

Influence of Remuneration Strategies on Employee Performance in the Public Service in Kenya: A Case Study of Turkana County

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Abstract: The purpose of the study was to assess the Influence of Remuneration techniques on Employees Performance in the Public Service in Turkana County. The specific objective to determine the impact of motivation on worker overall performance in Public Service in Turkana County. Employee overall performance refers to behaviors that are applicable to organizational desires and that are under the manager of person employees. The standard fulfillment of an organization in accomplishing its strategic goals is based heavily on the performance level of personnel. A number of theories as part of the literature review that borders on the topic of study was explored to present the review of related literature highlighting theoretical review e.g. expectancy theory, equity theory and Reinforcement theory. The research adopted descriptive research design. The study was carried in Turkana County among the employees in different ministries in the public service. Systematic random sampling was adopted using open and closed ended questionnaires to sixty [60] employees. The data was collected, analyzed and presented using different research designs e.g. sampling techniques. The data was presented using tables and bar graphs. Thus, the study found out that performance impacts employee overall performance within the Public Service in Turkana County.

Keywords: Remuneration Strategies, Motivation.

1. INTRODUCTION

Remuneration is the total compensation that is received in exchange for the work or service performed. Remuneration strategies include motivation, knowledge and skills, employee satisfaction and efficiency and any other benefit or other economic benefits that an employee or executive receive during employment. According to Saleemin (2009) money remains the most significant motivational strategy. As back as 1991, Apeyusi (2012) described money as the most important factor in motivating the industrial worker to achieve greater productivity. Wairimu (2012) described Remuneration as output and the advantage that employee acquire within the shape of pay, wages and additionally identical rewards like monetary alternate for the employee's to increase the Performance. Remuneration has a prospective to attract the employee and motivate employee to increases the performance (Saleemin, 2009).

Apeyusi (2012) advocated the establishment of an incentive wage system as a more of stimulating worker to higher performance, commitment and eventually satisfaction. Money possessed significant motivating power in as much as it symbolizes intangible goals. Kiruja and Mukuru (2013) explain that pay adequacy has the power to attract, retain and motivate individuals towards higher performance. Remuneration and rewards affects the employee decision making to stay in their organizations and also accept responsibility (Ying, 2012). Saleemin (2009), argued that if pay is tied to employee performance, good quality and quantity of work is done. Sheila W. N and Josephat K. J. (2015) pointed out that the link between pay and performance may incentivize people to work harder or more effectively. However, if the

incentive is too small (in amount) or too distant (in time) it will only have a limited impact. Remuneration is interlinked with all the managerial practices involved such as recruitment and selection, and training and developmental. These practices increase the potential of employees in the delivery of service.

Remuneration strategies is one of the key components in performance of public services. However, over the years, the public service has been characterized by inefficiencies and ineffectiveness in the supply of services to the disappointment of the public. Part of the problem has been attributed to the remuneration strategies awarded to employees. In the developing economies, Kenya included, public institutions are struggling to meet the increasing wage bills and the challenges associated with salary disharmony within the public institutions while there has been perceived decline in service delivery. Brown (2002) asserts that employees that are motivated through attractive remunerations exhibit increased performance. Globally, many organizations attempt to identify innovative compensation strategies that are directly linked to improving employee performance (Denis, and Michel, 2011).

In Canada firms initiate compensation strategies through direct and indirect financial compensation and by benefits that motivate and ultimately improve employee performance. Financial compensation which include wages, salaries or performance-related payments is evidently adhered to in many companies so as to keep employees. Employees blessings are designed to shield personnel and their households from lack of profits due to fitness problems or other paintings-related economic disruptions, and may improve the employees' trendy excellent of lifestyles via unique programmes and offerings inside the paintings place. They include additional health insurance that isn't always covered in the provincial plan along with clinical, prescription, imaginative and prescient and dental plans, group disability, employee assistance plans and retirement benefits plans. This has enhanced employee performance and has created a competitive environment over companies that lag behind in offering better compensation strategies (Longman, 2017).

