

**INFLUENCE OF EMPLOYEES REWARD PROGRAMME ON JOB
PERFORMANCE IN NZOIA SUGAR COMPANY LIMITED BUNGOMA COUNTY,
KENYA**

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**A Research Project Report Submitted in Partial Fulfillment of the Requirements for the
Award of the Degree of Master of Arts in Project Planning and Management,
University of Nairobi**

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DECLARATION

This research project report is my original work and has not been presented to any other university.

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Injendi Wycliffe

Date

L50/86165/2016

This research project report has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This research project report is dedicated to my dear wife, my children; Hephzibar, Polycarp and Cholmondely for their patience and encouragement during my studies. All friends whose inspiration, prayers, support and love blessed my heart and sustained me during the time of writing this project.

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I will like to register gratitude for the moral support, I enjoyed from my classmates. I thank my family for the social and moral support. Last but not least I recognize with appreciation the respondents of this study for providing vital data that led to the success of the study.

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ABBREVIATIONS AND ACRONYMS

SPSS Statistical Package for Social Sciences

VIE Valance, instrumentality, Expectancy

ABSTRACT

This study aimed at investigating on how the current reward programme influence employees job performance at Nzoia Sugar Company Limited in Bungoma County. Specifically, it aimed at finding out which aspects of reward programme functions well and which aspects could be further developed and improved in order to increase employee job performance. The research specific objectives were; to establish the influence of promotion on employee job performance at Nzoia Sugar Company Limited in Bungoma County; to establish how training influence employee job performance at Nzoia Sugar Company Limited in Bungoma County and to examine the influence of flexible work systems on employee work motivation at Nzoia Sugar Company Limited in Bungoma County. The target population was 252 employees of Nzoia Sugar Company Limited. The target population comes from different departments. The study sample size was 76 employees obtained through stratified random sampling method. The descriptive research design was used. The data was collected through questionnaires and interviews. The data was prepared and analyzed by descriptive statistics and inferential statistics through the aid SPSS. Data was presented in form of tables, pie charts, and bar charts. The study used correlation analysis to bring out the relationship between the variables under study. Promotion of employees showed the greatest influence on employees job performance as it indicated the highest mean of 35.5 and hence based on these findings the company should implement promotional rewards to realize increase increased productivity of the employees. Promotional rewards are ranked no. 1 among other promotional rewards.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The present reality in the world is that individuals impact imperative parts of authoritative execution in a large number of ways. The blend of individuals and frameworks for the most part decide an association's capacities. Lawler, (2003) the essential concentration of prizes is the means by which associations characterize the reward program and impart this in a way that workers plainly comprehend the connection amongst reward and representative occupation execution (Flynn, 1998). Powerful reward framework upgrades representative inspiration, worker efficiency, all of which add to enhanced hierarchical execution (Deeprise, 1994). Aristocrat (1983), contends that there is a cozy connection amongst prizes and worker work inspiration. He noted that if fruitful execution does in truth prompt convincing prizes, such execution could be enhancing elements to employees in those conditions, and they can appreciate that their endeavors result in rewards. Subsequently, they might be persuaded to put more effort at work.

The idea of remunerating workers for "an occupation well done" has existed since the 19'h century (Schiller 1996). Currently, few experts have proposed that characteristic rewards, i.e., expanded views of prosperity accomplishment are better motivation of workers. Distinctive motivation prizes may impacts a worker in various ways at diverse focuses in time since conditions, needs and individual targets are not static but rather in consistent condition of transition (Lawler, 2003). Inspiration worries on the general population's observation and sentiments on how they are dealt with as contrasted and others (Armstrong 2001). The contention is that individuals function admirably or roused in agreement to what they view as reasonable. Workers consider whether administration has treated them reasonably, when they take a gander at what they get for the exertion they made. Maicibi (2003) concurs with this that worker anticipate that prizes or results will comprehensively corresponding to their exertion. In such manner, Boddy and Patron (1998), give the equation beneath to delineate the examination.

Info (A) = Input (B).

Reward (A) = Reward (B).

Representative (A) looks at the proportion of his/her contribution to his/her reward to that of worker B. If he/she feels the proportion are comparable, he/she bound to be happy with treatment got. If he/she feels insufficiently treated, he/she will undoubtedly be disappointed. This disappointment is probably going to breed pressure and dissatisfaction in such representatives and their ensuing work inspiration might be contrarily influenced this may maybe bring down prizes. (Boddy and Patron 1998).

