

Relationship between Reward Management Practices and Employee Job Satisfaction in Vihiga County Government, Kenya

PhD Scholar Ruth Nasimiyu Mulievi* and Lecturer Dr. Robert Egessa

County Government of Kakamega, P.O Box 36-50100, Kakamega, KENYA

Received 18 Jan 2021, Accepted 01 March 2021, Available online 05 March 2021, Vol.9 (March/April 2021 issue)

Abstract

Most organizations have adopted reward systems; hence need to establish the relationship between reward management practices and employee job satisfaction in the Vihiga County Government, which has not always met the annual target, set by the National Government. The Vihiga County Government therefore risks reduction of revenue allocation by the national government. This problem is attributed to employee job satisfaction. This may as well affect service delivery and day to day processes of the Vihiga County Government. The study was guided by; Goal setting Theory and Equity theory. Recognition, promotion, incentives and financial benefits were operationalized as independent variables while dependent variable was employee satisfaction at the Vihiga County Government. The study was guided by four objectives; to establish the relationship between incentives and employees' satisfaction at workplace, to establish the relationship between promotion practices and employees' satisfaction at workplace, to establish the relationship between financial benefits and employee satisfaction at work place and to establish the relationship between recognition and employee satisfaction at work place. The total population was 381 employees which include the County head of revenue, sub-counties revenue officers, strategic members, ward revenue officers, and 358 revenue collectors. Stratified sampling method was used. Data was collected by use of a questionnaire whose items were adapted from the relevant previous studies. Percentages were used to initially analyze the data and the results presented in tables. Inferential statistics were obtained by carrying out correlations analysis; bivariate, and multiple linear regression analyses, to test for the degree of association (correlations) between pairs of variables in relation to the association between reward management practices and employee job satisfaction. The study results indicated that; the influence of incentives on employee job satisfaction was positive and significant ($r=0.437^{**}$, $p<0.001$). The influence of financial benefits on employee job satisfaction, was positive and significant ($r=0.448^{**}$, $p < 0.01$). Promotion has a positive and significant influence on employee job satisfaction ($r=0.569^{**}$, $p < 0.01$). Recognition has a strong, positive and significant influence on employee commitment ($r=0.545^{**}$, $p < 0.01$). The results revealed that there is a positive and significant relationship between reward management practices and employee job satisfaction in Vihiga County Government. Promotion gave the highest correlation coefficient followed by recognition, financial benefits, and incentives respectively. It is clear therefore that, reward management practices should always be considered as a key component and outcome of strategic human resource management for enhancement of employee job satisfaction and performance. Organizations should consider reward management practices as core HR practice if they are to retain their employees and ensure they are satisfied at the work place. The study recommends a longitudinal research for an in-depth examination of the reward management practices and employee job satisfaction

Keywords: Management Practices, Employee Job Satisfaction etc.

Introduction

Globally, organizations are using different tools to deal with stiff competition in the market. Rewards being one of them fulfill employees' need for challenge, responsibility, decision making, variety, social recognition and career. Such benefits like recognition may be more motivating in the short term, in the long run, nonfinancial

like incentive, promotion, fringe benefits and recognition trigger a high level of interest in creative approaches to remuneration (Danish & Usman, 2010).

In organizations, one of the main underlying principles for conducting research on job satisfaction is positive or negative attitudes amongst employees. Such attitudes directly or indirectly affect work output: largely behaviour (Koustelios, 2001). Satisfied employees indirectly and directly put in value to the organization that could result in organizational and individual performance, decreased

*Corresponding author's ORCID ID:0000-0002-8816-8742
DOI: <https://doi.org/10.14741/ijmcr/v.9.2.2>

turnover and contribute to better profitability. There are various mechanisms that affect the job satisfaction and employees turnover intentions. These components found and researched by different studies include salary, nature of work, social status, security, authority, working conditions, promotion, recognition, co-workers, faculty and students (Ali & Baloch, 2008).

In Africa, a total reward system ensures employee satisfaction, appropriate and recognizing exceptional performance or hard work, motivating employees to work productively, encouraging loyalty and fostering a positive culture in the workplace. Employers often choose a combination of financial and non-financial rewards and incentives, (Musimbi & Juma, 2020). This is known as the "total reward" approach. Organizations are appreciating the need to for reward practices as a means for gaining competitive advantage in the market environment (Franklin, 2003). Armstrong (2014), pointed out that there are many achievements a company can attain by using rewards to boost employee satisfaction such as attraction and retention of new and old employees in an organization hence minimizing on recruitment costs training costs of new employees and high employee satisfaction that leads to high productivity. Low turnover, minimal absenteeism, minimum industrial unrests such us strikes and stay away from work sanctions.

In Kenya a study by Odemba (2014) reported that 46 per cent of professionals were dissatisfied with their jobs. Nearly 45 per cent and 47 per cent of workers in public and private sectors, respectively, considered pay as one of the important factors causing job dissatisfaction. The employees also noted that non-monetary factors like working conditions, job security and career growth opportunities also affected their job satisfaction. The same disaffection with jobs is noted among county governments in Kenya. There has been chaos in almost all counties since devolution. Mutai (2014) noted once the county government of Isiolo took over, that there is now more confusion than light, disorder at county offices, deceit on past relations, lack of information and growing elusion. The determinants of job satisfaction among employees of the County government in Kenya are diverse and mainly institution based. Sikoro, Namusonge, Makhokha and Nyagechi (2016) found that work environment, employees' attitude and employees' productivity determined satisfaction of employees in Trans Nzoia County.

In their study Wambugu and Ombui (2013) on the effects of reward strategies on employee performance at Kabete Technical Training Institute, Nairobi, sought to determine the extent to which personal drive for achievement, growth opportunities, recognition, Staff promotion influences employee performance at KTTI. A stratified random sampling technique was used to select a sample of 159 respondents from a target population of 270 employees. The study adopted a descriptive research design and utilized both primary and secondary data. Structured and unstructured questionnaires were used to

collect primary data while secondary data was collected through document review. Data analysis was carried out using both qualitative and quantitative techniques with the aid of SPSS while the main method of data presentation was frequency distribution, pie charts, graphs and cross tabulation. The study found a significant relationship between the reward strategies and employee work performance. The study concluded that personal need for achievement played a key role in influencing employee performance and given a choice employees showed preference for promotion, better remuneration, cash gifts and training opportunities as reward strategies. Reward Management practices

Organizations are today engaging competitively into productivity, and for that matter, reward management is now instrumental in encouraging employees towards commitment, as it increases their job satisfaction. With this strategy, firms can bring on board and maintain their employees and in essence increase productivity (Dalvi, 2013). A study by Datta (2012), notes that a majority of organizations consider employees as their core factor in generating organizational value and competitive advantage.