In the USA, both the Federal Government and the States have regulations and policies that guide employers in the process of setting wages aimed at creating a fair compensation system. The regulations set forth are crucial for local municipalities to follow in order to ensure that they are competitive in their hiring and compensation practices. Cities have developed policies that guide them in determining employee base salaries. The Fair Labour Standards Act (FLSA) outlines the precedent for determining wages and overtime pay for employees. The FLSA establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting employees in the private sector and in the Federal, State and local governments. In addition to FLSA, the Congress had addressed the issues of equal pay with Equal Pay Act of 1963, which called for 'equal pay for equal work' (Pay Equity Overview, 2014). In addition to Federal and State regulations, the Equal Employment Opportunity Commission (EEOC) is responsible for supporting various pay policies including the Equal Employment Opportunity Act of 1972 which states that personnel actions should be free from discrimination, and the Lilly Ledbetter Fair Pay Act of 2009, which restricts the time to file compensation complaints (EEOC, 2015). All these policies set boundaries to outline agencies' internal methodologies for determining employee compensation (Lancaster, 2016).

The use of explicit incentives to improve efficiency of the public sector is an important component in the UK Government's public service modernization agenda. Explicit performance contracts in the form of performance-related pay (PRP) have always been more common in the private sector than in the public service but the issue of incentivizing the public sector is relatively recent. In November 1998, the Public Services Productivity Panel was created to advise the UK Government on ways of improving the productivity and efficiency of government departments. A long term commitment in this direction was announced in the White Paper, "Modernizing Government", issued in March 1999 which emphasized the role of financial and other incentives to promote better performance. New performance indicators and systems of measuring and monitoring performance have been adopted. Particular emphasis has been laid on performance-based incentives as a means to better motivate staff and hence improve service delivery to the public (Burgess&Ratto, 2003).

The Nigerian public sector ever since the country's independence has been grappling with matters relating to proper employees' compensation. Successive governments in Nigeria have established various reform measures with the aim of improving the efficiency and effectiveness of the public service. Unfortunately, the Nigerian public service has not been able to develop a sound remuneration strategy. The major preoccupation of the on-going government reforms should center on the restoration of professionalism within the civil service and possibly introduce a performance-related pay system so as to motivate the employees in the public sector thereby enhance performance (Obasaolufmi, 2015). In

Tanzania and East Africa in general, employees are motivated by rewards. Some employees are highly motivated by extrinsic rewards such as increase in pay, promotions or bonus whereas other employees are motivated by intrinsic rewards such as appreciations, praise and recognition. Most organizations in Tanzania lack appropriate motivational strategies and are faced with challenges on how best to motivate their employees due to un-standardized compensation. This has occasioned poor employee performance and low productivity in many organizations (Bana and Kessy, 2017).

A general observation is that the current remuneration structures in the public service are ad hoc. Weak human resource management systems and practices in the past led to a virtual collapse of the public sector staff appraisal systems. Widespread introduction of schemes of service that automatically rewarded public service employees with pay rises and promotions based on years of service eventually vanquished the productivity and performance criteria. Although the existing performance contracting is a fair good measure of productivity, it does not effectively cascade to individual employees in the lower cadre (SRC, 2015). Performance contracting for top executives was introduced in the last decade. Since then, however, the performance contracting has fallen into disuse, and there is no system that pegs promotions and pay adjustments to improved productivity and performance for any category of public service employees. SRC (2015) in its findings concluded that the government should develop a remuneration policy and remuneration reform strategy for the country instead of ad hoc negotiations with trade unions and other collective bargaining institutions. For determination of pay for the lower cadres in the public sector, Collective Bargaining Agreements (CBAs') negotiations are determined by power play and not on exchange of data and information on workers' productivity and performance. In any case, productivity and performance are neither easily measured nor readily implemented. The Productivity Centre of Kenya (PCK) is yet to have requisite capacity to make the difference. KIPPR (Kenya Institute for Public Policy Research and Analysis) contends that conflicting laws and, unclear processes and procedures and, unclear employment relationships complicate implementation of CBAs.

