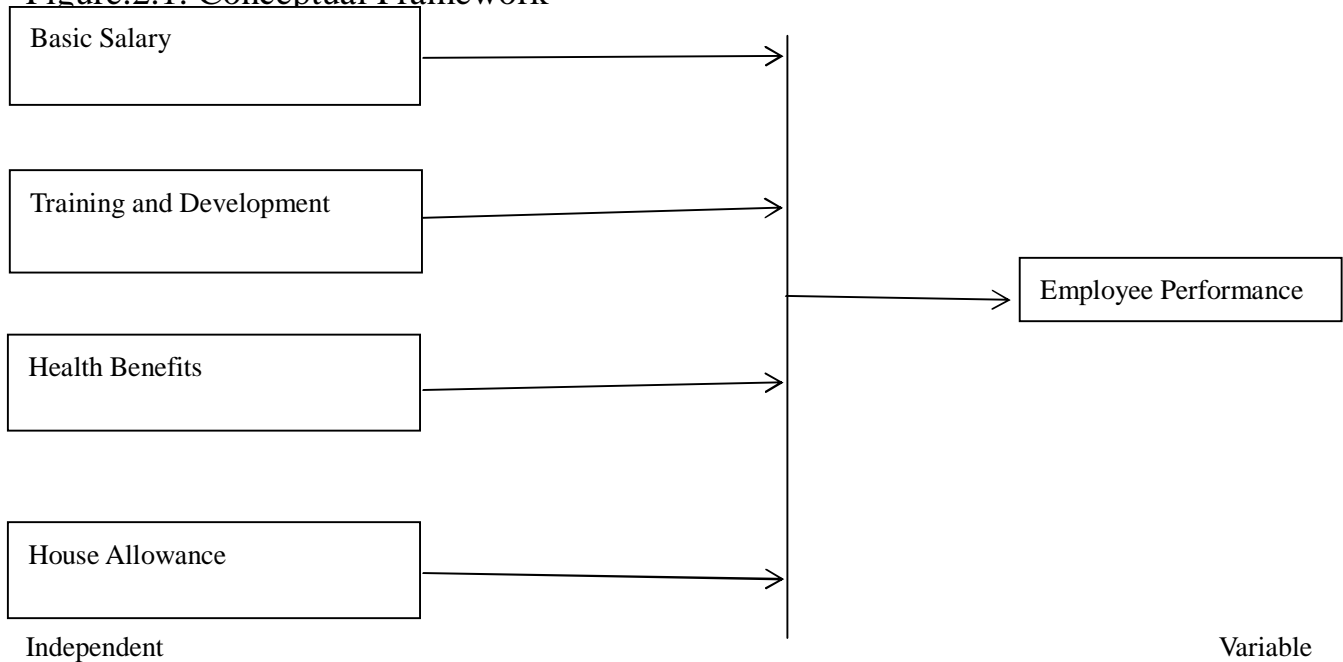
There is evidence that rewards, in its various forms, affects employee performance. However, most existing research on the effects of rewards on employee behaviours and attitudes has focused on how it is administered. In the central government of Kenya individual incentives, merit pay and bonuses do not exist and therefore the focus is in how much is paid rather the form of payment. Finally, Civil Service Reform Program in Kenya's main purpose was to create structures that would make civil service more effective and efficient in service delivery; this has not been achieved so far. This study was expected to bridge these existing literature gaps.

2.5 .Theoretical framework

This study was guided by Henri Fayol's (1916) theory of management which states that management must foster the morale of its employees. He further suggested that real talent is needed to coordinate effort, encourage keenness, use each person's abilities, and reward each ones merit without arousing possible jealousy and disturbing harmonious relationship. This is the principle he called "*Espirit de corps*" amongst the fourteen principles he laid down. The theory has a major weakness because it assumes that workers can only be motivated by monetary rewards for their efforts without considering issues like job satisfaction and human resource training and development. Despite this weakness, this theory gives foundation to any successful organization in its human resource department to be sensitive to the needs of employees when developing or reviewing its employee reward system (Carl, 2001).

2.6. Conceptual Framework

Figure.2.1. Conceptual Framework



Dependent Variable

Researcher 2016

3.1. Methodology

This section comprises target population, sampling frame, sampling techniques, data collection instruments and data analysis techniques together with the research procedures that enables collection of data in an efficient and effective manner.

