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ABSTRACT

In Kenya, the human resource elements impact employee performance in public universities. This study therefore looked into the impact of remuneration and recognition practices on performance of middle level managers at Kenyatta University in Nairobi, Kenya. Agency theory, Reinforcement and Expectancy Theory, and Efficiency Wage Theory were used in the research. The findings clearly indicated that employees in Kenyatta University were moderately satisfied with their monthly remuneration, wages, bonuses, and salaries. The management at Kenyatta University moderately allowed staff to participate in decision making activities and moderately provided financial rewards to staff in recognition of job well done. According to the findings, managers should examine and raise employee salary and perks, as well as give additional advantages to employees. Workers' work-life harmony is well strengthened, and the organization's management should give competitive pay packages to persuade employees not to quit on the basis of remuneration. The report recommended that suitable employee recognition initiatives be developed and implemented in order to promote individual and organizational performance. It closed by recommending that suitable reward management system be developed and implemented in order to promote individual and organizational performance.

Keywords: Reward Management, Performance, Middle-Level Managers, Kenyatta University

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INTRODUCTION

When it concerns to the performance of any firm, employee performance is crucial (Makhanu, Mukanzi & Eshiteti, 2018). According to Armstrong (2010), an organization's success is always determined by the successful utilization and performance of its people resources. Employees in organizations who do not perform to the appropriate standards are unproductive and inefficiently utilized. Employee performance is also important for both the business and the individual employee, as it demonstrates that good performance in completing a job leads to pleasure, self-efficacy, and content mastery (Nasiripour, Afshar & Izadi, 2012). Furthermore, strong employees are rewarded with promotions, chances for career progression, and recognition depending on the organization's human resource procedures.

Employee performance is defined as the timely, effective, and efficient accomplishment of assigned responsibilities. Quality and amount of work, consistency in work attendance, punctuality, efficiency, and effectiveness of work done all contribute to performance. Staff performance is a result of motivation and ability, according to Jaafar, Choong, and Mohamed (2017). Employee performance has been an area of concern for many researchers. For example, According to Pawirosumarto, Sarjana and Muchtar (2017), employee performance can be determined by efficiency, innovation, quality of work, completion of set goals or targets, together with response to company rules. In addition, research by Jillo (2016) revealed that employee performance can be determined by training programs, employee efficiency, quality of work and job satisfaction. The study measured employee performance based on efficiency, job satisfaction, achievement of goals.

In many German companies, efficient incentive management techniques have been demonstrated to lead to better organizational performance. Firms that

provide good basic pay and greater employee compensation than the market rate have better employees' job satisfaction, lower turnover of employees, the most greater productivity, and good employee relations (Armsotron, 2008). Shields' (2007) study on employee remunerations in Australia found that basic pay is a significant portion of overall compensation that is set and mostly time-based, rather than achievement. Basic pay is the greatest portion of non-executive workers' overall compensation in New Zealand, and it also serves as a baseline for other cash incentives such as revenue sharing, which is represented as a % of basic pay. Many companies pay over market prices to keep their personnel in competitive countries like China and Japan. In India, most employees assess job offers based on basic compensation rather than intrinsic incentives and other advantages that aren't recorded in the official organisational context

Recognition should be acknowledgement of a job well done followed by appreciation. When appreciation follows acknowledgement, employees are motivated to perform better (Erbasi & Arat, 2016). Tampu (2018), points out that when good behavior is immediately recognized, then this encourages its repetition. The ranking of people in a community is referred to as status. In an organization, status involves the ranking of rights, duties, and positions. Status system when used in the formal organization structure motivates employees as most people view status as important. As a result, the status structure should be in accordance with the talents and aspirations of the people in the company (Ratemo, Bula & Makhamara, 2020).

Many people are aware that remuneration is among the general aspects that contribute to job satisfaction in any given setting (Baron & Armstrong, 2007). This has led to a belief among human capital experts that money is the most significant component in a person's career. Employees' job performance improves dramatically when they are motivated by

appealing compensation. Bohan is a fictional character (2018). Employees that are well compensated are more inclined to work toward company goals with less pushback. Employee job satisfaction is influenced by their expectations as well as their working environment. Workers with favorable compensation packages are more driven to create more, but low pay results in low motivation, which leads to poor performance. According to Maxwell (2018), a person's salary plays a critical part in inspiring them to enhance their performance. As a result, public service management should be examining its personnel' compensation packages. This is owing to the fact that altered remunerations help to motivate people to do better at their workplaces to some level.