Inspiration depends on the amount one needs something and how likely he/she could get it (Bodden 2008). This is on account of the motivational power of each individual is affected by his/her anticipations, valances, all of which rely upon an individual method for discernment. As indicated by Victor Vroom (1964), he contends that inspiration in addition to exertion prompts execution which at that point prompts results. He additionally contends that people shows spurred conduct when three conditions are satisfied and these include: - Valance, Instrumentality and anticipation. The hope hypothesis clarifies that any given circumstance, the more prominent the number and assortment of prizes that are accessible to the workers to more noteworthy is the likelihood that additional exertion will be applied in accomplishing the define objectives in the expectation of getting the coveted prizes Bodden, (2008). Gerald Cole (2004) concurs with this and clarifies that Vroom concentrated particularly on the components that are engaged with empowering a person to put an exertion in accomplishing something since this is the premise of inspiration. The results are outcomes of conduct. Vroom characterizes the foreseen fulfillment of an individual would like to get from the result or reward. As indicated by Vroom the three components anticipation, instrumentality and valence consolidate to make a main impetus which propels a person to invest exertion and accomplish a level of execution to be remunerated at last, Rewards can be exceptionally persuading, building sentiments of certainty and fulfillment (Kelle, 1999). The prizes additionally diminish truancy of representatives, and expand worker maintenance Jimenez (1999).

Zigon, (1998), contends that individual representatives will be exceptionally energetic when they discover compensates more important to them. Allen and Helms' (2002) inquire about affirmed the significance of general articulations of increase by chiefs and pioneers to urge conduct of workers to achieve key objectives. `

Jacob (2005) referring to Van der post et al (1997) announced that the association remunerate framework ought to be seen by representatives as fortifying the thought that most workers are great entertainer and there ought to be a linkage amongst reward and representatives are most inspired when they feel emphatically associated with and esteemed by association.

There is a positive association among work outcomes, open agents' motivation and execution related pay designs (Paarsch and Shearer 2000) however Wright (2007) induced the positive association between the availability of superfluous prizes and affiliation. As demonstrated by Hafizaetal, (2011), there is a positive association between unessential prizes and laborer work execution.

A review also shows that the delegates were content with outward factors, for instance, working condition, their associates and the master work climate, benefits, work securities and versatile or commonplace work hours (Pawloski, Suzanne Datta, and Pratine Houston, 2005). Another examination performed by Baer, Oldham and Cummings, (2003), exhibited that incidental prizes were sure for laborers having fundamental occupations and negative for delegates having businesses that were troublesome and testing. Characteristic focal point that rise up out of the movement content it and have comes about for the mental headway of the agent (Williamson, Barnett and Bartol, 2009). It would make the feeling that the best measure of motivation is accessible when people perform assignments that are both naturally and superfluously satisfying (Lawler, 2003). A survey of it specialists working in state workplaces and University of Louisiana USA, drove in 2002. Shown that delegates were generally content with inalienable variables, for instance, the specific parts of the work and working with new advancements.

The insightful test and inventiveness require dealing with complex specific issues, the steady learning and expert capacities related to new advances and a sentiment duty and pride in their accomplishment (Pawlowski, 2005). Human creatures are inspired by necessities that satisfy their requirements. These rely upon many factors and differ by the individual prerequisites and important circumstance. Other than fundamental needs that range from sustenance, apparel, medicinal and shield, there is work environment that should be reached out for acknowledgment and confidence (Khan etal, 2010).

The location of Nzoia Sugar Company limited is between Webuye- Bungoma towns, in Bungoma County. It was made to order in 1978. The initial objectives for the insertion of

Nzoia Sugar Company limited in Bungoma County were to increase country's GDP through exports, curb rural-urban migration, create employment and create self-sufficiency in sugar production. The company's shareholding structure-Kenya government (97.93%), Fives Ceil Babcock (1.13%) and industrial development bank (0.93%) The company was formed under companies Act cap 486 laws of Kenya with memorandum of articles of association.