Statement of the Problem

Job satisfaction is an important element in a work situation and has been associated with improved performance as well as increased commitment to the organization (James & Hannah, 2013). Gratified employees will impact the productivity of the organization and as a result this translates to the achievement of organizational goals. In their study, Wangechi, Kiragu, and Sang (2018) reiterate that employee job satisfaction is one of the cornerstones of manpower development in organizations. Vihiga County Government has been torment with strikes as employees demand for better reward system, to an extent in the health sector which houses the high number of employees. Frequent strikes in public service significantly affect productivity (Wangechi *et al*, 2018). County Public Service Boards have not been keen on the causes of the frequent strikes by the County Government employees and as a result, dissatisfaction. Otemba (2014) found out that 46 per cent of professionals were dissatisfied with their jobs, out of this lots between 45 and 47 per cent in public and private sector respectively consider the reward system as one of the major factors causing job dissatisfaction. The study notes that non-monetary factors, working conditions, job security and career growth opportunities also affected employees job satisfaction. A study by Mutai (2014) noted that county governments are bewildered as regards how to handle job satisfaction. Sikoro, Namusonge, Makhokha and Nyagechi (2016) in their study in Trans-Nzoia County corroborate these findings. Rewards and compensation have been cited as major factors affecting job satisfaction of employees in many institutions (Chebet, 2015; Mwangi *et al.*, 2017; Anyango, 2011; Njoroge & Kwasira, 2015; Ombimba, 2014)

Invariably, many studies conducted in county governments in Kenya note that remuneration, compensation and benefits are the main factors affecting job satisfaction (Nanzushi, 2015; Obwoyere, 2016). Most studies conducted with regard to job satisfaction have focused on commitment (Obwoyere, 2016) recognition (Kuria 2011) security and grievance handling (Simatwa 2011) and work environment (Sikoro, Namusonge, Makhokha & Nyagechi, 2016), leadership style, (Orute, Mutua, Musiega & Masinde, 2015) work life balance (Kisilu, 2015). On this premise, this study sought to bridge the gap in knowledge by probing the connection between reward practices and employees job satisfaction in the Vihiga County Government.

Research Objective

The main objective of the study was to establish the Relationship between reward management practices and employee job satisfaction in Vihiga County Government.

Theoretical Review

Goal Setting Theory

Goal-setting theory (Locke, 1977) asserts that setting goals is essentially linked to task performance. The theory posits that specific, challenging goals together with appropriate feedback results to higher and better task performance. Most Governments use goal setting to check individual employee performance, departmental performance this is also a tool to determine which employees qualify for promotions, incentives, financial benefits and recognition therefore there is need to peg rewards to specific targets or goals.

Goal setting theory prompts the willingness for an employee to work harder hence feeling fully utilized and satisfied. Specific and clear goals lead to greater output and better performance. Definite, quantifiable and clear goals which have timelines eliminate misunderstanding. The theory suggests that goals should be realistic as well as challenging. When attained, these goals give an individual a sense of pride and triumph as a result, they push an individual further to the attainment of subsequent goals. Essentially, the more challenging the goal is, the greater the reward is expected and in essence the greater the passion in achieving the same. Employees should be involved in the goal setting process to avoid resistance and make it more acceptable and satisfying to the employees.

The theory posits that self-efficiency is the individual's belief and faith in oneself that has the potential of executing the task. The higher the level of self-efficiency, the greater will be the efforts put in by the individual when they face thought-provoking, stimulating as well as challenging tasks. While, the lower the level of self-efficiency, the less will be the efforts put in by the individual or one might even quit while meeting challenges. The objective of employee job satisfaction is

to make the employee stay for a longer time in the organization. Goal setting as a theory addresses the concept of target setting and specifically the issue of recognition of individuals and teams in the aspect of setting and achieving targets.

Equity theory

Adams' (1963) Equity theory clarifies why pay and conditions alone do not guarantee employee satisfaction. It goes further to demonstrate why giving one employee a pay-rise or promotion may have a demotivating effect on the rest. People tend to feel satisfied when they have a sense of fair treatment; whenever they feel any unfairness, they tend to be dissatisfied and demotivated as well. Employees want to always maintain equity between what they bring to the job as inputs and outcomes they receive from the organization viz-a-viz what they receive in return from the organization. The central idea in the equity theory is that, employees' value fair treatment. Fair treatment motivates employees, maintaining that sense of fairness amongst the co-workers guarantees reciprocity from them to the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization.

According to (Meyer, 1997), Equity theory concerns the perception of (cognitive process) how employees are being treated. It's the assessment process workers use to evaluate fairness, justice of organizational outcomes and adjustments process used to maintain perception of fairness i.e. during reward process the scales and measures must be clearly understood by all employees. And employees should participate in the structuring of the reward systems. It focuses on distributive justice. This theory is concerned with fairness of procedures used to make decisions to reward or prompt certain outcomes. It deals with how levels of performance are evaluated and how disputes are handled. This theory will help in establishing relationship between the relational rewards in Vihiga County Government and employee performance. This theory will help in determining various aspects of relational rewards towards satisfaction. The theory will help discuss the importance of equality and fairness to all revenue collectors, and introduce accountability so that any reward action by the employer is basically accounted for and explained to all other employees. The theory operationalizes the independent variable as well as the concept of employee satisfaction.

Incentives

Incentives play a critical role in ensuring work productivity (Awadallah, 2012). They provide intrinsic and extrinsic motivation that results in commitment that is associated with high level job satisfaction (Daniel & Metcalf, 2005; Danish & Usman 2010). When employees receive incentives, their mood and behaviour tend to change and are more satisfied; additionally, it has been proven that,

tangible and intangible incentives play a critical role (Ellis & Pennington, 2004).

Whereas tangible incentives have a short-term effect on employees, intangible incentives such as appreciative words have shown to have a long-term effect on the on satisfaction (Erbasi & Arat, 2012). Additionally, studies recommend that both tangible and intangible incentives be used equally (Freifeld, 2011).

Conversely, some other studies have shown that an increase in tangible incentives has a corresponding increase in employee satisfaction (Gana & Bababe, 2011; Kaya, 2007; Gomez-Mejia, Luis, *et al.*, 2005; Heyman, James & Ariely, Dan, 2004; Joseph & Jose, 2004. Incentives are required to increase employee engagement because when engagement towards work increases, there is always a corresponding rise in employee job satisfaction (Lawler, 2005). A study by Locke and Braver (2008) notes that financial and non-financial incentives are essential motivating components which have a significant effect on performance with a corresponding increase in satisfaction at work. For appropriateness, a budget is essential for incentive use in an organization for productivity (Markova & Ford, 2011).

Incentives are one added payment to employees' salary where one has completed certain job requirement and has been used by the organization as communication tools. Forty-four specific reward tools are described which can be used for individual or team incentives. Understanding their reward preferences and the implications of these differences are essential in designing incentives to attract and retain managers after their advanced training is completed. Types of incentives do not convey same tax advantages to the individual but can be used to lock individuals into companies and it is also easier to bind bonuses to actual actions of individuals and remove short-term transitory stock market effects (Zaraket & Saber 2017; Keasey, 2006).

As supported by Milne (2007), who stated that incentives rationale is based on the assumption that long-term and short-term incentives will encourage employees' loyalty, foster teamwork and ultimately facilitates the development of the desired culture that encourages and supports knowledge sharing. Reward and recognition systems come within the discussion on extrinsically motivated behavior that occurs when an activity is rewarded by incentives not inherent in the task it might be important for practitioners to assess the employees' characteristics before determining whether incentives would work in their organization. However, when inter-team cooperation is necessary, incentives may create conflict and resentment, decreasing a team's motivation to perform well.

Financial Benefits

World at Work (2015) study asserts that, benefits include packages an employer gives to employees to supplement

the pay given to them. They comprise of health, income protection, saving and retirement programmes that are intended to provide security for employees and their families as well. According to Zaraket and Saber (2017) they are a specific set of practices, policies and programmes and a philosophy that is aimed at ensuring that employees achieve success both at work and at home. They include any variety of programmes that provide paid time off, employee services and other protection programmes. They refer to any other package provided to an employee in addition to the basic pay (Gold, 2007). They include retirement benefits, medical benefits, life and disability insurance, housing, car allowance, and even clothing allowances (Zaraket & Saber, 2017; Dulebohn, Molloy, Pichler & Murray, 2009; Gold, 2007). Studies reveal that there is a significant and positive relationship between benefits and employee satisfaction (Zaraket & Saber, 2017; Asegid, 2014; Artz, 2010).