Statement of the Problem

Employee performance is an important aspect of modern human resource management. Employers use strategic human resource initiatives to improve employee performance over time. Employers adopt and apply strategic initiatives in order to consistently improve employee performance. Various incentive management strategies have been used at Kenyatta University, as detailed in the human resources processes handbook (KU strategic Plan, 2018). There are incentive management and pay systems in place at Kenyatta University, however, middle level managers aren't fully benefiting from them. Nonetheless, poor remuneration and recognition has contributed to these managers' poor performance. In 55% of cases, it is characterized by poor performance and creativity, as well as inability to fulfill deadlines. It is on this strength that the study sought to investigate the effect of human resource management practices on performance of middle level managers at Kenyatta University in Kenya.

Objective of the Study

- To examine the effect of remuneration on performance of middle level managers at Kenyatta University, Nairobi City County, Kenya

- To establish the effect of recognition on performance of middle level managers at Kenyatta University, Nairobi City County, Kenya

Research Questions

- What is the effect of remuneration on performance of middle level managers at Kenyatta University, Nairobi City County, Kenya
- How does recognition affect performance of middle level managers at Kenyatta University, Nairobi City County, Kenya

Scope of the Study

The purpose of this study was to see how reward management techniques affected the performance of middle-level managers at Kenyatta University in Nairobi County, Kenya. The remuneration, employee recognition procedures on performance was investigated. The research was carried out at Kenyatta University's main campus on Thika Road, which is 23 kilometers from Nairobi city. The study used a descriptive research strategy. Research instrument was a questionnaire. The research was anchored on two theories: Reinforcement and Expectancy Theory and Efficiency Wage Theory. The target population was middle level managers in grade 12, 11, 10 and 9. The research looked at the periods between January 2018 to December 2020.

LITERATURE REVIEW

The study was anchored on Reinforcement and Expectancy Theory and Efficiency Wage Theory.

Reinforcement and Expectancy Theory

Reinforcement and Expectancy Theory was created by Skinner (1938). This idea states that an individual's conduct is influenced by the consequences of an action. Elimination, retribution, positive and negative reinforcement are among the approaches for influencing employee behavior, per its creator (Chris, Berger, Cummings & Heneman, 2017). Individual conduct is the basis for praise and encouragement. One of the positive reinforcements is reward, which encourages the occurrence of a certain behavior.

Negative punishment, on the other hand, comprises rewarding employees by eliminating undesired thoughts or ideas. Punishment entails the abolition of consequences with the goal of avoiding future undesired behavior.

Efficiency Wage Theory

John Hicks proposed the Efficiency Wage Theory (1963). The efficiency wage theory, often known as the higher wage hypothesis, proposes that productivity levels and remuneration have a positive connection. To put it another way, if you give a person more, he will work even harder and generate so much product than if you give him the supply side wage. According to Wamalwa (2008), the idea helps to explain why some firms opt to pay people more than they need to fill positions. Paying wages or salaries to employees, for management is one of the most expensive aspects of business (Maina, 2009). Employee salaries in a competitive labor market, according to Maxwell (2008), are determined by demand and supply and demand for employees. The average wage is the pay rate determined by the market forces of labor. If companies give their employees a lower rate, people with superior talents and efficiency will search for work somewhere. As a result, the business would have personnel with a reduced skill set, rendering it less efficient overall (Gavrea, Lieş, & Stegorean, 2011).

Empirical Literature Review

Ojeleye (2017) explored the impact of remuneration on work performance. The Abdul Gusau university and state college in Nigeria employed 83 people. To gather information on salary and productivity, both were given a standardized questionnaire to fill out. Employee performance was the dependent variable, and remuneration (wage, bonus payments) was the independent factor. The data was analyzed using Pearson's correlation coefficient and multiple linear regression models utilizing Software SPSS and E-views 9.0. The findings demonstrated that compensation and productivity of employees had a significant and

positive relationship, and that wage, as well as bonus payments, could be used to motivate employees. Salary, pay, and other rights should be paid quickly, according to the report, and workers should be supported. This research took place in Nigeria, whereas the current one took place in a Kenyan university.

