

Intrinsic Reward and Organization Performance at Vihiga County Government, Kenya

Wilberforce Lumumba, Oluoch Mercy Florah

University of Nairobi, Kenya

Abstract:-Due to the prevailing cut-throat competition in the global economy, organizations spend much of its resources to enhance their performance. To enhance employees' performance, they need to be provided with both financial and non-financial reward. This study therefore looked at the effect of intrinsic reward on organization performance in Vihiga county government, Kenya. The study specific objectives were: To examine the effect of trust on organization performance in Vihiga county government, Kenya; To find out the effect of recognition on organization performance in Vihiga county government, Kenya; and To establish the effect of promotion on organization performance in Vihiga county government, Kenya. The researcher employed a descriptive survey research design. The population of the study consisted of nine departments in the county government. Specifically, the study targeted 2, 819 employees out of which 350 employees were sampled. The researcher collected data using questionnaires. The Pearson Product Moment Correlation Coefficient and simple linear regression were used to estimate the influence of intrinsic reward on organization performance of county government in Vihiga County. The study found out that promotion had the highest effect on organization performance followed by trust and recognition. The study also revealed that promotion, trust and recognition accounted for 29.8%, 22.2 and 18.2% respectively of the variability in organization performance. Intrinsic reward also had a positive and significant effect on organization performance and accounted for 28.7% of the variability in organization performance. The study therefore recommended that organization that wishes to register an increase in organization performance should provide their employees with intrinsic reward packages mainly promotion, trust and recognition.

I. BACKGROUND OF THE STUDY

Cut throat competition in the global economy has made most of the organizations to spend their internal and external resources to enhance performance. Organizations that wish to be competitive must utilize their internal resources that entail employees, physical and financial resources. According to Armstrong (2010), employees are the most valuable resources in an organization for enhanced performance. Armstrong (2010) depicts that employees' motivation through reward is very key in an organization. Currently, organizations are relying on intrinsic rewards to enhance organization performance instead of extrinsic reward because they have proved to be a strategic component of developing employees' capabilities and improving their commitment and attitude towards superior organization performance.

Studies conducted have given mixed research findings on effect of intrinsic reward on organization performance. A study conducted by Nduro (2012) on the effect of non-financial reward on job performance posits that superior job performance is as a result of provision of non-financial rewards to employees. Khan, Waqas and Muncer (2017) observed that intrinsic rewards highly affect employees' job performance in the Courier Companies of City Faisalabad, Pakistan. Smith, Joubert and Karodia (2015) study on impact of extrinsic and intrinsic rewards on motivation of employees in a Medical Devices Company in South Africa found out that there is a significant and positive relationship between reward and motivation in an organization and employees reported that they are motivated more by intrinsic reward than extrinsic reward. Kikoito (2014) study on influence of reward systems and organizations performance in Banking Industry in Tanzania opined that intrinsic rewards such as employees' recognition and praise results into employees' motivation and improved work performance. Obicci (2015) studied influence of extrinsic and intrinsic rewards on engagement of employees in public sector of Uganda and observed that there exists a progressive and significant relationship between intrinsic and extrinsic rewards on employees' engagement.

The study will be anchored on two theories namely social exchange theory and expectancy theory. Social exchange theory postulated by Blau (1964) states that interactions are dependent on another person's action. The theory suggests that negative behaviors an employee has is as a result of bad treatment accorded to them in the work environment. This theory will inform the study variables in that organizations with a conducive climate of trust, recognizes employees, promote employees based on merit and exhibit good leadership results in good relationship that in the long run can result in employee's performance. Expectancy theory as theorized by Vroom (1964). Expectancy theory postulates that an outcome of one variable results to an outcome in the other. From the expectancy point of view, giving employees' intrinsic reward results to expectation of increase in organization performance. The study will rely on this theory to link the relationship between intrinsic reward and organization performance. The researcher conceptualized that organization that giving employees' intrinsic reward can result to organization performance. This means that intrinsic reward influences the outcome which is organization performance. Analysis of the studies conducted on the study variables have brought up study gaps in terms of the study areas and the

dependent variables used thus the current study will be conducted in a different study area, that is Vihiga County and use organization performance instead of employee's performance and employee's satisfaction.

Vihiga County is one of the 47 Kenyan counties found in western part of Kenya. The Kenyan counties have experienced a mirage of challenges since the devolution in Kenya in the year 2013 which have contributed significantly to reduced performance in the county governments. Vihiga County especially has had a reduced performance due to stalled projects and poor level of service delivery which have been occasioned with inability of the county to implement various intrinsic reward programs which have resulted to frequent industrial disputes, disharmony in remuneration and lack of promotional opportunities (CPSM Report, 2017). Vihiga county government has been chosen in this case because from the analysis of the auditor general reports and the controller of budget, issues of the county performance have been brought out. The performance issues can be linked to inadequate intrinsic reward offered by the organization. On this basis, the researcher examined the effect of intrinsic reward on organization performance of Vihiga County Government.

1.1.1 Intrinsic Reward

A reward is any form of material or immaterial services or goodies and employees receive in monetary or non-monetary terms in the cause of their relationship (Malhotra et al., 2007). Aimal et al., (2015) and Shanks (2007) classified rewards into intrinsic and extrinsic rewards. Intrinsic rewards are non-monetary benefits received by the employees in terms of promotion, recognition, trust, status and responsibility while extrinsic rewards are those monetary benefits received by employees in the cause of their working like bonuses, salaries, allowances and performance related pay. Different authors view intrinsic reward differently. According to Richard, Ryan and Deci (2010), intrinsic reward refers to those rewards inherent within the job itself or within an employee while Farooqui & Nagendra (2014) posits that intrinsic rewards are subjective ingredients that elaborate the feelings an employee has towards work and its importance. They categorize intrinsic rewards as trust, recognition, achievement and employees' ability.

Shanks, (2007) observes that intrinsic reward fulfils employees' intrinsic factors like giving them a challenging task, giving them a higher rank and involving them in decision making process. Praise and recognition have been found to be the most efficient intrinsic reward that enhances employees' performance (Bosco, 2014). Shanks (2007) further states that intrinsic reward increases one's self esteem leading to job accomplishment. Intrinsic reward can be derived from the job itself like meaningful work, achievement and challenge or from the task itself like responsibility, variety, self-direction and ability (Aimal et al., 2015). In this study, intrinsic reward element employed will be trust, recognition and promotion.

1.1.2 Organizational Performance

Organization performance is a measure of how well an organization achieves its set objectives. Johnston *et al.* (2004) opined that there are two type of performance that is financial and operational performance. financial indicators of performance includes: return on investment, improvement in profit and sales margin, growth in market share while operational performance indicators included customer loyalty, innovation, quality products, environmental responsibility, efficiency and effectiveness, regulatory compliance and improvement in product design (Inayatullah, Narain and Singh, 2012). This study adopted operational performance indicators in terms of: projects completion rates and service delivery levels.