In his study, Martocchio (2013) expounded that fringe benefits can also comprise of prerequisite perks such as relocation payments, flexible start dates, sign-on bonuses, use of company-owned property, health club membership, tuition reimbursement, financial planning and clothing allowances (Zaraket & Saber, 2017). Artz (2010) reported a significant positive estimate for variables as paid vacation and sick pay but no significance for any of the remaining benefits: Child care, pension, profit sharing, employer provided training/education and health insurance.

A study by Asegid (2014) revealed that fringe benefits were a significant of overall job satisfaction. Equally, Tella (2007) included the most of the fringe benefits in the study of employees of non-profit organizations and found out that only two out of nine fringe benefits were significant and positively related to employee job satisfaction. This is corroborated by findings from a study by Artz (2010).

Furthermore, Artz (2010) revealed that fringe benefits make up a significant portion of employer compensation packages but their impact on worker job satisfaction has been given much attention. Also Artz (2010) attested that fringe benefits can affect job satisfaction in opposing ways.

Conversely, Baughman (2003) found that employers tend to decrease wages once several benefits such as financial benefits had been offered to employees after a few years. His study found that workers view financial benefits as substitutes, willing to give up wages for more financial benefits and fringe benefits which were positively related to employees' satisfaction. The findings were supported by Benz (2005) which he found that only two out of nine benefits examined were positively related to satisfaction. He said, some of the reasons mentioned for the turnover are low compensation, inadequate or no financial benefits, no recognition, poor worker morale and job attitude and no promotions to employees and even if it is there the procedure is not clear to employees.

Employee Recognition

In their research work, Akafo and Boateng (2015) noted that, as much as employees want attractive pay and

benefits, they expect their values and effort valued, appreciated and fairly treated. There seems to be agreement on the definition of recognition, scholars agree that it is the timely, formal or informal acknowledgement of a person or a team’s effort, behaviour or business/organizational results that are concomitant with the goals and values of the organization (Hart, 2011; Harrison, 2011). These results or behaviour or effort is usually beyond normal expectation. Hart (2011) adds that, it is a meaningful, thoughtful employee programme for appreciating, valuing effort and demonstrating respect for who they are and what they do for the organization. Long and Shields (2010), assert that recognition can still be categorized into formal and informal, cash or non-cash and team or individual. They note that, all employees value praise and appreciation for work and require credit for approval mostly from supervisors and by extension colleagues. Most feel unappreciated when they do not receive the same from supervisors or colleagues whom they have respect for (Hart, 2011). Recognition provides feedback for one’s competence with respect to job performance (Akafo & Boateng, 2015; Dartey-Baah, 2010; Hart, 2011).

In their study on the impact of incentives, rewards and recognition programs on employee motivation in Pakistan, Danish and Usman (2010), reveal that, there is substantial relationships between numerous dimensions of work and motivation and satisfaction. Nevertheless, recognition, operating procedures and the work itself revealed low means as compared to other dimensions. It concludes that when they are not recognized, employees become dissatisfied.

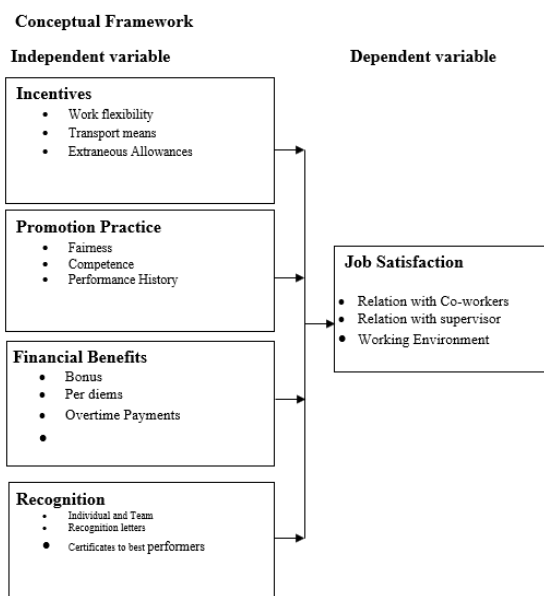
Rewards and recognition programs retain high spirits amongst employees, augment their morale and produce a relation between performance and motivation of employees (Akafo & Boateng, 2015). Therefore, the critical aim of a reward and recognition program is to define a system to recompense employees and communicate it to them so that they can associate their reward to their performance which eventually primes to employees’ job satisfaction. When employees are recognized and appreciated in terms of their identification, their working capacity and performance become very high. Similarly, the recognition which is a central point towards employee motivation adores an employee through appreciation and assignments (Danish and Usman, 2010).

In his study, Dartey-Baah (2010) retorts that, if supervisors and colleagues, whose opinion is valued by employees, recognize employees’ contributions by giving credit where credit is, it follows that they will be committed to their work. This is premised on the fact that; recognition is one of the most frequently mentioned factors causing satisfaction and dissatisfaction among workers. It is therefore recommended that, organizations should increasingly make use of non-financial rewards in the form of social recognition forms where employers utilize non-monetary methods to recognize and buttress desired behavior (Long & Shields, 2010). For employees to

be committed, it is important that employees are motivated and appreciated through recognition (Danish & Usman, 2010).

Summary of Literature Review

From the literature review, it is evident that there are a number of theories that support job satisfaction. They show how and why reward management practices are related to job satisfaction. Different forms of rewards have been outlined in the review. This review has shown contribution from other researchers and authors regarding the relationship between reward management practices and employee job satisfaction. It has also shown that reward practices can be used as a motivational tool to employees fostering individual satisfaction. It goes further to show that most rewards are pegged on outstanding performance linked to organizational goal. In the review good reward management practices has been seen to reduce employee turnover unlike bad reward management practices that demotivate staff and in the long run affect the organization in terms of performance or poor service delivery to its clients.



Methodology

The research design adopted was descriptive. According to Cooper and Schindler (2014) research design constitutes the blueprint for the gathering, measurement, and analysis of the data. Kothari (2004) argues that a research design is the arrangement of conditions for collections and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In other words, a research design incorporates the methodology and procedures employed to conduct scientific research (Creswell, 2012). Backlund and Suikki (2015) posit that this design aims to determine the aspects of the problems which are crucial for a thorough analysis. Descriptive

studies may help the researcher to understand the characteristics of a group in a given situation, think systematically about aspects in a particular case, offer ideas for further probe and research and finally help make certain simple decisions (Sekaran & Bougie, 2013).

Target Population

The study targeted employees working in Vihiga County Government. Sample size was obtained by stratified random sampling from which a representative sample was obtained.

Sampling techniques and sample size

Categories	Number of employees
Management	47
Sub County Revenue Officers	290
Revenue Officers	47
General Staff	380
Total	380

Results and Discussion

Gender Distribution

	Frequency	Percentage
Male	81	55.1
Female	66	44.9
Total	147	100.0

Age Distribution

The study also analyzed the Age distribution amongst employees within County Governments in Kenya in Vihiga County Government and the results obtained were as shown in table 1.2;

Table 1.2: Age Distribution

AGE	Percent Frequency
20-30	32.0
31-40	44.9
41-50	17.7
>51	5.4
Total	100.0

The results obtained in indicated that employees with the age between of 31-40 years old were the majority at 66 (44.9 per cent), while those between 20 and 30 years were the second majority at 47 (32.0 per cent). Respondents within the age bracket of 41-50 years old were also substantial at 26 in number representing 17.7 per cent. However, the department still had a few employees above the age of 51 which accounted for 5.4 per cent. This means that most of the workforce in Vihiga County Government is relatively young while the ageing generations of age 51 years and above were found to be declining in number.