SRC conducted a job evaluation exercise in June 2015 and subsequently embarked on the development of a new pay and grading structure for the public service as a panacea for addressing the challenges of pay inequities, distortion and disparities that have been the root cause of poor morale, and low productivity in the public service. The job evaluation was based on the principle of equal pay for equal work. (SRC 2017). There is urgent need to bridge the remuneration disparities of employees within the Kenya public service as a way of improving service delivery. Studies have established that lack of remuneration strategies such as motivation, knowledge and skills and employee satisfaction between the public service and the private sector, lowers morale and affects output in the public service (SRC, 2015). Besides, employee satisfaction can breed discontent and indifference to work since what individuals care about is not only their own satisfaction, but also satisfaction relative to that of their co-workers (Ochoti et al, 2012). Since independence, the Public Service of Kenya has followed different systems of employee remuneration and compensation. This means that various ministries and state corporations offer different compensation packages designed to respond to the unique situations within the entire work force. However, the system has been widely considered to be unfair and illogical, more so because in some cases, serious pay discrepancies occur among employees with the same qualifications and years of work experience. The lack motivation in remuneration is a factor considered to partly contribute to low morale and productivity. So controversial has the matter been in the public domain to the extent that about five years ago, the government established the Salaries and Remuneration Commission to harmonize salaries of employees within the public service with a view to motivating all public servants. The research study has therefore addressed the following problems; the causes of poor remuneration, the impact of poor remuneration strategies to employee performance, what has already been done by other researchers about the problem and how remuneration strategies translate to the employee productivity. The study sought to determine the influence of motivation on employee performance in the Public Service in Turkana County.

2. EMPLOYEE MOTIVATION

Motivation is a critical ingredient in employee performance and productivity. Even when people have the right skills, clear work objectives, and a supportive work environment, they would not get the job done without ample motivation to meet those work objectives (Mullins, 2006). He elaborates that motivated employees are enthusiastic to exert a certain level of effort (intensity), for a certain amount of time (persistence), toward a distinct goal or direction (Mullins, 2006). The word motivation as per Vroom (1964) has been derived from the Latin word "movere" that means "to move" which refer to the internal force, which is dependent on the need of individual that drive ones-self to achieve (Tan & Waheed,

2011). According to Webster's dictionary by looking at the root of the terminology, motivation starts with motive which means something causes another thing to act, and thus, motivation simply can be defined as the act of providing motive that causes someone to act. Motivation is responsible for someone to act and someone else self alone can make someone motivated (Burton, 2012). Motivation is defined in a broad sense by Gredler, Broussard and Garrison (2004) as the attribute which moves us to do or not to do something. Guay et al (2010) has referred to motivation as the reason principal to the behavior. Researchers have contrasting opinion about intrinsic motivation and extrinsic motivation (Deci et al., 1999). According to Ryan and Deci (2000) intrinsic motivation is defined as the activities done for its inherent satisfaction rather than separable consequences. An intrinsically motivated or self-motivated person takes up challenges by himself and achieves the desired results without any external pressure or coercion. On the other hand, extrinsic motivation is construed as an activity done exclusively for the purpose of obtaining reward or non-attached outcome unlike intrinsic motivation where the activities are carried out for sheer happiness and out of passion for job (Oudeyer and Kaplan, 2007).

The definition of motivation in relation with employee performance can be simply defined as the factors, elements, or eagerness which urge employee to pursue and accomplish job goals and tasks and be the reason why employee act and behave in a certain way which could be influenced (Heathfield, 2015). Frost, Vos, and Dreyer (2003) claimed that generally employee's feelings are not considered by employers on skill-set development. Traditional organizations hierarchy is that of Military style of downward looking as military is considered as the oldest and the largest organization as a group. And in response to that, Katcher and Snyder (2003) articulated development and the effect of training on employees can mostly encourage growth within the workers and the organization in conjunction with each other (Kum, Cowden, Karodia, 2014). Training and development helps in acquiring knowledge base and in application of developed knowledge. It improves individual's performance in terms of personal and organizational level and hence, it is considered as one of the imperatives of human resources management (Tahir, Yousafzai, Jan, Hashim, 2014). Training and development is of dual advantage where individual's thought process is stimulated and in turn effective team work possibility is enhanced and ultimately results in enhancement of leadership qualities as found out by previous researchers and the most important aspect is employees are self-driven to achieve organizational goals (Rowold, 2007; Switzer et al. 2005).