Nzoia Sugar Company Limited in Bungoma County established reward systems since it was started in 1978, (Nzoia profile report 2009). The aim of the rewards was to boost employee motivation. In spite of Nzoia Sugar Company Limited management efforts to reward employees for better services or increases their work motivation, the employees seem not to exhibit signs of well-motivated employees (Nzoia survey report, 2012). This has resulted into dissatisfied employees, late coming of employees, lack of commitment to the job, dodging some responsibilities which consequently results into poor employee productivity and hence poor performance by the company, high employee absenteeism, demonstrations by farmers on over delayed payments, closure of some Nzoia outreach offices, incompetence of some information technology employees, field staff carrying out illegal fuel selling and spare parts of the machines, customer complaints reluctantly attended to by employees and the employees generally lack organizational citizenship employee behavior. It is based on this background that this study will investigate the effect of reward programme on employ work motivation at Nzoia Sugar Company Limited in Bungoma County. Specifically, the study will aim at finding out why the employee work motivation is low despite the existence of reward programme.

1.2 Statement of the problem

Organization uses reward programme as strategies to improve employee work morale and subsequent performance. Academician, practitioners, scholars and researchers have

recognized that there is association between reward programme and employee work motivation. The management of Nzoia Sugar Company limited has established reward programme in their organization; these include promotion, training and development and work flexibility in search of improving employee work motivation so as to guarantee prompt and excellence service. However, employee work motivation is still low despite of existence of reward programme, (Nzoia report, 2012). This study therefore, aims at investigating and analyzing how well the current reward programme influence employee job performance at Nzoia Sugar Company limited in Bungoma County. Specifically, the study will aim at finding out why the employee job performance is low despite the existence of reward programme.

1.3 Purpose of the study

The aim of the research was to explore the influence of current reward programme on employee job performance at Nzoia Sugar Company limited Bungoma County. The study investigated and analyzed how well the current reward programme help generate employees job performance at Nzoia Sugar Company limited in Bungoma County.

1.4 Objective of the study

- i) To determine the influence of employee job promotion on employee job performance at Nzoia Sugar Company Limited in Bungoma County.
- ii) To establish how training influence employee job performance at Nzoia Sugar Company Limited in Bungoma County.
- iii) To examine how the influence of flexible work programs on employee job performance at Nzoia sugar Company Limited in Bungoma County.
- iv) To assess the extent to which incentives and bonus influence employees job performance at Nzoia Sugar Company Limited in Bungoma County.

1.5 Research Questions

- i) How does an employee job promotion program influence employee job performance at Nzoia Sugar Company Limited in Bungoma County?
- ii) To which extent does training influence the employee job performance at Nzoia Sugar Company Limited in Bungoma County?
- iii) What is the effect of flexible work reward programs on employee job performance at Nzoia Sugar Company Limited in Bungoma County?
- iv) To what extent does incentive influence employee job performance at Nzoia Sugar Company Limited in Bungoma County?

1.6 Significance of the study

The study may help the management of Nzoia Sugar Company limited in Bungoma County to revise reward program policies for the purpose of increasing employee job performance, the study may enable the researcher to make recommendations to Nzoia Sugar Company administrators in Bungoma County, policy makers especially Kenya Sugar Board and any public sectors in how strategies and policies are employed to improve employee job performance of sugar manufacturing industry. The study may be reference source of researchers aiming to carry out further study on the influence of reward packages on employee job performance at Nzoia Sugar Company limited in Bungoma County or any other institution.

1.7 Delimitation of the study

The scope of the study is the influence of current reward Programs on the employee job performance at Nzoia Sugar Company limited in Bungoma County. Only staff in Nzoia Sugar Company was respondents to the study despite the fact that other people served by the company could provide information on the study.

1.8 Limitations of the study

The research only focused on the employees of Nzoia Sugar Company Limited in Bungoma County that means the study had limited sample size. Additionally limitations was on the used theories on analyzing level of incentive and satisfaction with reward programs respondents might not be readily available for provision of information; the researcher will counter this by sending the questionnaires through mail so that they can respond at their own time. The secondary data may not be reliable or may not reflect the current situation; it could be the only available source of information. The study therefore had to make sure the use of both primary and secondary data. The questionnaires remained anonymous and are therefore limited to be analyzed on general and not on individual basis.

1.9 Assumptions of the study

The study holds assumptions that reward programs lead to improved employee job performance at Nzoia Sugar Company limited in Bungoma County. Furthermore, it is assumed that employees are involved in designing reward system policies and also involved in rewarding processes in Nzoia Sugar Company.