3.2. Research design

Borg and Gall (1998) defines research design as a process of creating an empirical test to support or refute knowledge claims. Joppe, M. (2000) describes research design as a plan, structure and strategy of investigating research questions. The study used descriptive design to determine how reward system affects employee’s performance. Descriptive research design was adopted for this study as it involves the description and interpretation of circumstances that prevailed at the time of the study. The researcher utilized instruments such as questionnaires that were administered to the employees.

3.3. Target Population

The target population of this study consisted 120 employees of the Machakos County Government. The target population was as follows:

Table 3.1 Population Size

Population category	Target	Percentage (%)
Employees	120	100
Total	120	100

Source: Author (2016)

3.4. Sample Design and Procedure

Sampling is defined as the process of selecting a subset of cases in order to draw conclusion about the entire set. Best (1998) noted that a sample should be large enough to serve as an adequate representative of the population about which the researcher wishes to generate and small enough to be selected economically in terms of subject availability and expenses in terms of both time and money. To make the study manageable as well as representative the formula adopted by Gay (1992) of 30% of the target population was applied. The target population of this study was 120 employees of Machakos County Government. Therefore 30% of 120 is 36 and thus the sample size was 36 respondents.

Table 3.2: Sample Size

Population category	Target	(30% of target)
Employees	120	36
Total	120	36

Source: Author (2016)

3.4 Data Collection

Primary and secondary data was used for the study. Primary data was collected using a structured questionnaires which were divided into two sections, A and B. Section A focused on the profile (demographics) of the respondents while section B contained questions aimed at establishing the effects of rewards on employees performance. The respondents were employees of Machakos County Government serving on permanent terms of service.

3.5 Data Analysis and Presentation.

The researcher used both SPSS and excels as an aid to analyze data. Both qualitative and quantitative analyses were used whereby numbers about a situation was analyzed by choosing specific aspects of that situation. Descriptive statistics was used to analyze the quantitative data that was obtained. Appropriate descriptive statistics i.e. frequency counts, means, and percentages were employed. Data was presented using frequency tables, and pie charts.

4.1. Data analysis, Presentation and Interpretation

This section presents data analysis and discussion on the study findings on influence of reward on employee performance in Machakos County Government.

4.2. Research Findings

The research findings of the study were presented as per the objectives of the study. The following sub-section presents information on the respondents' gender, age bracket, level of education and experience. The findings of the study were presented in the following sub-sections.

4.2.1. Analysis of Response Rate

The researcher distributed 36 questionnaires to the respondents. Only 30 questionnaires were returned representing 83% response rate.

4.2.2. Distribution of the Respondents by gender

The respondents were asked first to indicate their gender. It turned out that 58% of the respondents were men while 42% were females. This implies that work force in the county government of Machakos is evenly distributed. These are as presented in figure 4.1.