Zulu and Chileshe (2008) defined a project as a temporary undertaking of creating a unique product or service within a defined timeframe and budget to produce identifiable deliverables. Project completion is the ability to deliver the target project output within the stipulate time (Enshassi, Mohamed and Abushaban, 2009). High level of service quality provision can results to customer satisfaction and loyalty therefore resulting to long-term profitability. Organizations that provide quality services to their clients are more competitive (Zeithal and Bitmer, 2000, Gronroos and Raval, 2011). The study used operational performance indicators to measure organization performance of Vihiga County in terms of project completion rates and service delivery level.

1.1.3 Intrinsic Reward and Organization Performance

A study conducted by Nduro (2012) on the effect of non-financial reward on job performance posits that superior job performance is as a result of provision of non-financial rewards to employees. When employees are given challenging work assignments and responsibilities organization is likely to realize increase in performance. Khan, Waqas and Muncer (2017) observed that intrinsic rewards highly affect employees' job performance in the Courier Companies of City Faisalabad, Pakistan. Smith, Joubert and Karodia (2015) study on impact of extrinsic and intrinsic rewards on motivation of employees in a Medical Devices Company in South Africa found out that there is a significant and positive relationship between reward and motivation in an organization and employees reported that they are motivated more by intrinsic reward than extrinsic reward. Kikoito (2014) study on impact of reward systems and organizations performance in Banking Industry in Tanzania opined that intrinsic rewards such as employees' recognition and praise results into employees' motivation and improved work performance. Obicci (2015) studied influence of extrinsic and intrinsic rewards on engagement of employees in public sector of Uganda and observed that there exists a positive and significant relationship between intrinsic and extrinsic rewards on employees' engagement.

1.1.4 Vihiga County

Vihiga County whose headquarters is in Mbale is Located in the Western Region of Kenya. Vihiga County lies between longitudes 34°30' and 35° 0' E, and latitudes 0° and 0°15' N. Its altitude ranges between 1,300 m and 1,800 m above sea level and slopes gently from west to east. Vihiga County is one of the four Counties in the former Western Province and it borders Nandi County to the East, Kisumu County to the South, Siaya County to the West and Kakamega County to the North. Vihiga County has five Constituencies; Luanda, Emuhaya, Hamisi, Sabatia and Vihiga

Kenya Counties have had a wide range of challenges in the devolution process. Auditor General Report on the Financial Statement of the County Assembly and the Executive for the period ended 30th June, 2016 revealed a range of issues including: accumulation of pending bills, irregularity in procurement of goods and services, unsupported expenditure, weak internal control, unsupported development expenditure, irregular salary advancement, loan repayment default from women and youth funds, missing the local collection revenue target (Auditor General Report of Kenya County Financial Statement, 2016).

Vihiga County has also experienced a number of challenges in light of devolved functions. A close look at the County Public service Board (CPSB) Annual Report to the county assembly of 2017 revealed the county has had a challenge in attracting and retaining qualified personnel, disharmony in remuneration of officers, and frequent industrial disputes (CPSB Report, 2017). The Controller of budget and Auditor General Reports for the financial year 2016/17 show that Vihiga County have continuously missed on its revenue collection target, there are also a number of installed projects, delayed projects utilization and completion that have resulted to poor county operational performance. This study therefore will examine the link between intrinsic reward and organization performance in Vihiga County(CPSB Report, 2017 and Auditor General Report, 2016/2017).

1.2 Research Problem

For an organization to retain their key talent and become competitive in this global market, intrinsic reward is of great importance. Shanks, (2007) observes that intrinsic reward fulfils employees' intrinsic factors like giving them a challenging task, giving them a higher rank and involving them in decision making process. Praise and recognition have been found to be the most efficient intrinsic reward that enhances employees' performance (Bosco, 2014). Intrinsic reward can be derived from the job itself like meaningful work, achievement and challenge or from the task itself like responsibility, variety, self-direction and ability (Aimal et.al, 2015). Organization performance is the output which is obtained by the organization through investing in its workforce. These outputs can be as a result of good service delivery to the citizen, increase profitability, good transport

and telecommunication network and increase in the county development projects.

County Public Service Board (CPSB) Annual Report to the county assembly of 2017 revealed the Vihiga County has faced a challenge of not attracting and retaining qualified personnel, there has also been disharmony in remuneration of officers and frequent industrial disputes (CPSB Report, 2017). Controller of budget and Auditor General Reports for the financial year 2016/17 show that Vihiga County have continuously missed on its revenue collection target, there are also a number of installed projects, delayed projects utilization and completion that have resulted to poor county operational performance. Public Service Commission draft strategic plan illustrate that counties need to motivate and reward their employees equitable. There should be also promotion based on merit for counties to realize improved performance.

Studies conducted concerning intrinsic reward and organization performance have given mixed research findings on effect of intrinsic reward on organization performance. Farwa and Niazi (2013) observed that intrinsically motivated staff perform well in an organization while Pangermanan (2015) found out that intrinsic motivation factors contributes to employees job performance. A study conducted by Nduro (2012) also agrees with this assertion that intrinsic rewards results to superior job performance in an organization. A study conducted by Nduro (2012) on the effect of non-financial reward on job performance posits that superior job performance is as a result of provision of non-financial rewards to employees. Khan, Waqas and Muncer (2017) observed that intrinsic rewards highly affect employees' job performance in the Courier Companies of City Faisalabad, Pakistan. Smith, Joubert and Karodia (2015) study on impact of extrinsic and intrinsic rewards on motivation of employees in a Medical Devices Company in South Africa found out that there is a significant and positive relationship between reward and motivation in an organization and employees reported that they are motivated more by intrinsic reward than extrinsic reward. Kikoito (2014) study on impact of reward systems and organizations performance in Banking Industry in Tanzania opined that intrinsic rewards such as employees' recognition and praise results into employees' motivation and improved work performance. Obicci (2015) studied influence of extrinsic and intrinsic rewards on engagement of employees in public sector of Uganda and observed that there exists a positive and meaningful relationship between intrinsic and extrinsic rewards on employees' engagement.

Analysis of the studies conducted on the study variables have brought up study gaps in terms of the study areas and the dependent variables used thus the current study will be conducted in a different study area, that is Vihiga County use organization performance instead of employee's performance and employees satisfaction resulting to the study methodological gaps. The CPSB Report (2017) illustrates that Vihiga county government sometimes fail to motivate its employees through provision of intrinsic reward packages

while the Auditor and Controller of Budget Reports (2016/17). Studies highlighted above have linked intrinsic reward to organization performance hence the study seeks to find answers to the following question: Is there a link between intrinsic reward and organization performance in Vihiga County? This study therefore established the effect of intrinsic reward on organization performance of Vihiga County Government, Kenya.

1.3 Research Objectives

The study sought to establish the effect of Intrinsic Reward on Organization Performance of Vihiga County Government, Kenya.

II. LITERATURE REVIEW

2.1 Social Exchange Theory

Social Exchange Theory (SET) was propounded by Blau (1964). This theory involves generation of responsibilities which is as a result of sequence of interactions. Lee (2008) opined that SET views that interactions depends on another person's actions. According to Greenberg and Scott (1996) SET can be used to foresee work behavior in the field of organization whereby negative behavior portrayed by employees in an organization is as a result of bad treatment accorded to them in an organization.