1.10 Definition of Significant terms

Reward Programme - These are mechanisms that make things happen when given to employee. For example promoting work flexibility, training and development. They are also benefits that arise from performing a task or discharging a responsibility (Collins Pitts, 1995)

Employee job performance- Is the work effort by employees to achieve the stated objectives

Incentive Incentive is something that motivates an individual to perform a certain task.

Training - is imparting relevant knowledge and skills to an individual to enable him or her carry out certain duties as expected. Individual require career development opportunities to develop and competencies according to (Prince, 2005, Nadihaetal, 2009), Huselid (1995), argue that Knowledge, skills and ability of prospective employees are enhance by career development opportunities and training and also improves the quality or efficient employees is in term of reduced wastages and increases productivity.

Flexible work programme: It refers to a situation where employees work in turns.

Promotion- is the movement of employees from lower rank to a higher rank of the job.

1.11 Organization of the study

The research proposal was organized in three chapters; chapter one covered the introductory part of the studying which the background section was a presentation of the problem identified; objectives of the study, the significance of the study and the definition of significant terms. Chapter two provided an overview of both the existing literature and internal studies in the area and drew upon key issues within the literature which informed the design of the study. Conceptual framework is also part of the chapter. Chapter three covers research methodology and consist of the research design, target population, sampling procedure, sample size, methods of data collection, validity of the instruments, methods of data analysis and ethical consideration. Chapter four covers data analysis, presentation and interpretation while chapter five gives the summary, conclusions and recommendations for further research.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature and is centered on influence of promotion reward programs, the role of training development reward programs and the influence of flexible work programme on employee job performance and influence of incentive on job performance.

This section is also look at theoretical review, summary of literature and the research gaps.

2.2 Concept of employee reward and job performance

Vroom recommended that individuals will pick direct they will achieve achievement of specific outcomes they regard. In picking how much push to put into work direct, individuals are presumably going to consider these things; valance, instrumentality and expectation. Each one of these factors is insinuated as "Contend" and they are considered to affect motivation joined.

The importance of this to the investigation is the Nzoia Sugar Company Limited in Bungoma County has set up rewards that should be alluring to accomplish a coveted representative work inspiration and performance. In this examination the cleanliness hypothesis is appropriate. It expresses that inborn variables are identified with work fulfillment while outward factors are identified with disappointment. Herzberg's sparks are factors that persuade workers to the largest amount of execution. These inspirations are an indispensable piece of the work itself and incorporate factors, for example, the nature of work, individual's feeling of accomplishment, self-improvement, acknowledgment and input according to Schultz, and (1982). Pertinence of Herzberg's proposition to this investigation is that, the discourse of reward is that a disappointed worker can't be propelled. It is subsequently critical that Nzoia Sugar Company Limited in Bungoma County initially offer thoughtfulness regarding cleanliness factors before bringing helpers into working environment.

2.3 Promotion and employee job performance

Advancement applies a dependable idea on representatives and continues showing the worker's feeling that they increased in value (Madihaetal, 2009). Advancement assumes an important portion in work success as they finish the fundamental requirements and furthermore encourage accomplishing the more elevated amount of inspiration.

According to (Bokemeier and Lucy, 1986, Madihaetal, 2009), argue that promotion signify that employees are achieving by devoting their precious time, efforts and skills in their job performance. A similar view of study is shown by (Bamberger and Meshoulum, 2000), he argues that the promotion programme influence the employee performance and their aspiration to stay. Extremely promotion programme endorse to employee commitment and consequently attract and retain superior workforce (Zhao and Kay, 2008). Some studies dispute promotion programme that may not improve employee motivation if not well addressed. According to (Woodruffe, 1999), argue that a major difference among workers exists in acknowledging the worth of promotion for employee performance and contribution.

Eisenberger and Armeli (1997) contend that advancement can be utilized to pass on imperative data to workers and it is this data segment that is connected to both execution and at last imagination. Accordingly, advancement ought to be viewed as something given in acknowledgment of people ability, endeavors to take part in innovative movement and their inventive achievements.

Employees become more involved in successful outcomes where they know they will be promoted. This will show employees that they are appreciated and recognized. The promotions boost the performance, commitment and motivate the employees to continue with high level of productivity and creativity.

A relationship for overall creator of wide name things for clients anticipated that would improve levels of agent motivation, first remembering the true objective to upgrade execution. Chiefs focused on progression as the best approach to raising delegate execution and obligation. Every laborer could assign anyone they consider meriting headway.