Academic Qualifications

The study established the level of academic qualifications for the respondents in Vihiga County Government. The results obtained were presented in table 4.3:

Table 1.3: Academic Qualification

Education Level	Percent Frequency
O-Level	10.2
Certificate	15.6
Diploma	51.0
Degree	18.4
Masters	3.4
PhD	1.4

The findings in table 1.3 showed that 15.6 per cent of respondents indicated that they were working within Vihiga County Government on the strength of their certificate qualification while 51.0 per cent were diploma holders. However, these results also showed that 18.4 per cent of respondents were degree holders while 3.4 per cent had masters’ degrees. Only two members among the respondents had doctorate degrees translating to 1.4 percent. 10.2 per cent of the respondents were working in the department on the strength of their O-level qualifications. In reality, the disparity in the education levels among the workforce may call for the opening of more opportunities to have employees pursue further education that would bridge the gap between them.

Job Category

The study also surveyed a mixture of employees in terms of their job category and established that those from the lower cadre were the majority, followed by those in the supervisory level. The results obtained were as shown in figure 4.3.

Table 1.4: Job Category

Job Category	Frequency	Percent
Management		5.4
SC Revenue Officer		11.6
Revenue Officer		43.5
General Staff		39.5
Total		100.0

The results in table 1.4 revealed that most respondents were Revenue officers at 43.5, while the lowest number was from the top managers at 5.4 per cent. The Sub county Revenue officers, who are the supervisors, percentage representation stood at 11.6 per cent. While the general staff stood at 39.5 per cent. This is a typical managerial structure in many organizations whose top managers are always fewer than the rest of the staff (Kyambi, 2015; Mukanzi *et al.*, 2014).

Length of Service

The study also summarized the employees’ length of service and the results obtained were as shown in Table 1.5:

Table 1.5: Length of Service

Length of Service	
Years	Percent
0-4 Years	53.1
5-9 Years	25.2
10-14Years	16.3
15-19 Years	4.8
20 Years and Above	0.7
Total	100

The results in table 1.5 indicate that a majority of respondents (53.1 per cent) had worked for the County Government between 0 and 4 years. 25.2 per cent had worked for between 5-9 years. Furthermore, 16.3 per cent of the same respondents had an experience of between 10-14 years in the same organization, while 4.8 per cent had worked for the Vihiga County Government between 15-19 years. At the same time, the County had employees who had worked for more than 20 years (at 0.7 per cent), although most of them were found to be in the managerial positions.

The results in table 1.5 indicate that a majority of respondents (53.1 per cent) had worked for the Vihiga County Government between 0 and 4 years. 25.2 per cent had worked for between 5-9 years. Furthermore, 16.3 per cent of the same respondents had an experience of between 10-14 years in the same organization, while 4.8 per cent had worked for the Vihiga County Government between 15-19 years. At the same time, the County had employees who had worked for more than 20 years (at 0.7 per cent), although most of them were found to be in the managerial positions.

Correlation Analysis

Correlation analysis was conducted to determine the existence, strength and direction of a linear relationship between reward management practices and employee job satisfaction. According to Kothari and Garg (2014), the correlation coefficient (r) can range between negative one (-1) to positive one (+1). A positive one (+1) indicates a positive perfect linear relationship between the independent variables and the dependent variable. On the other hand, a negative one (-1) correlation coefficient indicates that the predictor variables are perfectly and negatively related to the dependent variable. Nonetheless, a correlation coefficient of zero (0) indicates that the two variables (predictor and dependent variables) are linearly independent and the predictor variables cannot explain the variation in the dependent variable (Cooper & Schindler, 2011).

In addition, a stronger perfect correlation between the independent and the dependent variables is obtained when the correlation coefficient (r) is found to be closer to either positive one (+1) or negative one (-1). Therefore, the correlation analysis was carried out using Pearson correlation coefficient technique. The study sought to investigate the influence of reward management practices (incentives, financial benefits, promotion and recognition) on the dependent variable (employee job satisfaction). The results obtained were presented in table 1.10 and discussed thereof as per the individual specific objective:

Correlation Matrix

	1	2	3	4	5
1 Incentives	1				
2 Promotion	.531**	1			
3 Financial Benefits	.470* (.001)	.410** (.001)	1		
4 Recognition Employee	.454**	.602**	.523	1	
5 Job Satisfaction	.437**	.569**	.448**	.545**	1

Reward Management Practices on Employee Job Satisfaction

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change in R Square	F Change	Sig. F Change
1	.645 ^a	.416	.399	.52382	.416	25.263	.000

a. Predictors: (Constant), Financial Benefits, Promotion, Incentives, and Recognition

Coefficients for Reward Management Practices

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.109	.367		.298	.766
	Recognition	.288	.108	.232	2.664	.009
	Incentives	.118	.106	.090	1.115	.267
	Promotion	.434	.118	.318	3.692	.000
	Financial Benefits	.161	.083	.154	1.945	.054
Reward Management Practices	1.11	.782	.794	9.714	.000	

The results obtained in table 1.25 show the unstandardized regression coefficients β values of the computed (composite index) scores of Reward Management Practices as 0.118 (Incentives), 0.161(Financial Benefits), 0.434(Promotion) and 0.288(Recognition). These coefficients showed the fitted model with the inclusion of the constant (beta zero). Hence, the raw regression equation model given was as shown:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 - \beta_5 X_5 + \epsilon$$

and thus, the estimated model was given by:

Employee Job Satisfaction (predicted) = 0.109 + 0.118*Incentives + 0.161*Financial Benefits + 0.434*Promotion + 0.288*Recognition

In the establishment of how useful the predictor variables could be, Cohen and Cohen (1983) recommended that the t -values should be less than -1.96 or greater than +1.96 at 95 per cent confidence level. Therefore, the results obtained in table 4.18 presented the t -values of Incentives ($t= 1.115$), Financial Benefits ($t= 1.945$), Promotion (3.692) and Recognition (2.664). This showed that the t -values of Recognition and Promotion were within the range and hence, the variables were found to be significant predictors of Employee Job Satisfaction in the multiple regressions since all the two had p values of less than 0.01. The t -values for Incentives and Financial Benefits were below + or - 1.96 and hence considered insignificant in the model. However, on the overall, this shows that when a given set of employees' experiences are increased in terms of the provision of Reward Management Practices, then there would be a subsequent increase in Employee Job Satisfaction by the given t -values respectively. Thus, having achieved the set objective, the study rejected the null hypothesis that: H_0 : Reward Management Practices have no significant influence on Employee Job Satisfaction in Vihiga County Government.

Conclusions

The general objective for the study was to examine the influence of reward management practices on employee job satisfaction in the Vihiga County Government. To achieve this purpose, four specific objectives were derived from the main one. Similarly, from the four specific objectives, four hypotheses were formulated. These hypotheses were then subjected to correlation and regression analysis to establish the degree of influence. From the findings, various conclusions were drawn.

Objective one sought to establish whether incentives influences employee job satisfaction. The objective was attained and the study concluded that incentives had a positive and significant influence on employee job satisfaction. Objective two sought to determine whether promotion influences employee job satisfaction. The objective was attained with the results indicating a statistically significant influence of the predictor variable (Promotion) on the dependent variable (employee job satisfaction).

Objective three sought to establish the relationship between financial benefits and employee job satisfaction in the Vihiga County Government. This objective was also achieved and a conclusion drawn that the influence of financial benefits on employee job satisfaction was positive and significant. On the other hand, this study in its fourth objective, sought to investigate whether recognition had a significant influence on reward management practices on employee job satisfaction in the Vihiga County Government. From the regression analysis,

this study established that recognition had a positive and significant influence on reward management practices and employee job satisfaction. On the overall, reward management practices had a significant influence on employee job satisfaction.