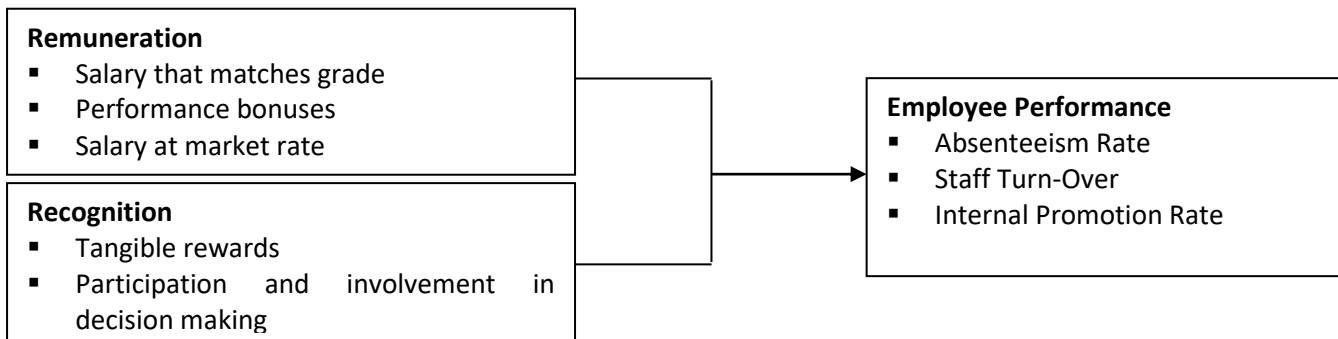
The influence of employee recognition methods on job performance was explored by Mussie, Kathryn, and Abel (2013). The results of a survey of university students in the United States, Malaysia, and Vietnam were analyzed in this study. Employee recognition has a favorable impact on job happiness, according to the findings. Furthermore, the majority of respondents from the United States of America stated that company benefits have a higher impact on job satisfaction. Furthermore, the study found that both financial as well as non-incentives influence job happiness, which has a direct impact on employee performance. The new study will be undertaken at Kenyatta University in Nairobi and will focus on employees, whereas the previous study was conducted in three nations and focused on students in the United States, Malaysia, and Vietnam.

Makhamara *et al* (2019) looked at the effects of staff recognition on the expansion of Kenyan public institutions. The study was conducted using a descriptive survey research approach. Recognition has a favorable influence on work productivity, according to the studies. The study further revealed that motivation from recognition does not follow specific hierarchy level but there is a positive impact along the hierarchy. According to this study, recognition should be fully implemented in an organization since it tends to improve work commitment. This study poses a contextual and conceptual gap in that the researcher sampled many universities while the current study will only be done in Kenyatta University.

In Buraydah Community College-Qassim University, Saudi Arabia, Mohammed (2017) explored whether remuneration improves employee performance through altering employee attitudes. A total of 200 respondents from Amman stock market listed firms were surveyed. When structural equation modeling was used, it was discovered that in industrial companies, compensation had a considerable impact on employees' attitudes, which in turn affected their

productivity. As a result, compensation has a substantial impact on employees' performance, as well as their attitude about their work. This study had a context and analytical difference in that it was done in Saudi Arabia and employed structural equation modeling, whereas the present data was collected in Kenya and would employ a descriptive study strategy and linear models.

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Source: Researcher, (2022)

METHODOLOGY

In order to adequately explain the influence of incentive management techniques on employees' performance, the study used a descriptive research approach. Descriptive research, according to Fowler (2013), is a strategy that allows researchers to observe and explain the behavior of characteristics without altering them. The goal of a descriptive survey design was to figure out what's going on in relation to a certain variable or variables (Kothari, 2011). The 711 middle-level managers at Kenyatta University's main campus in Nairobi, Kenya, were included in the target group. The employees were distributed in four (4) grades i.e. grade 12, grade 11, grade 10 (EF) and grade 9 (CD). Human resource Department records (2020). The research used a stratified simple random sampling approach to ensure that every member of the population had an

equal chance of being chosen. As per Mugenda & Mugenda (2013), a sample size of 10% of a sizable population is sufficient, but a sample size of 20% points to 30% points of a low population is sufficient. As a result, twenty percent of the target group of seven hundred eleven (711) employees were chosen. The research included a sample size of one hundred (142) employees. This equates to 20 percentage points of the target group.

A questionnaire was used to collect data from intermediate managers who work at Kenyatta University. There was both open-ended and closed-ended questions on the surveys. The open-ended questions yielded more organized replies, allowing for more concrete recommendations to be made. Closed-ended question/s were used to assess the evaluation of various traits, minimizing the number of linked replies, and allowing for more diversified responses.

The researcher sought permission letters from Kenyatta University's graduate school and the National Council for Science and Technology data collection process (NACOSTI). Due to COVID 19 regulations and to limit personal interaction with study participants, the investigator delivered the questionnaire to all responders through email. The research took care and control to guarantee that all questions submitted to participants were accepted, and in order to do so, it kept track of which questionnaires have been sent by email and which have been received. The survey was administered over a Google link.