Lee (2008) supports the assertion of the use of SET because one can attribute results in relation to the other and vice versa. Employer-employee relationship can therefore be sustained in an organization through attributes like trust, recognition, promotion and leadership which results in improved organization performance. According to Miller (2005), SET faces a number of prejudices in that it reduces interactions in an organization because of what is transpired to arise from economic needs of employer and employees. The theory also uses freedom and openness which are sometimes not an ingredient of good work relationship.

Social Exchange Theory is important to this study because it informed study objective. This implies that organization is a social setting which needs to value their employees by placing them in a responsibility of trust, by recognizing and promoting them and finally management providing good leadership which motivates staff to achieve superior organization performance.

2.2 Expectancy Theory

Vroom (1964) opined that expectancy theory concept is originated from valency-instrumentality. Valence is a belief that performing something will result into another while expectancy is a notion that an outcome of another is influenced by an act. Armstrong (2010) furthered Vroom's assertion by noting the strength in an organization can be used to expound expectancies. Maximum strength is shown by outcome resulting from an act while minimum outcome is shown by outcome not resulting from an act. From the past experience, employees who perform beyond their duties are

rewarded better for enhanced performance. However, critics of this theory opined that the theory is so broad and deep thus making it difficult to test all its aspects. Expectancy theory will inform the study independent variable (intrinsic reward) and dependent variable (organization performance). It is expected that employees who are intrinsically rewarded will exhibit superior performance and in the long run results to increase in the organization performance.

Expectancy theory linked to the intrinsic reward constructs of recognition, trust and promotion are expected to result to organization performance. When employees are recognized, trusted and promoted, it is expected that this will result to organization performance in terms of faster projects completion rates and improved service delivery.

2.3 Intrinsic Reward and Organization Performance

This study examined the relationship between intrinsic reward and organization performance based on three elements of intrinsic reward namely employees' recognition, trust and promotion. Recognition is the ability of identifying and acknowledging an employee by a supervisor or a senior manager for their positive contribution in the place of work. A study conducted by Muchai & Benson (2014) at Nakuru Water and Sanitation Services Company on the effect of employee recognition on job performance opined that recognition results to employee satisfaction thus resulting to improved job performance. Promotion can be defined as employees' advancement in position or rank in an organization hierarchy. A study by Naveed, Usman, & Bushra (2011) in Glass Industry of Lahore Pakistan found out that promotion is a positive predictor of employees' job satisfaction. Trust is defined as the manager's ability and willingness to place positive expectations for the performance of an organization objectives by employees (Deutsch-Salamon and Robinson, 2011). Zhou, Zhang, and Montoro-Sánchez (2011) observe that employees' collective trust create a climate of collective working for a common goal hence realizing organization performance. Farwa and Niazi (2013) study on intrinsic motivation and employees' performance found out that intrinsic motivation results in higher employees' performance. Mundung and Pangemanan (2015) study also supports the assertion that there is a meaningful and positive influence of intrinsic motivation and job performance. A study conducted by Nduro (2012) on the effect of non-financial reward on job performance posits that superior job performance is as a result of provision of non-financial rewards to employees. When employees are given challenging work assignments and responsibilities organization is likely to realize increase in performance.

Riasat, Aslam and Nisar (2016) studied the Mediating Role of Reward System in Malaysia Hospital and found out that intrinsic reward had a significant and positive relationship on employee's satisfaction and performance. Khan, Waqas and Muncer (2017) observed that intrinsic rewards highly affect employees' job performance in the Courier Companies of City Faisalabad, Pakistan. Richard, Ryan and Deci (2010) study in

Canada on the impact of trust on employees' performance also found a positive and significant relationship. Hafiza et al. (2011) study in Singapore Hospitality Industry on recognition and employee performance concluded that there exists a positive and significant relationship between the two study variables.

Smith, Joubert and Karodia (2015) study on impact of extrinsic and intrinsic rewards on motivation of employees in a Medical Devices Company in South Africa found out that there is a significant and positive relationship between reward and motivation in an organization and employees reported that they are motivated more by intrinsic reward than extrinsic reward. Kikoito (2014) study on impact of reward systems and organizations performance in Banking Industry in Tanzania opined that intrinsic rewards such as employees' recognition and praise results into employees' motivation and improved work performance. Obicci (2015) studied influence of extrinsic and intrinsic rewards on engagement of employees in public sector of Uganda and observed that there exists a positive and significant relationship between intrinsic and extrinsic rewards on employees' engagement. Kilimo, Namusonge, Makokha and Nyagechi (2016) conducted a study on determinants of intrinsic and extrinsic rewards on performance of employees in Kapsara Tea Factory Company in Trans Nzoia County, Kenya. They found out that promotion and growth, career advancement and job security results to increase in employee's performance.

This study will be based on three elements of intrinsic rewards namely trust, recognition and promotion. A study conducted by Deutsch-Salamon and Robinson (2011) and Zare (2012) found out that there exists a significant and positive effect of trust and organization performance. Markova & Ford (2011) established that encourages a climate of trust benefits from smooth internal operations and efficiencies and in the end realizes increased organization performance. Muchai & Benson (2014) study at Nakuru Water and Sanitation Services Company on the effect of recognition on employees' job performance found out that recognized employees have superior performance. Studies have also linked promotion and organization performance. Boamah (2014) study on the effect of promotion on satisfaction of employees found that job promotion and employees satisfaction were positively correlated which was also supported by Ntoyian (2016) and Naveed, Usman, & Bushra (2011) study findings.

III. RESEARCH DESIGN

This study adopted a descriptive research design. According to Blaxter *et al.* (2012) a descriptive research design is a type of study of obtaining information concerning phenomena current status and describing what exists, with respect to research variables (Blaxter *et al.*, 2012). This study therefore employed a descriptive research design because the researcher collected study data and reports the study findings. This research design was justified by the fact that the researcher elicited respondents' opinions about the study various and

thereafter describe these opinions qualitatively without manipulating so as to reflect the real thoughts from the field.

3.1 Population of the Study

According to Sekaran (2010) population can be defined as a group of objects, items or individuals from which samples are drawn. The study therefore targeted Vihiga County Government employees. Specifically, the study targeted employees from ten county departments as shown in Table 3.1. The choice of these population units was informed by the fact that they are aware of the reward practices in an organization and well placed to answer the study questionnaires on the variables.

Table 3.1: Target Population

Department	Total
Public Service and Administration	420
Trade, Industrialization and Tourism	275
Environment, Water and Natural Resource	173
Land, Housing, Urban Areas and Physical Planning	45
Social Services, Youth and Sport	180
Agriculture, Livestock, Cooperatives and Fisheries	291
Transport, Infrastructure, Public Works and Energy	214
Education, Science and Technology	321
Health Services	728
Finance and Economic Planning	172
Total	2, 819

Source: Vihiga County HR Department (2019)

3.2 Sample and Sample Design

Bryman (2012) defined a sample size as the total number of the respondents picked for the study from the target population. This study determined the sample size at a 95% confidence level which is the scientifically acceptable degree of accuracy in social sciences. Since the study had a known target population, N , Yamane (1967) formula of determining the sample size, n was employed. In the study e is the probability of error (within a desired precision of 0.05 for 95% confidence level). The target population of 2, 819 thus generated a sample size of approximately 350. Yamane (1967) formula equation will be: $n = N / (1 + N(e)^2)$. Table 3.2 shows the distribution of the sample size across departments of Vihiga County.