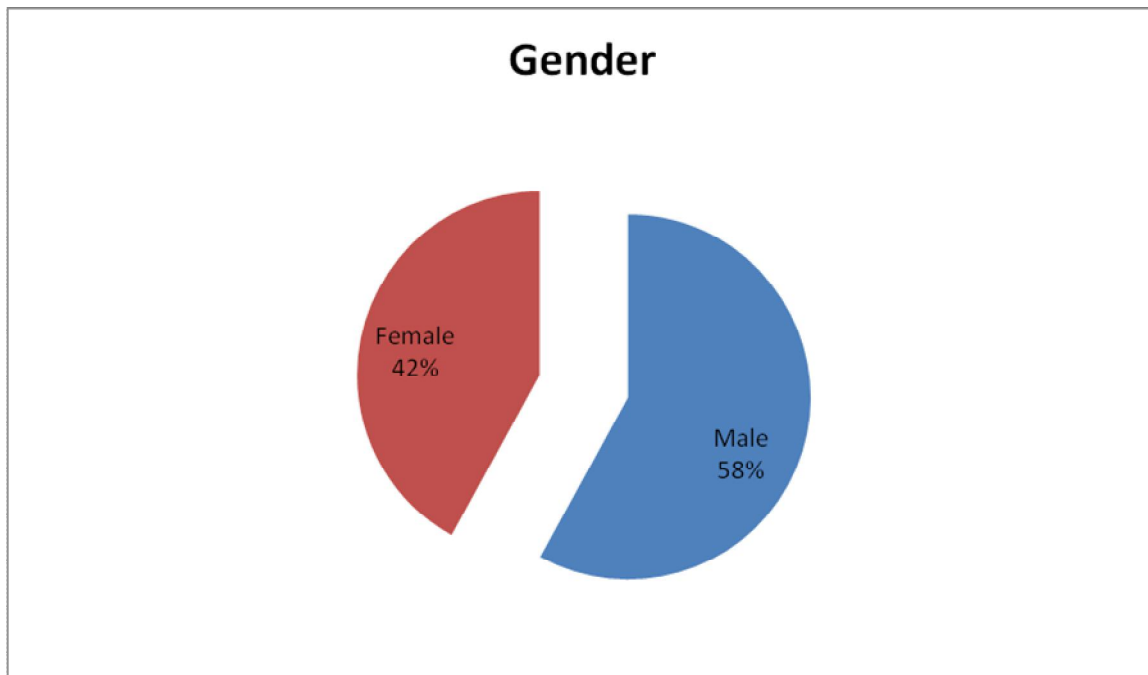


Figure 4.1: Distribution of the Respondents by Gender

Source: Author (2016)

4.2.3. Distribution of Respondents by Age Bracket

The respondents were asked to indicate their age brackets. These are as presented in figure 4.2 below

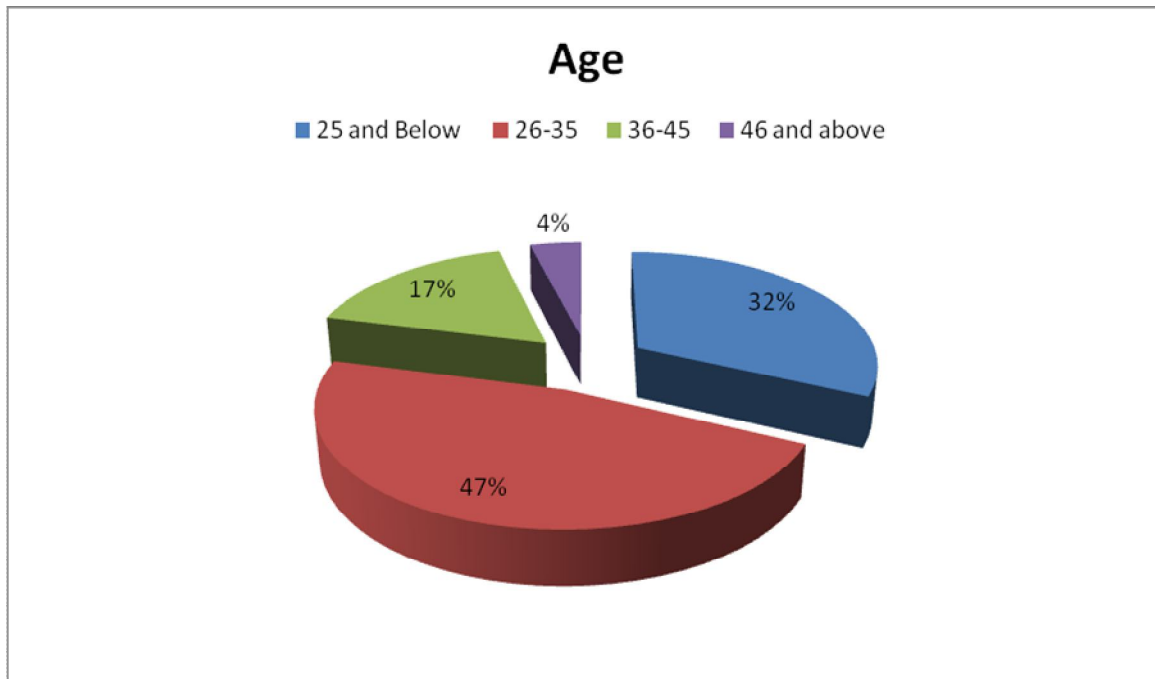


Figure. 4.2. Distribution of Respondents by Age Brackets

Author 2016

Figure 4.2 showed that 32% of the respondents aged between 25 years and below, with 47% aging between 26 and 35 years. 17% of the respondent's aged between 36-45 years while only 4% of the respondents aged 46 years and above. From the study findings it can be established that the majority of the employees are middle aged. This means that there are relatively few experienced employees who can serve as mentors and provide professional support and leadership thus motivating employees. A study by Benell and Mukyanuzi (2005) in Tanzania on employee's motivation crisis found that individual employee characteristics can also adversely impact on motivation levels.