Productive agents got progression and they genuinely felt expanded in esteem. In the experience of a "headway" agent, to be progressed once in the past gave extra execution and impacted me to consider what I could do to keep the vitality going" (Gyurcik and Brawley, 2000)

2.4 Training and employee job performance

Individual require career development opportunities to develop and competencies according to (Prince, 2005, Nadihaetal, 2009), Huselid (1995), argue that Knowledge, skills and ability of prospective employees are enhance by career development opportunities and training and also improves the quality or efficient employees is in term of reduced wastages and increases productivity.

Vroom, (1964), contends that the supposition about prospects improvement openings propel the representatives for up to desire execution. For late analysts; it is contended that workers have less affinities to leave just in the event that they are learning and creating. Then again they impel to remotely look for better option openings for work (Roddriguez, 2008)

According Hackman and Oldeman, (1975) argue that career opportunities influence employees performance and attitudes towards work and this in turn creates employees to adhere to organization policy and quality work output. Basudur, Green and Green (1982), argue that training cultivates positive improvement to attitudes associated with divergent thinking of employees. In addition, it encourages creative problem-solving of conflicts among employees which creates conducive climate for working.

According to Kinick (2005), he argues that through training, employees are involved in handling of grievances or complaints in efficient ways. Kanter (1977) determined that a strong controlled developmental opportunity causes employees to separate themselves from their bosses and strongly opposed organizational demands.

The management should continuously provide training and development opportunities to employees to develop new skills and ideas to improve or adapt to their performance and keep up with changing technology (Simonsees, 1997).

ScottaradeInc; a firm that courses of action with cash related organizations passed on unrivaled organizations care of the specialists even in turbulent condition that had gotten a handle in general budgetary organizations industry. The firm had given incredible execution and industry observers felt that its execution organization and reward program e.g. planning and change was responsible for this (Purkayastha and Chaudhari, 2011).

An audit of IT specialists working in area associations and University of Louisiana USA, coordinated in 2002 showed that agents were generally content with trademark factors, for instance, the specific parts of the work and working with new progressions. The academic test and imagination require to solve complex specific issues, the reliable learning and pro aptitudes related to new developments and a since of responsibility and pride in their accomplishment (Pawlowski, 2005).

2.5 Employee Work Flexibility and Job Performance

It's generally imagined that execution atmosphere give workers the chance to advance and create which is basic factor to representative occupation execution (Benson, 2006, Jamrog, 2004).

According to Kattsen (1996) in an action research carried out with the objective to develop and implement new performance time arrangement in a sausage plant. The plant had experienced flexible employee sickness and absenteeism. The management decided to encourage flexible employee time arrangement schedule. The employee performance flexibility increase job productivity. Involving employee in setting up time schedule builds employee performance. Hence improve employee's productivity.

Khan et al (2011) argued that when employees are marking time schedule of duties, this in turn influence employee clarity of expectations. The time schedule act as a source of professional challenge boosting the importance of being undertaken and hence improving employee job performance. Increase employee commitment and satisfaction.

According Chndrasekar (2011), argue that performance place environment plays a vital role in motivating employee to perform their assigned work. The working need to be flexible to accommodate the employee needs. For example employees should be capable of controlling, implying development in work assignment, procedures and programs.

Falkum (2003), in his study, argues that employee's participation in marking employee time schedule of performance ensures that employees are adequately motivated to avoid laxity, absenteeism at the work place. He further argues that participation has in employee resistance and employee indifference as a neutral in- between categories. The performance of employee depends on what employee take in work flexibility influences individual's motivation and attitude towards motivation (Hackman and Oldman, 1975).

Oldam and Cummings (1996), contend that the way occupations are organized contributes worker inborn inspiration and inventive yield at work. Occupations that are finished and demanding allow representatives to be adaptable and urge them to attempt better approaches for getting things done, to go for broke and conceivably to perform inventively. In help of his Shelley, Etal (2000), found that when execution condition supplement the imaginative necessities of occupation people had higher employment fulfillment and subsequently execution.

European diary of business and administration www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839) on the web) Vol. 3 No. 12, 2011, contends that dynamic condition that permit adaptability cultivates large amounts of both worker and occupation control mental request s, that improve high occupation execution and consolation of representative to take in more refined, simple and carrying on various in various circumstance which at last prompts larger amount of employment execution with effective and expanded profitability.