Table 3.2: Sample Size Distribution

Department	Total	Sample Size
Public Service and Administration	420	52
Trade, Industrialization and Tourism	275	34
Environment, Water and Natural Resource	173	22
Land, Housing, Urban Areas and Physical Planning	45	6

Social Services, Youth and Sport	180	22
Agriculture, Livestock, Cooperatives and Fisheries	291	36
Transport, Infrastructure, Public Works and Energy	214	27
Education, Science and Technology	321	40
Health Services	728	90
Finance and Economic Planning	172	21
Total	2,819	350

Source: Vihiga County HR Department (2019)

The researcher used stratified random sampling method to get a suitable sample from the target population. Employees were grouped into nine stratus using Vihiga County departments. After stratification, the employees from the nine departments were selected using random sampling method. The justification for stratification is to give every employee from the nine county departments 'equal chance of been included in the study.

3.3 Data Collection

The researcher used questionnaires to collect data from the sampled respondents. The questionnaires were divided into three sections. Section A contained demographic information, section B contained elements on independent research variable constructs (trust, recognition and promotion), and section C contained information on organization performance. Data from the field was collected using structured questionnaires administered through a method of "drop and pick". Five-Likert Scale was used to guide the respondents' on how to rate their level of agreement and disagreement using a scale of 1-5. Scale key were: Strongly Disagree (1), Disagree (2), Moderately Agree (3), Agree (4) and Strongly Agree (5).

3.4 Data Analysis and Presentation

After data collection, the collected questionnaires were screened, edited and coded to ensure their consistency and accuracy. The research employed descriptive statistical analysis using frequencies, mean and percentages to analyze democratic information in part A of the questionnaires while part B to D on the hypothesized relationship was analyzed using inferential analysis of Pearson Product Moment Correlation and regression to test the strength of the relationship between intrinsic reward and organization performance. The research finally presented the study results using figures and frequency distribution tables

The research used simple linear regression models a basis of rejecting or accepting the research hypotheses in the form of:

$$OP = \alpha + \beta_1 X_1 + e.$$

$$OP = \alpha + \beta_2 X_2 + e.$$

$$OP = \alpha + \beta_3 X_3 + e.$$

Where: OP = Organization Performance; α = the OP Intercept when X is zero; $\beta_1, \beta_2, \beta_3$, are regression coefficients of the following variables respectively; X_1 = Trust; X_2 = Recognition; X_3 = Promotion.

IV. DATA ANALYSIS, RESULTS AND DISCUSSION

Table 4.1: Respondents Response Rate

	Frequency	Percentage
Questionnaires Returned	297	84.86%
Questionnaires Not Returned	53	15.14%
Questionnaire Distribute	350	100%

Field Data (2019)

Table 4.1 shows that the researcher gave out 350 questionnaires out of which 297 questionnaires were returned and correctively filled by the respondents. The results depicted a response rate of 84.9% which is regarded as excellent as asserted by Bebbie (2004) that a response rate of 80% and above is excellent.

4.1 Background Information of Respondents

Use of background information by the study is important because it helped the researcher have basic information of the respondents like their gender, age, level of education and years of service.

Table 4.2: Gender of the Respondent

		Frequency	Percent
Valid	Male	159	53.5
	Female	138	46.5
	Total	297	100.0

Field Data (2019)

Results shown in Table 4.2 show that majority of the respondents, 53.5% were male and 46.5% were female. The study results imply that Vihiga county government employees is dominated by male employees though female employees are also well represented since it is more than the constitution threshold that 2/3 of the employees should be of either gender.

Table 4.3: Age of the Respondent

		Frequency	Percent
Valid	21-25 Years	46	15.5
	26-30 Years	60	20.2
	31-35 Years	108	36.4
	36-40 Years	18	6.1
	41-45 Years	50	16.8
	46 and above Years	15	5.1
	Total	297	100.0

Field Data (2019)

Table 4.3 results depict that most the respondents, 36.4% in the county government of Vihiga are aged between 31-35 years followed by the age bracket of 26-30 years. The study findings imply that most of the employment in the county is dominant is dominated by young and energetic employees aged between 26-35 years. This carder of employees requires more intrinsic motivation for better county performance.

Table 4.4: Level of Education of the Respondent

		Frequency	Percent
Valid	Certificate	69	23.2
	Diploma	138	46.5
	Degree	76	25.6
	Master	14	4.7
	Total	297	100.0

Field Data (2019)

The study findings in Table 4.4 indicate that diploma is the highest level of qualification at 46.5% in the county government of Vihiga followed by degree qualification at 25.6%, and certificate qualification at a distance third account for 23.2%. Master qualification only accounted for 4.7%. The study findings show that diploma and degree qualification are the minimum entry in the county government of Vihiga. The results can also be interpreted that the respondents were more knowledgeable regarding the issues under investigation by the researcher because they were more enlighten.

Table 4.5: Years of Service of the Respondent

		Frequency	Percent
Valid	Below 1 Year	55	18.5
	1-5 Years	101	34
	Above 5 Years	141	47.5
	Total	297	100.0

Field Data (2019)

Table 4.5 results depicts that majority of respondents, 47.5% have worked in the county government of Vihiga for a period of more than 5 years. The findings can be interpreted that the respondents were more aware of the intrinsic rewards practices in their county and how they influence organization performance due to their work experience of more than 5 years in the county government.

4.2 Descriptive Statistical Analysis

The study desired to establish the effect of intrinsic reward on organization performance of Vihiga County Government, Kenya. The researcher rated the respondent’s responses on a 5-point Likert Scale indicating to what extent they agree or disagree with the statements on intrinsic reward on organization performance, where: 5-Strongly Agree, 4-Agree, 3-Fairly Agree, 2-Disagree, and 1-Strongly Disagree. The study used mean to interpret data as suggested by Bryman and Bell (2011), where mean <1.5=Strongly Disagree, >1.5-

2.5=Disagree, 2.5-3.5=Fairly Agree, 3.5-4.5=Agree and >4.5=Strongly Agree. The study data was analyzed in relation to each research objective by generating the mean from SPSS version 20 software.

4.2.1 Trust

The study sought to determine the extent of embracing trust as an element of intrinsic employees’ reward. The results of the study are depicted in Table 4.6.

Table 4.6: Trust

	N	Mean
	Statistic	Statistic
The leaders accomplish what they say	297	3.3232
The mangers keep their promises	297	3.5421
The managers stand by what they say	297	3.5051
The county management give fair and just treatment	297	3.9495
The decision made concerns workers	297	3.6700
Valid N (listwise)	297	

Field Data (2019)

Table 4.6 show that respondents moderately agreed with a mean of three (Mean=3) that their leaders accomplish what they say. The respondents also agreed with a mean of four (Mean=4) that: The mangers keep their promises; The managers stand by what they say; The county management give fair and just treatment; and The decision made concerns workers. In general, the study findings show that employees in the organization trust their seniors.

4.2.2 Recognition

The study sought to determine the extent of embracing recognition as an element of intrinsic employees’ reward. The results of the study are portrayed in Table 4.7.