4.2.4. Distribution of Respondents by Highest Academic Qualification

The respondents were asked to indicate their highest academic qualifications. It turned out that 23% of the respondents were diploma holders, 64% were degree holders while only 10% were masters holders and 3% other qualifications. From the findings of the study it was concluded that the employees from the County are well qualified. These are presented in figure 4.3.

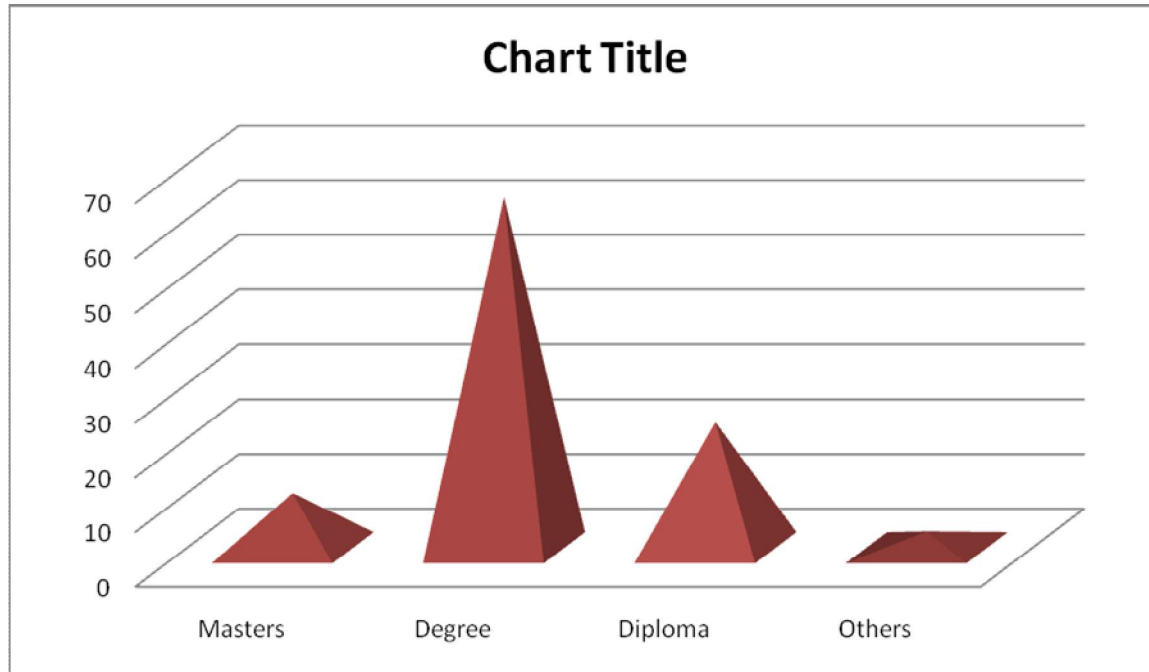


Figure 4.3 Distribution of Respondents by Highest Academic Qualifications

Source: Author (2016)

4.2.5. Distribution of Respondents by Experience

Respondents were asked to indicate the period for which they had worked with the County Government. It turned out that slightly more than half of the respondent's i.e. 66% had been working for the period of 0-5 years and 11% had served in the profession for a period of 6-15 years. 7% had worked for a period of 16-25 years and 16% for over 26 years. It can therefore be argued from the study findings that the majority of the workers have not been in their profession with the county government for a long time. These results are as presented in figure 4.4 .