The information gathered was cleaned, categorized, and coded before being loaded into a computer program called SPSS version 25. The data was subjected to basic, bivariate, and multivariate. In univariate analysis, descriptive statistical analysis like as frequency, percent, average, and standard error were employed. Correlational research was useful in characterizing factors in the research such as respondents' demographic factors, salary, job advancement, career growth, and employee performance of Kenyatta University's middle management. The cumulative effect of the numerous independent factors and employee performance

were also investigated using multiple regression analysis.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where: Y =Employee performance

β_0 = Constant B 1 and β_2 = Co-efficient

X1= remuneration

X2= recognition,

ϵ = It is assumed that the error term is zero.

FINDINGS AND DISCUSSION

Descriptive Analysis Results

The mean and standard deviation were employed by the researcher to provide the summary measurements of the data collection sample. The descriptive statistics analysis was based on data collected from the variables in the research. The essential feature of the entire sample served as the foundation for the study's quantitative data analysis in this situation.

Employee Remuneration

The employees were requested to point out the agreement level on various aspects of employee remuneration practices on middle level managers' performance in Kenyatta University.

Table 1: Descriptive Statistics on Employee Remuneration

	Mean	Std. Deviation
I am satisfied with the amount of salary I receive	3.2002	.67578
Employees receive salaries that match the job market	3.9928	.64919
The performance of staff can be improved through salary increment	4.2977	.71507
K.U. uses performance bonus to remunerate employees	3.1928	.61511
The institution pays wages that meet employees' needs	3.1839	.60318
Aggregate Score	3.5735	.6517

Source: Field Data (2022)

According to descriptive analysis, the overall mean score for employee remuneration was 3.5735, which corresponded to 'moderate' on the five-point likert scale used in the survey. Furthermore, the aggregated standard deviation score was 0.6517, suggesting a

low degree of variability and hinting those responses to individual questions were close to the sample mean. Individual responses ranged from 3.1839 to 4.2977 on a scale of one to five. The sample mean was an excellent predictor of the population mean

due to the low variability. The findings clearly indicates that Employees in Kenyatta University are moderately satisfied with the monthly salary payment. They indicated that employees are moderately satisfied with the wages, bonuses, and salaries.

The study supported Abdul (2017) findings which demonstrated that compensation and productivity of employees have a significant and positive relationship, and that wage, as well as bonus payments, can be used to motivate employees. Salary, pay, and other rights should be paid quickly, according to the report, and workers should be supported. Mohammed (2017) disagreed that compensation had a considerable impact on employees' attitudes, which in turn affected their

productivity. As a result, compensation has a substantial impact on employees' performance, as well as their attitude about their work. Further, Muchai, Makokha, and Namusonge (2018) found that employee salary influenced employee performance and, as a result, success to the company. Workers' work-life harmony is well strengthened, and the company's management should give competitive pay packages to persuade employees not to quit the business on the basis of remuneration.

Employee Recognition Practices

The respondent's agreement level on various aspects of employee recognition practices on middle level managers' performance in Kenyatta University were summarized in table below.

Table 2: Descriptive Statistics on Employee Recognition Practices

	Mean	Std. Dev.
Employees at Kenyatta University are appreciated for well performed job	3.7831	.66782
The process of appreciating employees is free and fair	4.1112	.81706
The management at Kenyatta University allow staff to participate in decision making activities	3.2227	.71544
My institution provides financial rewards to staff in recognition of job well done	3.7748	.55542
When employees are appreciated, they improve on their performance	4.1711	.65444
Aggregate Mean	3.81258	.68204

Source: Field Data (2022)

The aggregated mean and standard deviation scores for the indicators of employee recognition practices, according to the descriptive analysis, were 3.2227 and 0.68204, respectively. On the five-point Likert scale used in the study, the sample mean translated to 'moderate.' As seen by the 0.68204 std. Dev., the average response variability was likewise modest. The small range of mean responses and standard deviation across the replies to the multiple indicators of employee recognition practices added to this. Because of the low variability of responses, the aggregated sample mean proved to be a robust and reliable estimator of the population mean, and so could be utilized to draw conclusions and judgments.

From the moderate mean, the result clearly present that employees at Kenyatta University not fairly appreciated for well performed job, the management at Kenyatta University moderately allow staff to participate in decision making activities and moderately provides financial rewards to staff in recognition of job well done.

The result agrees with Mussie, Kathryn, and Abel (2018) that employee recognition has a favorable impact on job happiness. Furthermore, the study found that both financial as well as non-incentives influence job happiness, which has a direct impact on employee performance. Additionally, Makhamara (2019) findings showed that, recognition has a

positive impact on work performance. The study further revealed that motivation from recognition does not follow specific hierarchy level but there is a positive impact along the hierarchy. Further, Atambo, Karanja, and Nyamwamu (2012) found that rewarding an employee's success through the availability of career progression chances leads to enhanced

performance at both the individual and organizational levels.