Table 4.7: Recognition

	N	Mean
	Statistic	Statistic
Involved in decision making regarding recognition	297	3.6498
Given presents for good performance	297	3.5455
The County has effective recognition award committee	297	3.6936
The county identify employees with outstanding performance	297	3.7306
Recognition has increased my performance	297	3.6061
Valid N (listwise)	297	

Field Data (2019)

The results of the study in Table 4.7 indicate that respondents agreed with a mean of 4 (Mean=4) that: Involved in decision making regarding recognition; Given presents for good

performance; The County has effective recognition award committee; The county identify employees with outstanding performance; and Recognition has increased my performance. In general, the study findings can be interpreted that employees in Vihiga County are recognized.

4.2.3 Promotion

The study sought to determine the extent of embracing promotion as an element of intrinsic employees’ reward. The results of the study are illustrated in Table 4.8.

Table 4.8: Promotion

	N	Mean
	Statistic	Statistic
Promotion is based on skills and experience	297	3.6970
Promotion is based on the qualifications	297	3.7205
Promotion based on knowing a top management personnel	297	3.9966
Promotional programs reviewed annually	297	3.6869
Effective promotional programs lead to increased performance	297	3.8653
Valid N (listwise)	297	

Field Data (2019)

Table 4.8 depicts that respondents agreed with a mean of four (Mean=4) with the following statement concerning promotions: Promotion is based on skills and experience; Promotion is based on the qualifications; Promotion based on knowing a top management personnel; Promotional programs reviewed annually; and Effective promotional programs leads to increased performance. In general, the results of the study depicted that employees promotion is embraced in county government of Vihiga.

4.2.4 Intrinsic Reward and Organization Performance

The study sought to determine the impact intrinsic reward had on organization performance. The results of the study are illustrated in Table 4.9.

Table 4.9: Impact of Intrinsic Reward on Organization Performance

	N	Mean
	Statistic	Statistic
Promotions result to efficiency in county management	297	3.9057
Good leadership results to faster project completion rates	297	3.7508
Effectiveness in management enhanced by recognition	297	3.9226
Trust leads to improvement in service delivery to citizens	297	3.9024
Citizens satisfied with the current leadership	297	3.6094
Good leadership leads to effective expenditure for projects	297	3.8215
Valid N (listwise)	297	

Field Data (2019)

The study findings in Table 4.9 show that respondents agreed with a mean of four (Mean =4) with the following statements on effect of intrinsic reward on organization performance: Promotions result to efficiency in county management; Good leadership results to faster project completion rates; Effectiveness in management enhanced by recognition; Trust leads to improvement in service delivery to citizens; Citizens satisfied with the current leadership; Good leadership leads to effective expenditure for projects. In general, the study results can be interpreted that intrinsic reward results to organization performance.

4.3 Inferential Statistical Analysis

The study sought to establish the effect of intrinsic reward on Organization Performance of Vihiga County Government, Kenya. Data was analyzed in relation to each research objective by generating correlation and regression coefficients from SPSS version 20 software. The main objective of correlation analysis was to determine the relationship that exist between intrinsic reward on organization performance and regression analysis was used to test research hypotheses, whether to reject or fail to reject.

4.3.1 Correlation Analysis in Determining Relationship between Intrinsic Reward Practices and Organization Performance

This section presents the results on the relationship between intrinsic reward practices on organization performance per the research objective using Pearson product moment correlation. Table 4.10 indicates the correlation between intrinsic reward practices and organization performance.

Table 4.10: Intrinsic Reward Practices and Organization Performance Correlation Results

		Organization Performance
Trust	Pearson Correlation	.471**
	Sig. (2-tailed)	.000
	N	297
Recognition	Pearson Correlation	.427**
	Sig. (2-tailed)	.000
	N	297
Promotion	Pearson Correlation	.545**
	Sig. (2-tailed)	.000
	N	297

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

Field Data (2019)

The findings in Table 4.10 indicate that there is a strong positive and significant relationship between promotion and organization performance at 99% confidence level (r=0.545, α=0.000 and p-value=0.05 thus α<p-value). Trust also had a moderate positive and significant relationship on organization performance (r=0.471, α=0.000 and p-value=0.05 thus α<p-

value) followed by positive and significant relationship between recognition and organization performance ($r=0.427$, $\alpha=0.000$ and $p\text{-value}=0.05$ thus $\alpha < p\text{-value}$). In general, the study results imply that promotion has a higher positive and significant relationship on organization performance followed by trust and recognition.

4.3.2 Correlation Analysis in Determining Relationship between Intrinsic Reward and Organization Performance

This section presents the results on the relationship between intrinsic reward on organization performance per the research objective using Pearson product moment correlation. Table 4.11 indicates the correlation between intrinsic reward and organization performance.

Table 4.11: Intrinsic Reward and Organization Performance Correlation Results

		Organization Performance
Intrinsic Reward	Pearson Correlation	.536**
	Sig. (2-tailed)	.000
	N	297

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

Field Data (2019)

The results in Table 4.11 show that intrinsic reward is positively and significantly related to organization performance at 99% level of confidence. The study findings can be interpreted that, use of intrinsic reward results to increase in organization performance.

4.3.2 Regression Analysis

This section presents the test of hypotheses on the effect of intrinsic reward practices on organization performance of Vihiga County Government, Kenya. The tables have a model summary, ANOVA and coefficient of determination for the purpose of either rejecting or failure to reject the study hypothesis. The study used t-statistics level of significance for testing hypothesis. If the t-statistics is significant, the researcher rejected the null hypothesis otherwise the study will have failed to reject the null hypothesis (Elam, 1979).

4.3.2.1 Influence of Trust on Organization Performance

The study sought to test the second research hypothesis that was stated as: H_{01} : Trust has no significant influence on organization performance of Vihiga County Government, Kenya. Table 4.12 illustrates the study findings.

Table 4.12: Influence of Trust on Organization Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.471 ^a	.222	.219	.57852		
a. Predictors: (Constant), Trust						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.092	1	28.092	83.935	.000 ^b
	Residual	98.734	295	.335		
	Total	126.826	296			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Trust						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.437	.154		15.775	.000
	Trust	.384	.042	.471	9.162	.000
a. Dependent Variable: Organization Performance						

Field Data (2019)

Model summary results in Table 4.12 show that there is a positive and significant effect of trust on organization performance ($R=0.471$). The results also depict that trust accounts for 22.2% of the variability in organization performance of Vihiga County Government, Kenya ($R^2=0.187$). The ANOVA results show that $F=83.935$ and $p=0.000$. The overall results revealed that regression model was significant in determining the applicability of the model to measure the study variables. This means that there is a satisfactorily goodness for fit between trust and organization performance of Vihiga County Government, Kenya. The use

of regression model to reject the research hypothesis was thus justified.

Based on the study beta coefficient results, the equation simple linear regression model can be written as; $Y=2.437+0.384X_1+e$, where Y =Organization Performance, X_1 represents Trust and e represents error term. A beta results imply that for every 0.384 units of use of trust, there is a corresponding 1 unit increase in organization performance. Since the t-statistic was significant ($\alpha=0.000$ and $p\text{-value}=0.05$ thus $\alpha < p\text{-value}$), the study rejected the first null hypothesis and concluded that trust had a significant and a positive effect

on organization performance of Vihiga County Government, Kenya. The study findings mirrors those of Zhou et al (2011) that found out that employee collective trust create a climate of collective working for improved organization performance.