Usmanand Ismail (2010), examined condition that can affect weight on representative occupation execution, a contextual analysis of keeping money part of Parkistan. He contend that representative employment execution has negative connection between them

There is a positive association among execution result, open agents' motivation and execution related pay designs (paarsch and Shearer 2000) while Wright (2007) gathered positive association between the availability of incidental reward e. g work versatility and agent business execution. In reliable, there is in immense association between outward reward and specialist work execution (Tippet and Kluvers, 2009). This is moreover maintained by Deci, koestner and Ryan (1999), the unessential reward affected trademark prizes.

An audit also exhibits that the agents were content with unessential components, for instance, working condition, and the master execution climate, and versatile or run of the mill work hours (Pawloski, Suzanne Datta, and Pratine Houston, 2005). Another examination execution by Baer, Oldham and cummings, (2003) showed that outward rewards were certain for specialists having fundamental occupations and negative for delegates having vocations that were troublesome and testing. Characteristic favorable circumstances that rise up out of the action content it and have results for the mental headway of the specialist (Williamson, Barnett and Bartol, 2009). Certainly the best measure of execution is presented when people perform errands that are both intrinsically and apparently satisfying (Lawler, 2003).

2.6 Incentive

Incentive is something that incites or tends to incite to action or greater efforts, as a word offered for increased productivity. Is also defined as something that is offered in order to encourage one to do something. In order to encourage employees to performance, the company should offer various incentive e.g. bonus

2.7 Theoretical Review

Prizes have been appeared to spur workers, when certain conditions exist (Blinder, 1990). People are best persuaded when they trust that conduct will prompt certain results that are appealing. Occupation execution in this way best clarifies component of reward the impact it has on execution. This examination will be founded on the accompanying motivational hypothesis.

2.8 Conceptual framework

As this study, it examines the relationship between reward programs and employee job performance at Nzoia Sugar Company Limited in Bungoma County. Employee job performance taken as the dependent variable while reward programs is taken as independent variable. The frame work of the proposed conceptual mode is shown in figure 1.

Independent variables are factors that the researcher manipulates in order to determine their influence on employees job performance. These include training, promotion, work flexibility and incentive.

Dependent variable is a variable that varies as a function of independent variables (Mugenda and Mugenda 1999). In this case job performance depends on independent variable shown in figure 1.

Moderating variables is a factor that alters the impact of an independent on a dependent variable. It is like a catalyst, in this study the variables are; company act, government policies and workers union.