Employee Performance

The respondents indicated their degree of agreement on several elements of Kenyatta University staff performance.

Table 3: Descriptive Statistics on Employee Performance

	Mean	Std. Dev.
I am more likely to stay at KU if you were to receive a 10% salary increase from another organization	3.4685	.73474
I am more likely to be working at KU in one year	3.8919	.66416
I am likely would you be in recommending KU's products or services to a friend or colleague	4.2315	.76019
I am likely not to be absent from work on a weekly basis	3.5766	.74054
I am dependable at department of my work at KU	4.5676	.84986
I am more unlikely to receive a disciplinary action for being absent from work	4.1207	.96908
I am likely to handle issues at work when i know am going to be absent from work	4.1757	.59211
The existing staff promotion policy is effectively implemented	3.9342	.85232
Do you think that promotion at KU should be enhancement	4.1156	.60957
Aggregate Mean	3.9958	0.77035

Source: Field Data (2022)

The employee performance aggregated mean score for the performance categories was 3.9958 on a five-point Likert scale, compared to 'agree'. Furthermore, the low variability of answers from the aggregated mean score was revealed by the 0.77035 standard deviation. Because of the low variability, employee responses were centered around the aggregate mean score, indicating that the sample mean was a reliable predictor of the population mean. The employees indicated that they would recommend KU's products

or services to a friend or colleague. They opined that they are dependable at department of their work at KU and are likely to handle issues at work effectively. There was evident low level of disciplinary action for majority of employees for being absent from work.

Inferential Analysis

The inferential analysis section presents data on correlation, model summary, analysis of variance and regression coefficients.

Table 4: Correlations

		Employee Remuneration	Employee Recognition Practices	Employee Performance
Employee Remuneration	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	111		
Employee Performance	Pearson Correlation	.589**	.692**	1
	Sig. (2-tailed)	.000	.000	
	N	111	111	111

Source: Field Data (2022)

Table above presents the correlation amongst variables. The correlation between employee remuneration and employee performance was strong and positive (P=.589, sig=0.000).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.740	.730	3.88949
a. Predictors: (Constant), Employee Remuneration.				

The model summary presents the coefficient of correlation and coefficient of determination. Coefficient of determination (Adjusted R squared) shows the percentage change of dependent variable (employee performance) as a result of change in independent variables (Employee Remuneration). The results shows that 73% change in employee performance was explained by Employee Remuneration.

Table 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4555.604	4	1138.901	75.283	.000 ^b
	Residual	1603.585	106	15.128		
	Total	6159.189	110			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant) Employee Remuneration						

Source: Field Data (2022)

The result in Table above tests the overall significant of the model. The result shows that at 95% significant level, the model was significant (sig=0.000). This shows the model can be used to test the interrelationship amongst the study variable, Employee Remuneration, and employee performance.

Table 7: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.486	2.406		6.021	.000
	Employee Remuneration	.463	.084	.368	5.537	.000
a. Dependent Variable: Employee Performance						

The study showed that all the study variables were significant at 95% confidence interval in explaining changes in employee performance. The results indicates that employee remuneration was positively and significantly affecting employee performance. Thus, the Adoption of the Model; Employee Performance= 14.486+ 0.463 Employee Remuneration+ 0.209 The study findings show a Beta coefficient of 0.368 P=0.000 <0.05 for employee remuneration. This implies that employee remuneration was a significant predictor of employee performance, leading to an improvement in employee performance. The study supported Abdul (2017) findings which demonstrated that

compensation and productivity of employees have a significant and positive relationship, and that wage, as well as bonus payments, can be used to motivate employees.

CONCLUSIONS AND RECOMMENDATIONS

The study findings showed that all the study variables were significant at 95% confidence interval in explaining changes in employee performance. The results indicate that employee remuneration and recognition positively and significantly affected employee performance. As a result, compensation has a substantial impact on employees' performance, as well as their attitude about their work.

According to the findings, the study recommends that managers should examine and raise employee salary and perks, as well as give additional advantages to employees. Workers' work-life harmony is well strengthened, and the company's management should give competitive pay packages to persuade employees not to quit the business on the basis of remuneration. Employees can also enhance their abilities through professional development. As a result, the research advised that Kenyatta University creates trust, locate mentors, and push personnel to continually learn new knowledge in order to improve their competence abilities.

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