4.3.2.2 Influence of Recognition on Organization Performance

The study sought to test the first research hypothesis that was stated as: **H₀₂**: Recognition has no significant influence on organization performance of Vihiga County Government, Kenya. Table 4.13 illustrates the study findings.

Table 4.13: Influence of Recognition on Organization Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.427 ^a	.182	.179	.59297		
a. Predictors: (Constant), Recognition						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.100	1	23.100	65.697	.000 ^b
	Residual	103.726	295	.352		
	Total	126.826	296			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Recognition						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.666	.146		18.214	.000
	Recognition	.316	.039	.427	8.105	.000
a. Dependent Variable: Organization Performance						

Field Data (2019)

Table 4.13 model summary results indicate that there is a positive and significant effect of recognition on organization performance (R=0.427). The results also depict that recognition accounts for 18.2% of the variability in organization performance of Vihiga County Government, Kenya (R²=0.187). The ANOVA results show that F=65.697 and p=0.000. The overall results revealed that regression model was significant in determining the suitability of the model to measure the study variables. This means that there is a satisfactory goodness of fit between recognition and organization performance of Vihiga County Government, Kenya. The use of regression model to reject the research hypothesis was thus justified.

Based on the study beta coefficient results, the equation simple linear regression model can be written as; $Y = 2.666 + 0.316X_2 + e$, where **Y**=Organization Performance, **X₂**

represents Recognition and **e** represents error term. A beta results imply that for every 0.316 units of use of recognition, there is a corresponding 1 unit increase in organization performance. Since the t-statistic was significant ($\alpha = 0.000$ and $p\text{-value} = 0.05$ thus $\alpha < p\text{-value}$), the study rejected the second null hypothesis and concluded that recognition had a significant and a positive effect on organization performance of Vihiga County Government, Kenya. The study findings are consistent with Muchai and Benson (2014) studies that observed that recognition results to employee satisfaction.

4.3.2.3 Influence of Promotion on Organization Performance

The study sought to test the third research hypothesis that was stated as: **H₀₃**: Promotion has no significant influence on organization performance of Vihiga County Government, Kenya. Table 4.14 illustrates the study findings.

Table 4.14: Influence of Promotion on Organization Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.545 ^a	.297	.294	.54995		
a. Predictors: (Constant), Promotion						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	37.605	1	37.605	124.336	.000 ^b
	Residual	89.221	295	.302		
	Total	126.826	296			

a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Promotion						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.089	.158		13.192	.000
	Promotion	.456	.041	.545	11.151	.000
a. Dependent Variable: Organization Performance						

Field Data (2019)

Table 4.14 model summary results in depict that there is a positive and significant effect of promotion on organization performance (R=0.545). The results also depict that promotion accounts for 29.7% of the variability in organization performance of Vihiga County Government, Kenya (R²=0.187). The ANOVA results show that F=124.336 and p=0.000. The overall results revealed that regression model was significant in determining the applicability of the model to measure the study variables. This means that there is a satisfactorily goodness for fit between promotion and organization performance of Vihiga County Government, Kenya. The use of regression model to reject the research hypothesis was thus justified.

Based on the study beta coefficient results, the equation simple linear regression model can be written as; $Y=2.089+0.456X_3+e$, where **Y**=Organization Performance, **X₃** represents promotion and **e** represents error term. A beta

results imply that for every 0.456 units of use of promotion, there is a corresponding 1 unit increase in organization performance. Since the t-statistic was significant ($\alpha=0.000$ and $p\text{-value}=0.05$ thus $\alpha < p\text{-value}$), the study rejected the third null hypothesis and concluded that promotion had a significant and a positive effect on organization performance of Vihiga County Government, Kenya. Naveed et al (2011) and Deutsch-Salamon and Robinson (2011) study also agrees with the study findings by depicting that promotion results to improved organization performance.

4.3.2.4 Influence of Intrinsic Reward on Organization Performance

The study sought to test the general research hypothesis that was stated as: **H₀**: Intrinsic reward has no significant influence on organization performance of Vihiga County Government, Kenya. Table 4.15 illustrates the study findings.

Table 4.15: Influence of Intrinsic Reward on Organization Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.536 ^a	.287	.285	.55346		
a. Predictors: (Constant), Intrinsic Reward						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.462	1	36.462	119.035	.000 ^b
	Residual	90.363	295	.306		
	Total	126.826	296			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Intrinsic Reward						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.059	.164		12.518	.000
	IntrinsicReward	.478	.044	.536	10.910	.000
a. Dependent Variable: Organization Performance						

Field Data (2019)

Model summary results in Table 4.15 indicate that there is a positive and significant effect of intrinsic reward on organization performance (R=0.536). The results also depict that intrinsic reward accounts for 28.7% of the variability in organization performance of Vihiga County Government, Kenya (R²=0.187). The ANOVA results illustrate that

F=119.035 and p=0.000. The overall results revealed that regression model was significant in determining the applicability of the model to measure the study variables. This means that there is a satisfactorily goodness for fit between intrinsic reward and organization performance of Vihiga

County Government, Kenya. The use of regression model to reject the research hypothesis was thus justified.

Based on the study beta coefficient results, the equation simple linear regression model can be written as; $Y=2.059+0.478X_4+e$, where Y =Organization Performance, X_4 represents intrinsic reward and e represents error term. A beta results imply that for every 0.478 units of use of intrinsic reward, there is a corresponding 1 unit increase in organization performance. Since the t-statistic was significant ($\alpha=0.000$ and $p\text{-value}=0.05$ thus $\alpha < p\text{-value}$), the study rejected the general null hypothesis and concluded that intrinsic reward had a significant and a positive effect on organization performance of Vihiga County Government, Kenya. Past studies on intrinsic reward and organization performances are in agreement with the current study. Farwa and Niazi (2013) found out that intrinsic motivation results to employees performance while Kikoito (2014) found out that intrinsic reward results to improvement in work performance.

V. SUMMARY OF THE FINDINGS

Trust and Organization Performance

The study sought to determine the extent of embracing trust as an element of intrinsic employees' reward. The study findings depicted that respondents moderately agreed with a mean of three (Mean=3) that their leaders accomplish what they say. The respondents also agreed with a mean of four (Mean=4) that: The managers keep their promises; The managers stand by what they say; The county management give fair and just treatment; and The decision made concerns workers. In general, the study findings show that employees in the organization trust their seniors.

Model summary results showed that there was a positive and significant effect of trust on organization performance. The results also depicted that trust accounts for 22.2% of the variability in organization performance of Vihiga County Government, Kenya. Since the t-statistic was significant, the study rejected the first null hypothesis and concluded that trust had a significant and a positive effect on organization performance of Vihiga County Government, Kenya.

Recognition and Organization Performance

The study sought to determine the extent of embracing recognition as an element of intrinsic employees' reward. The results of the study indicated that respondents agreed with a mean of 4 (Mean=4) that: Involved in decision making regarding recognition; Given presents for good performance; The County has effective recognition award committee; The county identify employees with outstanding performance; and Recognition has increased my performance. In general, the study findings opined that employees in Vihiga County are recognized.