In the human resources literature, it is widely recognized that promotion of the worker's motivation leads to a higher quality of human resources in both private and public organization and results in optimum performance (Stella, 2008). The system of the rewards and promotions regarding employee motivation is an important tool that management should consider to direct and channel the employee's motivation on their desired scheme. The system of rewards and promotions comprise of all components in the organization, which include decision making activities involved in allocating benefits and compensation to the employees for their contribution to the organization (Prateepkanth, 2011). The purpose of rewards and promotions is to provide a systematic approach for delivering positive consequences and attracts people to join the organization and ultimately be motivated to deliver higher level of performance (Pratheepkanth, 2011). Employees perform when they are rewarded and when they exceed the expectation and limits and surpass the target, as a way to motivate them they should be immediately rewarded. The practices of quick reward on performance will generate self- motivation and set higher standards by employees themselves as they will take the tasks positively and put all efforts to achieve targets. The system of rewards in the organization should be properly designed and implemented to reinforce positive behavior which will directly impart positivity on the employee's performance (Njanja, Maina, Kibet, Njagi, 2013). Barton (2002) argues that rewards at job enhance the performance and the productivity level whether it is for the first time or for frequent achievements (Ibrar, Khan, 2015).

Stupendous way of motivating an employee is by delegating the authority. Delegation of authority is considered recently as a modern way and a trend to motivate employee and is commonly practiced by managers (Al-Jammal, Al-Khasawneh, 2015). As per Koontz & Wehrich (2003) delegation of authority is a process of the organization to transfer authority from superiors to subordinates and it involves assigning responsibilities also. It empowers subordinate to use available resources, take decisions regard to designated duties and make commitment (Agada, 2014). Delegation is a key to success for any organization that ensures efficient and effective functioning because it is a common notion that a person alone cannot discharge all responsibilities single handedly and the subordinates or juniors are appreciated and expected to use their own intuition and decision making skills to demonstrate capabilities and thereby motivated (Agada, 2014). The ultimate purpose of delegation authority is to adopt best usage of resources to enable and facilitate the rise and appearance of agility of the organization, and therefore to enhance total performance of the organization (Ortiz, Gorita, Vislykh, 2004).

3. METHOD

The study design was descriptive research design with a target population of 2500 employees of Turkana County from the ministry of trade, health, finance and roads with a sample size of 333 respondents. Data collection instrument was questionnaire. Piloting was done to test validity and reliability of data collection instrument. Data analysis was done to facilitate statistical representation of the data. Data was then presented in the form of reports. Tables and bar graphs were used to present the information. Data was analyzed using SPSS version 17. Multiple regression analysis was done to test the significant levels of one variable over the other.

4. DISCUSSION

The study sought to determine the impact of motivation on employee performance in the Public Service in Turkana County. The findings were presented in a five point Likerts scale where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree and T=total. From table 4.1 under, the respondents had been asked whether or not motivation is an essential component in employee overall performance and productiveness. The distribution of findings showed that 9.2 percent of the respondents strongly agreed, 45.2 percentage of them agreed, 28.3 percent of them were neutral, and 11.6 percent disagreed while 5.7 percent of them strongly disagreed. These findings implied that motivation is a critical ingredient in employee performance and productivity.

The respondents were also asked whether presence of clear work objectives that enables employees to know their expectation. The distribution of the responses indicated that 4.9 percent strongly agreed to the statement, 30.9 percent of them agreed, and 31.8 percent of them were neutral, 21.9 percent of them disagreed even as 10.5 percent of them strongly disagreed to the statement. These findings implied that presence of clear work objectives that employees to know their expectation.