Implications of the Research Findings

The study investigated the influence of reward management practices on employee job satisfaction in the Vihiga County Government. Therefore, it bridged some of the conceptual and contextual gaps including their methodologies, that had been brought out in the literature review. Thus, the findings presented several issues that have implications for theory, policy and practice of human resource management together with employee job satisfaction. regarding the theory, this study advanced a theoretical argument for the use of the goal-setting theory in ensuring that the management sets realistic targets, in form of goals, these are important in ensuring that they are achievable as well as challenging to employees. Their achievement should eventually be a satisfying factor to the employee, hence job satisfaction. It advances the use of equity theory in reward management research, to investigate the role of recognition and promotion on the enhancement of employee job satisfaction within the department.

Similarly, the study contributes to the Equity theory with respect to reward management practices (incentives, financial benefits, promotion) and employee job satisfaction constructs. The findings encourage Vihiga County Government to focus more on employee perceptions on how they are treated by ensuring they have the right reward management practices and employees' satisfaction for enhanced organizational performance. In reference to this, the study provides a better understanding of reward management practices and employee job satisfaction. In addition, the models presented a useful framework that could be used to study reward management practices and employee job satisfaction. These findings also have implications for the improvement in managing reward management within organizations. Therefore, the management of Vihiga County Government may need to invest in an array of reward management practices by developing the necessary means by which employee job satisfaction could be enhanced. In terms of knowledge, this study contributes to the knowledge in several grounds. First, it validates the structure of reward management practices in the Kenyan context. Secondly, it contributes to the knowledge of the topic of reward management practices and employee job satisfaction in Kenya.

Recommendations

These findings add to the already existing empirical and conceptual evidence that reward management practices have an influence on employee job satisfaction. They fill

the specific knowledge gap that the relationship between reward management practices and employee job satisfaction can be supported by the organization to ensure that skilled and talented employees are kept longer in organizations by appropriate reward practices as well as ensuring that achievable and challenging goals are set to motivate the employees towards achieving them in the same way that brings about job satisfaction. However, the factors used to measure reward management practices— incentives, financial benefits, and incentives- may not be exhaustive. A further review of reward management practices may identify additional variables and other possible moderators or intervening variables which may broaden the range of influence between these practices and employee job satisfaction.

To boost employee job satisfaction, it is recommended that organizations should provide their employees with appropriate support in the performance of their tasks. Similarly, it is also recommended that all employees be allowed flexi-time, and that they should be given greater autonomy in the performance of their work.

Similarly, future research in this area should adopt a different research design such as a longitudinal one, to provide a better assessment of the variables and how they improve over time. A longitudinal testing of reward management practices is also critical in terms of establishing a causal linkage between the variables instead of a relationship testing as shown in the descriptive survey. Also, future research should consider combining multiple internal informants with the views of other informants such as customers, together with other stakeholders in the Vihiga County Government, in order to generate dependable conclusions of the study variables. Finally, this research work relied on a case study for data collection. Future studies should collect data using multiple methods to avoid common-method bias. Equally, the sample was drawn from the Vihiga County Government and thus, the conclusions may not be generalized to other departments. In light of this, future studies may be conducted across county Governments in Kenya to cover the different organizations and sectoral settings.

Areas for Further Research

There is need to carry out further research to establish reward management practices and employee job satisfaction exploring other RMPs. Future studies should also focus on mediating roles of organizational support, and employee commitment. The studies should also look exhaustively on the influence of recognition on employee job satisfaction.

As the study established an obvious and existing gap in literature on recognition, promotion in studies carried out on reward management in Africa and Kenya particularly, future studies on RMPs and employee job satisfaction should highlight more on these variables. The studies should look at how these specific variables influence employee job satisfaction without the other constructs explored in the current study.

The relationship between financial benefits and HR outcomes such as employee job satisfaction and performance has not been tested exhaustively in the context of Vihiga County Government. Therefore, the replication of this study in other sectors as well as countries, especially in the sub Saharan Africa, could demonstrate the universality and significance of reward management practices and how it relates to employee job satisfaction in general.

Similarly, future studies should also incorporate a survey across the County Governments in Kenya so that findings obtained can be used for generalization. The survey will be handy as it will also bring to the fore other reward management practices being undertaken by these organizations and also establish their level of influence on satisfaction. Besides, the study may also reveal other satisfaction practices carried out by these organizations.

Finally, future studies should also focus on other sectors such as manufacturing, banking and IT. If done, these studies will bring out unique characteristics of RMPs and their overall influence on employee job satisfaction. This will be necessary for HR managers, policy making and also legislation. Similarly, the studies can also explore public service sectors.

References

- [1]. Abdullah, & R. (2012). *Antecedents of organizational commitment of Banking sector*.
- [2]. Adams, J. (1965). *Inequity in Social Exchange in L. Berkowitz (ed), Advances in Social Psychology*. New York: Academic Press.
- [3]. Ahmed, I., Ismail, W., Amin, S., & Ramzan, M. (2011). Conceptualizing Perceived Organizational Support. *Australian Journal of Basic and Applied Sciences*, 5(12), 784.
- [4]. Aidla, A. (2013). Perceptions of Negative Inequity at Work and the Behaviour of Individuals. *GSTF Buwiness Review*, 2(3), 234.
- [5]. Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process. *Journal of Management*, 29(1), 99-118.
- [6]. Allen, D., Camppbell, N. S., Griffeth, R. W., & Maertz, C. P. (2007). The Effects of Perceived Organizational Behaviour and Perceived Supervisor Support on Employee Turnover. *Journal of Organizational Behaviour*, 28(8), 1059-1075.
- [7]. Allen, N., Houston, D., & Mann, R. (2008). Best Practices in New Zealand Organizations for Rewarding and Recognizing Employee Innovations. *Total Quality Management and Business Excellence*, 19(1/2), 125-139.
- [8]. Ali, N., & Baloch, Q. B. (2008). Impact of Job Satisfaction on Turnover Intention: An Empirical Evidence. *Journal of Managerial Sciences*. 2(1), 23-41
- [9]. Amjad, G. A., Ghulam, M. K., & Quresh, A. Q. (2014). Relationship between Work-Life and Organizational Commitment. *Research on Humanities and Social Sciences*, 4(5), 1-7.
- [10]. Anwar, A. M., Almsafir, M. K., & Alnaser, A. (2013). The Drivers of Qulaity of Working Life: A critical Review. *Australian Journal of Basic and Applied Sciences*, 7(10), 398-405.