Model summary results showed that there was a positive and significant effect of recognition on organization performance. The results also revealed that recognition accounts for 18.2%

of the variability in organization performance of Vihiga County Government, Kenya. Since the t-statistic was significant, the study rejected the second null hypothesis and concluded that recognition had a significant and a positive effect on organization performance of Vihiga County Government, Kenya.

Promotion and Organization Performance

The study sought to determine the extent of embracing promotion as an element of intrinsic employees' reward. The study found out that respondents agreed with a mean of four (Mean=4) with the following statement concerning promotions: Promotion is based on skills and experience; Promotion is based on the qualifications; Promotion based on knowing a top management personnel; Promotional programs reviewed annually; and Effective promotional programs leads to increased performance. In general, the results of the study depicted that employees promotion is embraced in county government of Vihiga.

Model summary results depicted that there was a high positive and significant effect of promotion on organization performance. The results also showed that promotion accounts for 29.7% of the variability in organization performance of Vihiga County Government, Kenya. Since the t-statistic was significant, the study rejected the third null hypothesis and concluded that promotion had a significant and a positive effect on organization performance of Vihiga County Government, Kenya.

Intrinsic Reward and Organization Performance

The study determined the impact intrinsic reward had on organization performance. The study findings illustrated that respondents agreed with a mean of four (Mean =4) with the following statements on effect of intrinsic reward on organization performance: Promotions result to efficiency in county management; Good leadership results to faster project completion rates; Effectiveness in management enhanced by recognition; Trust leads to improvement in service delivery to citizens; Citizens satisfied with the current leadership; Good leadership leads to effective expenditure for projects. In general, the study concluded that intrinsic reward results to organization performance.

Model summary illustrated that there was a high positive and significant effect of intrinsic reward on organization performance. The results also depicted that intrinsic reward accounts for 28.7% of the variability in organization performance of Vihiga County Government, Kenya. Since the t-statistic was significant, the study rejected the general null hypothesis and concluded that intrinsic reward had a significant and a positive effect on organization performance of Vihiga County Government, Kenya.

Conclusion

The study conclusions were arrived based on the summary of the findings on each study objectives.

Trust and Organization Performance

The study results revealed that trust had a high positive and compelling relationship on organization performance. It also depicted that trust accounts for 22.2% of the variability in organization performance of Vihiga County Government, Kenya. This implies that trust results to a high increase in organization performance.

Recognition and Organization Performance

The study results depicted that recognition had a moderate positive and compelling relationship on organization performance. The study revealed also that recognition accounts for 18.2% of the variability in organization performance of Vihiga County Government, Kenya. This was interpreted that recognition results to a slight increase in organization performance.

Promotion and Organization Performance

The study concluded had there is a very high positive and compelling effect of promotion on organization performance. It also depicted that promotion accounts for 29.7% of the variability in organization performance of Vihiga County Government, Kenya. This implies providing employees with promotion opportunities results to a very high increase in organization performance.

Intrinsic Reward and Organization Performance

The study concluded had there is a very high positive and compelling effect of intrinsic rewards on organization performance. It also revealed that promotion accounts for 28.7% of the variability in organization performance of Vihiga County Government, Kenya. This implied that provision of intrinsic reward to employees' results to a high increase in organization performance.

Recommendations

The study recommendations were made based on the conclusion of each study objectives.

Trust and Organization Performance

The study results revealed that trust results to a high increase in organization performance hence the study recommends that a climate of trust should be created in Vihiga County for improvement in organization performance. This can be enhanced through; Ensuring that managers keep their promises; Managers standing by what they say; The county management giving fair and just treatment to all employees; and Making decision that take into consideration workers concerns.

Recognition and Organization Performance

The study found out that recognition results to a high increase in organization performance thus the study recommends that management of county government of Vihiga should recognize their employees so as to realize increased organization performance. This can be done through; Involving employees in decision making regarding recognition; Given presents for

good performance; Having an effective recognition award committee; and Identifying employees with outstanding performance.

Promotion and Organization Performance

Promotion was found to results to a very high increase in organization performance hence the study recommends that management of Vihiga County should occasionally promote their workers in order to have high organization performance. This can be achieved through; Ensuring that promotion is based on skills, experience and qualifications; and Reviewing promotional programs annually.

Intrinsic Reward and Organization Performance

Since the study found out that intrinsic reward had a very high positive impact on organization performance, the study recommends that Vihiga County government should provide their employee with intrinsic reward packages especially trust, recognition and promotion so as to register improved organization performance.

Limitations of the Study

Mugenda and Mugenda (2003) define limitation as an aspect in research that may influence the study results but over which the researcher has no control.

The study limitations included the following:

Given the busy schedule of some of the sampled employees in the Vihiga County it was at first almost impossible to administer questionnaires to them. The researcher booked appointment and had a constant phone conversation with the employees' supervisors so as to ensure that adequate response rate was obtained.

Some respondents had feared victimization due to the information to be provided thus they were assured of the information confidentiality and given consent form to fill. This enabled them provided the needed information.

Suggestions for Further Research

Arising from the summary of the key findings, conclusions and recommendations the study proposes the following:

- i. A comparison study is also inevitable in the national government regarding intrinsic rewards and organization performance so as to see the extent of applicability of the study findings in the national government.
- ii. Since Kenya has 47 county governments, a similar study should be conducted with enlarged scope covering the remaining 46 county governments so as to allow for the generalization of the study findings in county governments in Kenya.
- iii. Finally, a similar study is also necessary in other sectors of the economy apart from the county government so as to link it with findings in the County government that this study has focused on.