The respondents were also asked whether the Presence of supportive work environment enhances performance. The distribution of the responses indicated that 8.3 percent strongly agreed to the statement, 46.3 percent of them agreed, and 26.1 percent of them were neutral, 8.5 percent of them disagreed while 10.8 percent of them strongly disagreed to the statement. These findings implied that the Presence of supportive work environment enhances performance. The respondents were further asked whether the employee are always eager to pursue and accomplish job goals and tasks given to them. The distribution of the responses indicated that 9.3 percent strongly agreed to the statement, 23.6 percent of them agreed, 38.0 percent of them were neutral while 19.3 percent and 9.8 percent of them disagreed strongly and disagreed to the statement respectively. These findings implied that the employee are always eager to pursue and accomplish job goals and tasks given to them.

The respondents were further asked whether the there is provision of employee training programmes to enhance skills and knowledge of the employees. The distribution of the responses indicated that 16.2 percent strongly agreed to the statement, 19.2 percent of them agreed, 36.0 percent of them were neutral, 25.4 percent of them disagreed while 3.2 percent of them strongly disagreed to the statement respectively. These findings implied that the there was provision of employee training programmes to enhance skills and knowledge of the employees. The respondents were asked whether the presence of strategies for teamwork are in place. The distribution of the responses indicated that 19.1 percent strongly agreed to the statement, 46.4 percent of them agreed, 17.3 percent of them were neutral, another 17.3 percent of them disagreed while none of them strongly disagreed to the statement respectively. These findings implied that the presence of strategies for teamwork are in place.

The respondents were further asked whether rewards and promotions regarding employee motivation was an important tool that management should consider to direct and channel the employee's motivation on their desired scheme. The distribution of the responses indicated that 8.0 percent strongly agreed to the statement, 46.4 percent of them agreed, 17.3 percent of them were neutral, 17.2 percent of them disagreed while 11.1 percent of them strongly disagreed to the statement respectively. These findings implied that rewards and promotions regarding employee motivation is an important tool that management should consider to direct and channel the employee's motivation on their desired scheme. Finally, the respondents were asked whether presence of motivation enhances organisational performance. The distribution of the responses indicated that 32.7 percent strongly agreed to the statement, 39.1 percent of them agreed, 15.4 percent of them were neutral and 12.8 percent of them disagreed while none of them strongly disagreed to the statement respectively. These findings implied that presence of motivation enhances organisational performance.

Table 4.1: Influence of motivation on employee performance in the Public Service in Turkana County

Statements	SA	A	N	D	SD
Motivation is a critical ingredient in employee performance and productivity	% 9.2	45.2	28.3	11.6	5.7
Presence of clear work objectives that enables employees to know their expectation	% 4.9	30.9	31.8	21.9	10.5
Presence of supportive work environment enhances performance	% 8.3	46.3	26.1	8.5	10.8
Employee are always eager to pursue and accomplish job goals and tasks given to them	% 9.3	23.6	38.0	19.3	9.8
There is provision of employee training programmes to enhance skills and knowledge of the employees	% 16.2	19.2	36.0	25.4	3.2
Presence of strategies for teamwork are in place	% 19.1	46.4	17.3	17.2	11.1
Rewards and promotions regarding employee motivation is an important tool that management should consider to direct and channel the employee's motivation on their desired scheme	% 8.0	43.9	25.4	13.8	8.9
Presence of motivation enhances organisational performance	% 32.5	39.3	15.4	12.8	0

Inferential Statistics

The study sought to set up the strength of the connection between independent and established variables of the look at. Pearson correlation coefficient was computed at 95 percent confidence interval (error margin of 0.05). Table 4.2 illustrates the findings of the study.

Table 4.2: Correlation Matrix

		Organizational Performance
Motivation	Pearson Correlation	.584**
	Sig. (2-tailed)	.000
	N	250

As shown on Table 4.6 above, the p-value for motivation was found to be 0.000 which is less than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (R-value) of 0.584, which represented an average, positive relationship between motivation and employee performance in the Public Service in Turkana County.