- [11]. Arif, B. (2014). Impact of Worklife Balance on Job Satisfaction and Organizational Commitment among University Teachers: A case Study of University of Gujrat. *International Journal of Multidisciplinary Sciences and Engineering*, 5(9).
- [12]. Armstrong. (2009). *Armstrong's hand book of human resource management Practice*. 11th ed. London: Kogan Publishers.
- [13]. Armstrong, M. &. (2005). *Managing Performance: Performance Management in Action*. Institute of Personnel and Development. London: London Chartered.
- [14]. Armstrong, M. &. (2014b). *Armstrong's Handbook of Human Resource Management Practice* (13 ed.). Kogan Page publishers.
- [15]. Armstrong, M. (2012). *Employee Reward: People and Organizations*. London: Comwel Press Limited.
- [16]. Arnold, J., & Silvester, J. (2010). *Work Psychology: Understanding Human Behaviour in the Workplace* (5th ed.). Pearson Education.
- [17]. Aryee, S. (2004). *Human Resource Management in Ghana, in K. Kamoche, Y. Debrah and G.N. Muuka (eds) Managing Human Resources in Africa*. London: Routledge.
- [18]. Aslam, D. H., Amber, T., Siddique, A., & Tanveer, A. M. (2012). Work-Life Balance as a Best Practice Model of Human Resource Management: A Win-Win Situational Tool for the Employees and Organizations. *Mediterranean Journal of Social Sciences*, 3(1).
- [19]. Asseae, H. K. (2006). Organizational Information, Organizational Commitment and Intention Toguit: A Study of Trinidad and Tobago. *International Journal of Cross Cultural Management*, 6, 343-359.
- [20]. Auka, D. B. (2013). Perceived service quality and customer loyalty in retail banking in Kenya. *British Journal of Marketing Studies*(3), 32-61.
- [21]. Backlund, T. &. (2015). *Performance appraisal-Dattner consulting*.
- [22]. Backlund, T. &. (2015). *Performance appraisal-Dattner consulting*.
- [23]. Baran, B., Shanock, L., & Miller, L. (2012). Advancing Organizational Support Theory into the Twenty-First Century World of Work. *Journal of Business and Psychology*, 27(2), 123-147.
- [24]. Bargain, J. J., & Hime, P. (2007). The Dimensionality of Workplace Interpersonal Trust and its Relationship to Workplace Affective Commitment. *South African Journal of Industrial Psychology*, 33(3), 43-48.
- [25]. Bell, R., & Martin, J. S. (2012). The Relevance of Scientific Management and Equity Theory in Everyday Managerial Communication Situations. *Journal of Management Policy and Practice*, 13(3).
- [26]. Benz, M. (2005). *Not for the profit, but for the satisfaction? Evidence on worker well-being in non-profit firms*, KYKLOS,.
- [27]. Bolch, M. (2007). Rewarding the Team. *HR Magazine*, 52(2), 91-93.
- [28]. Boyens, J. (2007). Employee Retention: The Key to Success. *Franchising World*. Vol 39(2), 59-62.
- [29]. Braton, J. &. (2007). *Human Resources Management: Theory and Practice*, (4th ed.). Palgrave, Basingstoke.
- [30]. Bromiley, P. a. (2014). Towards a practice-based view of strategy. *Strategic Management Journal*, 35(8), 1249-1256.
- [31]. Buchanan, B. (1974). *Building Organizational Commitment The Socialization Manager in Work Organization*. Administrative Science Quarterly .
- [32]. Burke, M. J., Borucki, C. C., & Hurley, A. E. (2012). Reconceptualizing Psychological Climate in a Retail Service Environment: A Multiple Stakeholders Perspective. *Journal of Applied Psychology*, 77, 717-729.
- [33]. Bussin, M. (2012). *The Remuneration Textbook of Africa*. Randburg: Knowles Publishing (Pvt) Ltd.
- [34]. Butaki, N. (2015). Factors Affecting Retention of Human Resource for Health in Transzoia County. *International Journal of Recent Trends in Commerce, Economics and Management*, 2(4), 143-170.
- [35]. Carrel, R. M., & Heavrin, J. D. (2009). *Relations and Collective Bargaining*. . Upper Saddle River, New Jersey: Pearson Prentice Hall.
- [36]. Cave, M. (2002). Go Ahead, Motivate Me. *Australian Financial Review Boss*.
- [37]. Cheng, Y. Y., & Fang, W. (2008). The Moderating Effect of Impression Management on the Organizational Politics-Performance Relationship. *Journal of Business Ethics*, 79(3), 263-277.
- [38]. Chitalu, B. K. (2011). *The Conceptualisation and Perationalisation of Talent management: The Case of European Internationally Operating Businesses*. Doctoral Dissertation, University of Central Lancashire.
- [39]. Chow, I. H., & Keng-Howe, I. C. (2006). The Effect of Alternative Work Schedules on Employee Performance. *International Journal of Employment Studies*, 14(1), 105-130.
- [40]. Clifford, J. (2009). *The relative importance of intrinsic and extrinsic rewards as determinants of work satisfaction*. The Sociological Quarterly.
- [41]. Cohen, S. &. (1995). Stress, Social support and buffering hypothesis. *psychological journal*, 2:310-357.
- [42]. COLLIS, J. &. (2009). *Business research: a practical guide for undergraduate & postgraduate students*. Basingstoke. Hampshire [UK]: Palgrave Macmillan.
- [43]. Creswell, J. W. (2012). *Qualitative inquiry & research design: Choosing among five approaches* (4th ed.). Thousand Oaks, CA: Sage.
- [44]. Creswell, J. W. (2012). *Qualitative inquiry & research design: Choosing among five approaches* (4th ed.). Thousand Oaks, CA: Sage.
- [45]. Cropanzana, R., Rupp, D. E., & Bryne, Z. S. (2003). The Relationship of Emotional Exhaustion to work Attitudes, Job Performance and Organizational Citizenship Behaviors. *Journal of Applied Psychology*, 88(1), 160-169.
- [46]. Dalvi, M. &. (2013). *Investigating the Effects of Reward on the Cooperation in the Sale and Marketing Department from Managers' Perspective (Isfahan Food industries Case Study)*. *International Journal of Academic Research in Business and Social sciences*.
- [47]. Danish, R. a. (2010). *Impact of reward provide insight understanding that how organizations can and recognition on job satisfaction and motivation*.
- [48]. Danish, R. Q., & Usman, A. (2010). Impact of Reward and Recognition on Job Satisfaction and Motivation: An empirical study from Pakistan. *International Journal of Business and Management*, 5(2), 159.
- [49]. Datta, P. (2012). *An Applied Organizational Rewards Distribution System* (Vol. 3).
- [50]. Dawley, D. D., Andrews, M. C., & Bucklew, N. S. (2008). Mentoing Supervisor Support and Percieved Orgnaizational Support: What Matters Most? *Leadership and Organizational Development Journal*, 29(3), 235-247.
- [51]. Day, D., & Lisa, D. (2015). Leadership Development: An Outcome-Oriented Review Based on Time and Levels of Analyses. *Annual Review of Organizational Psychology and Organizational Behavior*, 2, 133-156.