REFERENCES

- [1]. Ajmal, A., Bashir, M., Abrar, M., Khan, M.M. and Saqib, S. (2015). The Effects of Intrinsic and Extrinsic Rewards on Employee Attitudes; Mediating Role of Perceived Organizational Support. *Journal of Service Science and Management*, 8, 461-470.
- [2]. Alemu et al., (2011). An Exploration of Competency Gaps in Human Resource Management in the Health sector in Ethiopia, *Journal of Human Resource Management*, Vol. 12, No. 2, 20-21.
- [3]. Armstrong, M. (2009). *Handbook of Human resource management Practice*. London: Kogan Page Limited.
- [4]. Blau, P. (1964). *Exchange and Power in Social Life*. New York: John Wiley & Sons.
- [5]. Boamah, V. K. (2014). An Assessment of Promotional Satisfaction Among the Workers of Cocoa Marketing Company Limited. *IOSR Journal of Business and Management*, 2(3), 54–62.
- [6]. Consuelo, S. G. (2010). *Research Methods*. Manila: Rex Book Store.
- [7]. Coole. (2012). *Theory and Practice of Management*. Boston, United States of America: Irwin McGraw-Hill.
- [8]. Deutsch-Salamon, S. & Robinson, S.L (2011). *Trust that Binds: The Impact of Collective Felt Trust on Organizational Performance*. The University of British Columbia Dewhurst, M.,
- [9]. Elliot, A. J. (2009). Approach and avoidance achievement goals and intrinsic motivation. A meditational analysis. *Journal of Personality and Social Psychology*, 230-245.
- [10]. Enshassi, A., Mohamed, S. & Abushaban, S. (2009). Factors affecting the Performance of Construction Projects in the Gaza Strip, *Journal of Civil engineering and Management*, 15(3): 269-280.
- [11]. Grönroos, C., & Ravald, A. (2011) "Service as business logic: implications for value creation and marketing." *Journal of Service Management*, Vol. 22 No 1, pp. 5-22.
- [12]. Hafiza et al., (2011). Relationship between rewards and Employees motivation in the nonprofit organizations of Pakistan. *Business Intelligence Journal*, vol. 1 No. 1. 327 – 335.
- [13]. Hagberg, R. a. (2014). *Organization culture*. New York: Harper and rows.
- [14]. Harackiewicz, J. M. (2003). Predictors and consequences of achievement goals in the college classroom: Maintaining interest and making the grade. *Journal of Personality and Social Psychology*, 11101123.
- [15]. Hassan, M., Hassan, S., Farooq, M., Khan, A., & Iqbal, A. (2013). Impact of HR Practices on Employee Satisfaction and Employee Loyalty: An Empirical Study of Government Owned Public Sector Banks of Pakistan. *Middle-East Journal of Scientific Research*, 16(1), 1–8.
- [16]. Khan N., Waqas. H. and Muncer R (2017). Impact of Reward (Intrinsic and Extrinsic) on Employee Performance: With Special Reference to Courier Companies of City Faisalabad, Pakistan. *International Journal of Management Excellent*, Vol 8, No. 2
- [17]. Kikoito J.N (2014). *Impact of Reward Systems on the Organizations Performance in Tanzania Banking Industry: A Case of Commercial Banks in Mwanza City*. Master Dissertation of Open University of Tanzania.
- [18]. Kilimo. D, Namusonge G.S, Makokha E.N, and Nyagechi A.K (2016). Determinants of Intrinsic and Extrinsic Rewards on Employee Performance in Kapsara Tea Factory Company in Trans Nzoia County Kenya. *International Journal of Academic Research in Business and Social Sciences*, Vol. 6, No. 10
- [19]. Laudon, K., & Laudon, J. (2010). *Management Information Systems: Managing the Digital Firm*. Eleventh Edition (11 ed.). New Jersey: Prentice Hall
- [20]. Lawrence. (2010). *Business week*. Chicago, US: Unproductive slam man.
- [21]. Malhotra, N., Budhwar, P., & Prowse, P. (2007). Linking Rewards to Commitment: An Empirical Investigation of four UK call centres. *International Journal of Human Resource Management*. pp. 2095-2127.
- [22]. Markova, G. & Ford, C. (2011). Is money the panacea? Rewards for knowledge workers. *International Journal of Productivity and Performance Management*, Vol. 60, No. 8, 813-823.
- [23]. Muchai, M. M., & Benson, M. (2014). Effect of Employee Rewards and Recognition on Job Performance in Kenya 's Public Sector , A Case Study of Nakuru Water and Sanitation Services Company Ltd. *International Journal of Science and Research*, 3(9), 2151–2156.
- [24]. Naveed, A., Usman, A., & Bushra, F. (2011). Promotion: A Predictor of Job Satisfaction A Study of Glass Industry of Lahore (Pakistan). *International Journal of Business and Social Science*, 2(16), 301–305.
- [25]. Njambi, C. (2014). *Factors influencing employee motivation and its impact on Employee Performance: a case of AMREF health Africa in Kenya*. Unpublished Thesis
- [26]. Noor, M. (2010). *Supervision, Salary and Opportunities for Promotion as Related to Job Satisfaction*. ASA University Review, 4(1), 255–261.
- [27]. Ntoyian, B. (2016). *Factors Influencing Employees' Job Satisfaction: A Case of Amboseli-Tsavu Game Scouts Association, Kajiado County, Kenya*. *Academy of Management Review*, 28(9), 151–163.
- [28]. Obicci P.A (2015). Influence of Extrinsic and Intrinsic Rewards on Employee Engagement, Empirical study in Public Sector of Uganda. *Management Studies and Economics Systems (MSES)*, Vol. 2(1), pg. 59-70.
- [29]. Riasat F, Aslam S and Nisar Q. A (2016). Do Intrinsic and Extrinsic Rewards Influence the Job Satisfaction and Job Performance? Mediating Role of Reward System in Malaysia Health Sectors. *Journal of Management Info*, Vol. 11 (1), pg. 16-34
- [30]. Richard, M., Ryan & Deci (2010). Intrinsic and Extrinsic Motivations: Class Definitions and New Directions. *Journal of Contemporary Educational Psychology*, Vol. 25, 54-67.
- [31]. Rukhmani et al., (2010). Effect of Leadership Styles on Organizational Effectiveness. *European Journal of Social Sciences*, Vol. 15, No. 3, 365-369.
- [32]. Sekaran, U., & Bougie, R. (2011). *Research Methods for Business: A Skill Building Approach* (5th ed.). Delhi: Aggarwal printing press.
- [33]. Shanks, N. H. (2007). *Management and Motivation. In Introduction to Healthcare Management*. Academy of Management Review, 19(2), pp. 312 – 320.
- [34]. SharifulAlam, M., Shahrani Ahmed Saeed, A., Sahabuddin, M., & Akter, S. (2013). Relationship between Employee Recognition and Employee Contribution in Service Industry. *International Journal of Business and Marketing Management*, 1(1), 1–8.
- [35]. Smith E, Joubert P and Korodia A.M (2015). The Impact of Intrinsic and Extrinsic Rewards on Employee Motivation at a Medical Devices Company in South Africa. *Kuwait Chapter of Arabia Journal of Business and Management Review*. Vol. 5, No. 1
- [36]. Tippet J., & Kluyers R. (2010). Employee Rewards and Motivation in Non Profit Organizations: Case study from Australia. *International Journal of Business and Management*, vol. 4, No. 3, 1 –
- [37]. Tripathi, K., & Agrawal, M. (2014). Competency Based Management in Organizational Context: A Literature Review. *Global Journal of Finance and Management*. Vol.6, No.4, 349-356
- [38]. Vroom, V. H. (1964). *Work and motivation*. San Francisco, CA: Jossey-Bass.
- [39]. Wilches-Alzate, G. (2009). *The Relationship between Rewards and Recognition, Service-Oriented Organizational Citizenship Behaviour, and Customer Satisfaction*. *Customer Experience Management*, 4(2), 12–19.

- [40]. Zare, E. (2012). Effect Perceived *Organizational Support on Employees' Attitudes toward Work*. Science Series Data Report, Vol. 4, 28-34.
- [41]. Zeithaml, V.A., and Bitner, M.J. (2000) *Services Marketing – Integrating Customer Focus across the Firm* 2nd Edition The McGraw Companies, Inc., New York.
- [42]. Zhou, Y., Zhang, Y., Montoro-Sánchez, A. (2011). "Utilitarianism or romanticism: The Effect of Rewards on Employees' Innovative Behavior". *International Journal of Manpower*, Vol. 32, No.1, 81 – 98.
- [43]. Zulu, S. &Chileshe, N. (2008). *The impact of service quality on project performance: A case study of building maintenance services in Zambia*, Association of Schools of Construction of Southern Africa, Cape Town: South Africa