Multiple Linear Regression

Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the multiple linear relationship between the independent and dependent variables of the study.

Coefficient of Determination (R^2)

Table 4.3 shows that the coefficient of correlation (R) is positive 0.613. This means that there is a positive correlation between remuneration strategies and employee performance in the Public Service in Turkana County. The coefficient of determination (R Square) indicates that .327% of employee performance in the Public Service in Turkana County is influenced by remuneration strategies. The adjusted R^2 however, indicates that 28.3% of employee performance in the Public Service in Turkana County is influenced by remuneration strategies leaving 71.7% to be influenced by other factors that were not captured in this study.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613 ^a	.327	.283	6.0321

a. Predictors: (Constant), motivation

Analysis of Variance

Table 4.4 shows the Analysis of Variance (ANOVA). The p-value is 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how remuneration strategies affects and employee performance in the Public Service in Turkana County. The F – test was 37.288. The results also indicate that the independent variables are predictors of the dependent variable.

Table 4.4: ANOVA^a

Model		Sum of Squares	df	Mean Square F	Sig.	
1	Regression	501.701	4	224.504	37.288	.000 ^b
	Residual	2731.234	246	20.860		
	Total	2345.000	250			

Regression Coefficients

From the Coefficients table (Table 4.5) the regression model can be derived as follows:

$$Y = 54.703 + 0.536X_1$$

The results in table 4.4 indicate that all the independent variables have a significant positive effect on employee performance in the Public Service in Turkana County. The influential variable is motivation with a coefficient of 0.536 (p-value = 0.000). According to this model when all the independent variables values are zero, employee performance in the Public Service in Turkana County will have a score of 54.703.

Table 4.5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	54.703	4.674		15.251	.000
Motivation	.536	.147	.697	4.981	.000

Hypothesis Testing

Ho₁: Motivation does not have a good sized impact on employee overall performance inside the Public Service in Turkana County.

From Table 4.5 above, motivation ($\beta = 0.536$) changed into found to be positively related worker overall performance in the Public Service in Turkana County. From t-test analysis, the t -cost changed into observed to be 4.981 and the p -cost 0.000. Statistically, this null hypothesis was rejected because $p < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that motivation has a significant influence on employee performance in the Public Service in Turkana County.

5. CONCLUSION AND RECOMMENDATION

The study sought to determine the influence of motivation on employee performance in the Public Service in Turkana County. The findings revealed that that motivation is a critical ingredient in employee performance and productivity and that presence of clear work objectives that enables employees to know their expectation. The findings also revealed that the presence of supportive work environment enhances performance and that the employees are always eager to pursue and accomplish job goals and tasks given to them. On the statement of whether there is provision of employee training programmes to enhance skills and knowledge of the employees. The distribution of the responses indicated that

there is provision of Employee education programmes to beautify skills and information of the personnel and that the presence of strategies for teamwork are in vicinity. Majority of the respondents additionally revealed that rewards and promotions concerning worker motivation is a critical tool that control have to recollect to direct and channel the worker's motivation on their preferred scheme. The finding also revealed that presence of motivation enhances organisational performance. In conclusion basing on the findings, motivation ($\beta = 0.536$) changed into located to be definitely associated employee performance inside the Public Service in Turkana County. From t-check evaluation, the t -value become observed to be 4.981 and the p -value 0.000. Statistically, this null speculation was rejected due to the fact $p < 0.05$. Thus, the have a look at commonplace the opportunity hypothesis and it concluded that motivation has a substantial impact on employee performance inside the Public Service in Turkana County.

The study came up with some of the pointers below; The study recommends that the management the county authorities of Turkana must provide their staffs with more motivational techniques to permit employees to put in more efforts in success of the county's objectives. They county government should set clear desires and goals that makes employees to be eager to pursue and accomplish task goals and obligations given to them. The control of the county authorities of Turkana need to provide the personnel with a supportive job surroundings that enhances performance.

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