- [52]. DeCenzo, D. A., & Robbins, S. P. (2010). *Fundamentals of Human Resource Management* (10th ed.). New Jersey: John Wiley and Educational Publishers.
- [53]. Dhanpat, N. (2014). An Investigation: Should Organizations move towards Team-Based Recognition? *Mediterranean Journal of Social Sciences*, 5(23), 2363-2369.
- [54]. Dobbin, F. K. (2007). *Diversity management in corporate 1430 America. Contexts*.
- [55]. Dysvik, A., & Kuvaas, B. (2012). Perceived supervisor support climate, perceived investment in employee development climate, and business-unit performance. *Human Resource Management*.
- [56]. Eisenberger, R. &. (2001). Incremental effect of reward on creativity. *Journal of personality and social psychology*, 81(4), 728-741.
- [57]. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71(3), 500.
- [58]. Fathaniy, A. Z. (2011). *The Role of Human Resource Practices, Supervisory Support and Work-Life Balance Policies on Employee Intention to Stay: A Study in Oil and Gas Company*. Masters Thesis, Univesiti of Utara, Malaysia.
- [59]. Fenwick, U. (2001). Control over scheduling working hours. *Journal of Family & Economic issues*, 22(2), 101-119.
- [60]. Franklin, L. (2003). *An introduction to workplace counseling: A Practitioners Guide*. Houndmills.
- [61]. G.A., M. M. (2003). *Research Methods. Quantitative and Qualitative Approaches*. Nairobi: ACTS Nairobi, Kenya.
- [62]. Galbraith, R. J. (1973). *Designing Complex Organization*. Boston, USA: Addison Wesley Longman Publishing Company.
- [63]. Ganguly, R. (2010). Quality of Worklife and Job Satisfaction of a Group of University Employees. *Asian Journal of Management Research*, 209-216.
- [64]. Gostick, A., & Elton, C. (2007). *The Daily Carrot Principle: 365 Ways to Enhance Your Career and Life*. New York: Simon & Schuster.
- [65]. Goud-Williams, J., & Davies, F. (2005). Using Social Exchange Theory to Predict the Effects of Human Resource Management Practice on Employee Outcomes: An Analysis of Public Sector Workers. *Public Management Review*, 7(1), 1-24.
- [66]. Greener, S. (2008). *Business Research Methods*. Ventus Publishing.
- [67]. Gupta, B., & Hyde, A. M. (2016). Factors Affecting Quality of Work Life among Academicians. *Anvesha*, 9(1), 8.
- [68]. Hackkett, R. L. (2001). Understanding the Links Between Work Commitment Constructs. *Journal of vocational Behaviour*, VOL.58(3), 392-413.
- [69]. Haines, V., & Taggar, S. (2006). Antecedents of Team Reward Attitude. *Group Dynamics: Theory, Research, and Practice*, 10(3), 194-205.
- [70]. Hales, T. (n.d.). Commodities and variations in managerial work: A study of middle managers in Malaysia.
- [71]. Hill, J. V. (2004). Beyond the Mommy Track: The Influence of New-Concept Part-time Work for Professional Women on Work and Family. *Journal of Family and Economic Issues*, 25(1), 121-136.
- [72]. Hunter, J. &. (1990). *Methods of Meta-analysis: Correcting Error and Bias in Research Findings*. Beverly hills: Sage.
- [73]. Iqanlazar, C. O. (2010). The Role of Work Life Balance Practices in order to improve Organizational Performance. *European Research Studies*, 1-14.
- [74]. James and Hannah (2013) *Satisfaction Factors that Influence the Performance of Secondary School Principals in their Administrative Functions in Mombasa District, Kenya*. School of Business University of Nairobi, Kenya, 2013.
- [75]. J. Combs, Y. L. (2006). *How much do High-Performance Work Practices Matter? A Meta-Analysis of Their Effects on Organizational Performance,* *Personnel Psychology*, Retrieved from <http://dx.doi.org/10.1111/j.1744-6570.2006.00045.X>
- [76]. Kalra, S. K., & Ghosh, S. (2011). Quality of Work Life: A Study Associated Fcators. *The Indian Journal of Social Work*.
- [77]. Kang, H. J., Gatling, A., & Kim, S. J. (2015). Organizational Commitment, Career Satisfaction and Turnover Intention for Hospitality Frontline Employees. *Journal of Human Resources in Hospitality and Tourism*, 14(1).
- [78]. Kangure, F. M. (2014). *Relationship between Work-Life Balance and Employee Engagement in State Corporations in Kenya*. MBA Thesis, Jomo Kenyatta University of Agriculture and Technology.
- [79]. Kerlinger, F. N., & Lee, H. B. (2012). *Foundations of Behavioral Research*. Cengage Learning.
- [80]. Khan, S. A., Rajasekar, J., & Al-Asfour, A. (2015). Organizational Career Development Practices: Learning from an Omani Company. *International Journal of Business and Management*, 10(9).
- [81]. Kibui, A. W., Gachunga, H., & Namusonge, G. S. (2014). Role of Talent Management on Employees Retention in Kenya: A Survey of State Corporations in Kenya: Empirical Review. *International Journal of Science and Research*, 3(2), 414-424.
- [82]. Kimunge, M. (2014). Effects of Total Rewards on Employee Retention: A Case Study of Kenya Vision 2030 Delivery Secretariat. *Strategis Journals*, 2(15), 280-299.
- [83]. Kipkebut, D. J. (2010). *KipOrganisational Commitment and Job Satisfaction in Higher Educational Institutions: The Kenyan Case*. Doctoral dissertation, Middlesex University.
- [84]. Kombo, D. K. (2006). *Proposal and Thesis Writing: An Introduction*. Nairobi: Paulines Publications Africa.
- [85]. Kombo, D. K., & Tromp, D. L. (2006). *Proposal and Thesis Writing: An Introduction*. Nairobi: Paulines Publications Africa.
- [86]. Korir, I., & Kipkebut, D. (2016). The Effect of Reward Management on Employees Commitment in the Universities in Nakuru County, Kenya. *Journal of Human Resource Management*, 4(4), 37-48.
- [87]. Kothari, C. R. (2004). *Research Methodology and Techniques* (1st ed.). New Delhi: New Age International Publishers.
- [88]. Kothari, C. R. (2004). *Research Methodology and Techniques* (1st ed.). New Delhi: New Age International Publishers.
- [89]. Kotze, M. (2005). The Nature and Development of the Construct Quality of Work Life. *Acta Academica*, 37(2), 96-122.
- [90]. Kwon, Y. (2001). *The Relationship of HRM Practices, Trust and Justice with Organizational Commitment during Organizational Changes in the Korean Public Sector. An Application of Psychological Contract Model*. PhD Dissertation, The Nelson A. Rockefeller College of public affairs and policy.
- [91]. Koustelios, A. D. (2001). Personal characteristics and job satisfaction of Greek teachers. *International Journal of Educational Management*, 15(7), 354 - 358.
- [92]. Lambert, S., Henly, R. J., & Golden, L. (2014). Work Schedule Flexibility: A Contributor to Happiness? *Journal of Social Research and Policy*, 4(2), 107-135.
- [93]. LaPointe, P. (2013). The Dark Corners where Research Strategies Hide: Throwing Light at the Intersection of the New and the Old. *Journal of Advertising Research*, 53(1), 9-10.