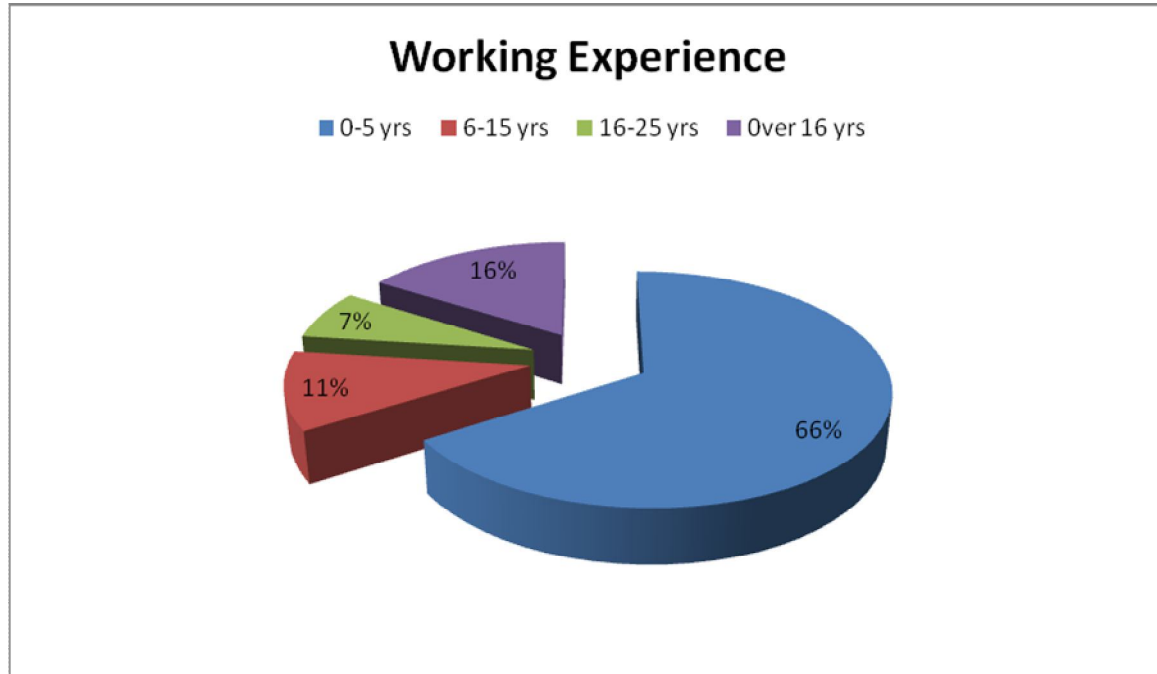


Figure 4.4. Distribution of Respondents by Working Experience

Researcher, 2016

4.3. Analysis of variables under study

According to the literature review, it is worth noting that reward influences performance. The researcher looked at the aspects of reward influencing employee performance. These factors included basic salary, training, Health benefits and house allowance working as analyzed in this study.

4.3.1. Basic Salary and Employee performance

The study aimed at determining how basic salary influences employee performance. The respondents were supposed to give information on how basic salary influences performance. Four structured statements were incorporated with a scale ranging from strongly agree to strongly disagree. For ease of analysis, strongly agree and agree were combined as agree while strongly disagree and disagree were combined as disagree. The respondent's percentage of agreement and disagreement with the various statements are shown in the table 4.1.

Table 4.1. Basic Salary and Employee performance

Statement	Agree F(%)	Neutral F(%)	Disagree F(%)
Am satisfied with salary paid in my organization	5(17)	1(3)	24(80)
Salary paid motivates me to perform better	10(33)	3(7)	17(60)
Basic salary is paid promptly	4(17)	2(3)	24(80)
Basic salary is equitably paid in my organization	13(43)	1(3)	16(54)

Author: (2016)

From the table 4.1 above, majority of the respondents 5(17%) stated that they were satisfied with salary paid in their organization, 1(3%) were neutral and 24(80%) disagreed that they were satisfied. On whether salary motivated them to perform better, 10(33%) agreed that they were satisfied, while 3(7%) were neutral and 17(60%) disagreed. 4(17%) of the respondents agreed that their salaries were paid promptly, while 2(3%) remaining neutral with 24(80%) disagreeing. 13(43%) agreed that basic salary is equitably paid with 1(3%) remaining neutral and 16(54%) disagreeing.

4.3.2. Training and Employee performance

The study aimed at determining how training influences employee performance. The respondents were supposed to give information on how training influences employee performance. Four structured statements were incorporated with a scale ranging from strongly agree to strongly disagree. For ease of analysis, strongly agree and agree were combined as agree while strongly disagree and disagree were combined as disagree. The respondent's percentage of agreement and disagreement with the various statements are shown in the table 4.2 .

Table 4.2 Training and Employee Performance

Statement	Agree F(%)	Neutral F(%)	Disagree F(%)
There is a skill gap in job	21(90)	2(7)	7(3)
There is need for more training opportunities	25(83)	0	5(17)
I have had adequate training for the last one year	6(20)	1(3)	23(77)
I would perform better had I been given enough training	14(47)	4(13)	12(40)

Researcher 2016

In the table 4.2 above, only 21(90%) agreed that there was a skill gap in their organization, with 2(7%) remaining neutral while 7(3%) disagreed. Majority of the respondents 25(83%) indicated that there was a need for more training opportunities with 5(17%) disagreeing that there was need for more training opportunities. On whether

the employees had adequate training for the last one year, 6(20%) agreed with only 1(3%) remaining neutral and 23(77%) disagreeing. 14(47%) agreed that they would perform better had they been given enough training with 4(13%) remaining neutral and 12(40%) disagreeing.