- [94]. Linden, S., Peeters, M. C., J., D. J., & Janssen, P. M. (2004). Work-Home Interference, Job Stressors and Employee Health in a Longitudinal Perspective. *International Journal of Stress Management*, 11, 305-322.
- [95]. Lotta, L. (2012). *The impact of financial and non financial rewards on employee motivation*. Turku: Turku University of applied sciences.
- [96]. Lussier, R. N. (1997). *Management*. Cincinnati: Western College Publisher.
- [97]. Luthan, F. (2011). *Organizational Behavior: An Evidence-Based Approach*. Boston: McGraw-Hill Press.
- [98]. Masuda, A. D., Poelmans, S. A., Allen, T. D., Spector, P. E., Lapiere, L. M., & Cooper, C. (2012). Flexible work arrangements availability and their Relationship with Work-to-Family Conflict, Job Satisfaction and Turnover Intentions. *Applied Psychology*, 61, 1-29.
- [99]. May, B. E., S., L. R., & Johnson, S. K. (1999). A longitudinal study of quality of work life and business performance. *South Dakota Business Review*, 58, 3-7.
- [100]. Mbui, S. W. (2014). *Relationship between quality of work life and employee commitment among unionized employees in Kenya commercial bank (kcb)*. MBA Thesis, University of Nairobi.
- [101]. Mejbil, A., Almsafir, M. K., Siron, R., & Alnaser, A. (2013). The Drivers of Quality Working Life (QWL): A Critical Review. *Australian Journal of Basic and Applied Sciences*, 7(10), 398-405.
- [102]. Merriman, K. (2008). Low Trust Teams Prefer Individualized Pay. *Harvard Business Review*, 86(11), 32.
- [103]. Meyer. (1997). Organizational commitment', In C. I. Cooper & I.T. Robertson (Eds.). *International Review of Industrial and Organizational Psychology*, 1997, 12, 175-228.
- [104]. Mollahosseini, A. K. (2014). An Assessment of the Relationship between Managers' Power Resources and Employees Commitment of Governmental Organizations in Rafsanjan South Eastern Iran. *International Journal of Academic Research in Economics and Management Science*, 3(1), 244-256.
- [105]. Muchiri, H. (2016). *Effects of Rewards on Employees Performance in the Hospitality Industry*. Masters Thesis.
- [106]. Mugenda, O. &. (2003). *Research methods: quantitative and qualitative approaches* (1st ed.). Nairobi: African Centre for Technology Studies (ACTS).
- [107]. Mugenda, O. &. (2003). *Research methods: quantitative and qualitative approaches* (1st ed.). Nairobi: African Centre for Technology Studies (ACTS).
- [108]. Mugenda, O. (2009). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: ACTS.
- [109]. Mugenda, O. (2009). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: ACTS.
- [110]. Muindi, F., & K'Obonyo, P. (2015). Quality of Work Life, Personality, Job Satisfaction, Competence and Job Performance: A critical Review of Literature. *European Scientific Journal*, 11(26).
- [111]. Mullins, S. (2007). *Management and Organizational Behaviour* (8th ed.). London: Prentice Hall.
- [112]. Munyiva, J. K. (2014). *Role of Human Resource Management Practices on Retention of Staff in Public Health Institutions in Machakos County, Kenya*. Phd Thesis.
- [113]. Murlis, A. (2012). *Armstrong's Handbook of Human Resource Management Practice*. New York, NY: Kogan Page Publishers.
- [114]. Ndegwa, R. M., Gachunga, H., Ngugi, P. K., & Kihoro, J. (2016). Career Management an Antecedent of Career Development and its Effect on Employee's Commitment in Public Universities in Kenya. *Strategic Journal of Business and Change Management*, 2(8), 168-182.
- [115]. Nelson, D. L., & Quick, J. C. (2013). *Organizational Behavior: Science, the Real World and You*. Cengage Learning.
- [116]. Nyang'ori, R. (2015). *Factors influencing performance of micro and small enterprises*. Masters Thesis, University of Nairobi.
- [117]. Odembo, S. A. (2013). *Job Satisfaction and Employee Performance within the Telecommunication Industry in Kenya: A Case of Airtel Kenya Limited*. Nairobi: MBA Thesis.
- [118]. Omair, K. (2010). Typology of Career Development of Arab Women Managers in the United Arab Emirates. *Career Development International*, 15(2), 121-143.
- [119]. Omutayo, A. (2014). Career Development as a Determinant of Organizational Growth: Modelling the Relationship between these Constructs in the Nigerian Banking Industry. *American International Journal of Social Science*, 3(7).
- [120]. Ongori, H. (2007). A Review of the Literature on Employee Turnover. *African Journal of Business Management*, 49-54.
- [121]. Orodho, A. J. (2005). *Techniques of Writing Research Proposals and Reports in Educational and Social Sciences*. Nairobi: Kaneja HP Enterprises.
- [122]. Otonde, E. (2014). *Employee Perception of the Relationship between Rewards and Employee Performance at Liquid Telecom Kenya*. Masters Thesis, University of Nairobi.
- [123]. Palmeri, S. (2013). *Surviving A Reduction in Force : The Impact of Flexible Work Arrangements on Employee Job Satisfaction and Work Life Balance Following the 2008 Recession*. Published PhD Thesis, Capella University,, Minneapolis USA.
- [124]. Perrin, T. (2003). *Rewards: the not-so-secret ingredient for managing talent* (Vol. 80).
- [125]. Rahman, W., & Nas, Z. (2013). Employee Development and Turnover Intention: Theory Validation. *European Journal of Training and Development*, 3(6), 564-579.
- [126]. Rao, K. N., Reddy, V., & Prakash, B. K. (2016). Training Need and Quality of Work Life: A Review Study. *AE International Journal of Multidisciplinary Research*, 4(1).
- [127]. Redmond, B. F. (2014). Lecture on Expectancy Theory (Lesson 4). *Personal Collection of B. F. Redmond*. Penny State University, University Park.
- [128]. Rethinam, G. S., & Ismail, M. (2008). Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals. *European Journal of Social Science*, 7(1), 58-70.
- [129]. Robbins, S. P. (2013). *Organizational behaviour in Southern Africa: Pearson*.
- [130]. Robbins, S. R. (2013). *Organizational Behavior*. Boston: Pearson.
- [131]. Rousseau, D. M., & Barends, E. G. (2011). Becoming an Evidence-Based HR Practitioner. *Human Resource Management Journal*, 21, 221-235.
- [132]. Sa'diya, A. M., & Ali, M. (2015). The Influence of Perceived Organizational Support on Employees' Job Performance. *International Journal of Scientific and Research Publications*, 5(4).
- [133]. Saqib, S., Abrar, M., Sabir, H. M., Bashir, M., & Baig, S. A. (2015). Impact of Tangible and Intangible Rewards on

- Organizational Commitment: Evidence from the Textile Sector of Pakistan. *American Journal of Industrial and Business Management*, 5, 138-147.
- [134]. Savickas, M. L. (2011). Constructing careers: Actor, agent, and author. *Journal of Employment Counseling*, 48(4), 179-181.
- [135]. Sekaran, U. &. (2013). *Research methods for business: A skill building approach* (6th ed.). Wiley, United Kingdom: Chichester.
- [136]. Sekaran, U. &. (2013). *Research methods for business: A skill building approach* (6th ed.). Wiley, United Kingdom: Chichester .
- [137]. Shoaib, M. N. (2009). *Determinants of employee retention in telecom sector of Pakistan*.
- [138]. Shore, L. &. (1995). *Perceived Organizational Support and Organizational Justice in ,Organizational Politics, Justice and support: Managing Social Climate at Work*. .Wesport: Quorum press.
- [139]. Shoss, M. K., Eisenberger, R., Restubog, S. L., &Zagenczyk, T. J. (2013). Blaming the Organization for Abusive Supervision: The Roles of Percieved Organizational Support and Supervisor's Organizational Embodiment. *Journal of Applied Psychology*, 98(1), 158.
- [140]. Tatham, P. (2013). An Exploration of Trust and Shared Values in UK Defence Supply Networks. *International Journal of Physical Distribution and Logistics Management*, 43(2), 148-166.
- [141]. Thompson, L. (2008). *Making the team: a guide for managers*. New Jersey: Pearson Education Inc.
- [142]. Tuvei, N. D. (2017). *Influence of reward management practices on employee satisfaction in the sugar industries in western*. Masters Thesis, MasindeMuliro University of Science and Technology, Department of business administration and management.
- [143]. Wadhwa, P. (2012). *The Relationship between high involvement Work Systems, Supervisory support and Organizational Effectiveness*. Doctoral Dissertation, University of Kansas.
- [144]. Wangechi, B., Kiragu, D., Sang, A. (2018). Role of Reward Systems on Job Satisfaction of Employees in the County Government of Nyeri, Kenya, *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 8 (1): 196-204.
- [145]. Wise, S., &Meikle, A. (2003). *Work-Life Balance: Literature ans Research Review*. Edinburgh: Employment Research Institute.
- [146]. Woo, B., &Chelladurai, P. (2012). Dynamics of Percieved Support and Work Attitudes: The Case of Fitness Club Employees. *Human Resource Management Research*, 2(1), 6-18.
- [147]. WorldatWork. (2000). Scottsdale,AZ:WorldatWork. *WorldatWork journal*.
- [148]. Yamamoto, H. (2006). The Relationship between Employees' Inter-Organizational Career Orientation and their Career Strategies. *Career Development International*, 11(3), 243-264.