4.3.2. Health Benefits and Employee performance

The study aimed at determining how Health benefits influences employee performance. The respondents were supposed to give information on how health benefits influences employee performance. Four structured statements were incorporated with a scale ranging from strongly agree to strongly disagree. For ease of analysis, strongly agree and agree were combined as agree while strongly disagree and disagree were combined as disagree. The respondent's percentage of agreement and disagreement with the various statements are shown in the table 4.3.

Table 4.3 Health Benefits and Employee Performance

Statement	Agree F(%)	Neutral F(%)	Disagree F(%)
There is a health policy in place in my organization	10(33)	1(4)	19(63)
The work environment is health hazard free	23(77)	0	7(23)
My organization pays health benefits on time	10(33)	2(7)	18(60)
The health package offered is enough for me and my family	6(20)	3(10)	21(70)

From the table 4.3 above, 10(33%) of the respondents indicated that there is a healthy policy in place in their organization with 1(4%) remaining neutral and 19 (63%) disagreeing. Only 7(33%) disagreed that the work environment is health hazard free with 23(77%) agreeing. Majority of the respondents 18(60%) indicated that they did not agree that their organization pays health benefits on time, with 10(33%) agreeing that their organization pays health benefits on time while 2(7%) were neutral. Only 6(20%) agreed that the health package offered is enough for them and their family with 3(10%) remaining neutral and 21(70%) disagreeing.

4.3.4. House Allowance and Employee performance

The study aimed at determining how House Allowance influences employee performance. The respondents were supposed to give information on how house allowance influences employee performance. Four structured statements were incorporated with a scale ranging from strongly agree to strongly disagree. For ease of analysis, strongly agree and agree were combined as agree while strongly disagree and disagree were combined as disagree. The respondent's percentage of agreement and disagreement with the various statements are shown in the table 4.4.

Table 4.4. House Allowance and Organizational Performance

Statement	Agree F(%)	Neutral F(%)	Disagree F(%)
Am paid enough to commute to work daily	5(17)	3(10)	22(73)
Am satisfied with house allowance received	12(40)	2(7)	16(53)
House allowance is a motivating factor to performance	15(50)	1(3)	14(47)
House allowance is promptly paid	13(43)	2(7)	15(50)

From the table 4.4 above, majority of the respondents 22(73%) indicated that they disagreed with the statement that the house allowance paid is enough while only 3(10%) remained neutral with only 5(17) agreeing. 12(40%) of the respondents indicated that they were satisfied with the house allowance received in their organization with 2(7%) remaining neutral and 16(53%) disagreeing. On whether house allowance is a motivating factor 22(73%) agreed, with 1(3%) remaining neutral and 7(24%) disagreeing. Majority 15(50%) indicated that house allowance is paid promptly while 2(7%) were neutral and 13(43%) did not agree with the statement.

4.4. Summary

From the research findings and as evidenced by the literature review, it is apparent that basic salary, training, healthy benefits and house allowance influences employee performance. The researcher highlighted factors of rewards and how they influence employee performance in Machakos County. These factors included basic salary, training, healthy benefits and house allowance. The research findings indicated that basic salary, training, healthy benefits and house allowance are key to organizational performance.

5. Conclusion

The results of this study revealed a very large wage gap between the average earnings of employees in the County government. Those who are still on the Government payroll earn less than others in other sectors despite their level of academic and professional qualification being the same. The evidence collected indicates that employees within the county who are on special payroll (high salary) performed better than those on payroll whose salaries are comparatively low; and it therefore follows that performance of employees depends on their basic salaries. The study has also showed that there is a positive relationship between training and employee performance,

People are motivated by money for many different reasons. The need to provide the house allowance, health benefits and basic necessities of life motivates most people. Healthy employees help organization to meet its targets/objectives and also to reduce employer's operational costs by lowering rate of absenteeism. Health benefits often have spillover effects in the form of loyalty because employees see the benefits as evidence that the organization cares about its employees and therefore motivates them. The findings suggest that employee's performance depends on the health benefits they receive.

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