Figure 2.1 Conceptual framework

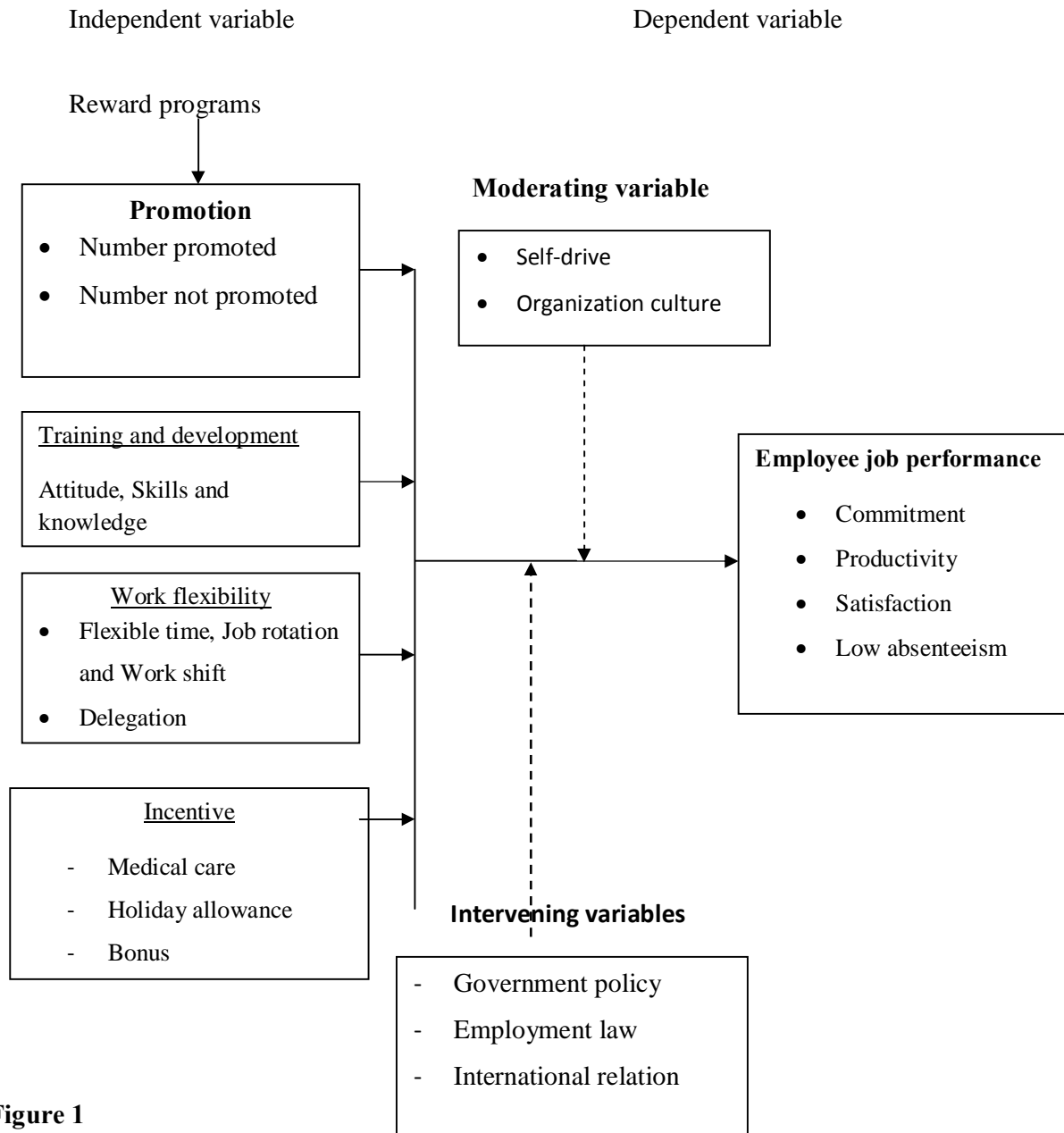


Figure 1

The conceptual frame work showing the relationship between reward system and employee job performance.

2.9 Summary of the literature review

A ton of work has been done in assessing connection amongst reward and worker work execution. In requests to amplify the execution of the representatives, associations must make

such strategies and methodology and plan such rewards and those approaches and techniques which increment worker fulfillment and employment execution (Hafizaetal, 2011)

Now and then administration gives careful consideration to extraneous rewards yet inborn prizes are similarly essential in representative occupation execution. Elusive prizes like thankfulness and acknowledgment assumes an indispensable part in propelling workers and expanding his execution. From the investigation by Badrinarayan and Tilekar (2011) it was discovered that security, vocation improvement has an extremely positive effect on work execution; there was a positive connection between prizes, acknowledgment and occupation execution. Robert, (2005). In any case, Andrew (2004), presumes that dedication of worker depends on rewards.

2.10 Knowledge gap

Research has concentrated on the employees' satisfaction with the employer and the company not the reward programs. This study therefore intends to fill the gap by carrying out this current research to establish the influence of current reward programs on employee performance Nzoia Sugar Company Limited in Bungoma County. In the study on influence of reward programs on performance of employee, a case in Kenya power and lighting company limited, (Ribet & Njagi, 2012), the research never focused on all reward programs but focused only on cash extras. They argued that incentive is private and what inspires one worker could differ from those which motivate the rest. Therefore they recommended further research studies to be carried out on other reward programs. This study therefore will seek to fill this knowledge based gap on influence of other reward programs on employee job performance at Nzoia Sugar Company Limited in Bungoma County.

The study on the influence of reward programs on workers performance in motonet-Espoo, of Finland (Mikander, 2010). The researcher observed that there was little research literature on employee attitude towards reward programs and employee performance; she further recommended that further research be conducted on effect of reward programs on employee performance on a more particular level. This study therefore intends to fill this knowledge

gap by carrying out this current research on influence of current reward programs on employee performance.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

In this part, the analyst clarifies techniques that was utilized to complete the examination (strategies for information accumulation), and other vital components that are clarified incorporate; think about region, test populace, information gathering techniques, information investigation and the system to be followed in the examination and the calculated and moral contemplations

3.2 Research design

The study employed descriptive research design because; the design contains noting and unfolding the actions of the theme without affecting it. It was also used because the subject is only measured once. Cooper & Schindler (2003), noted that the design is apprehensive with discovering what, where and how of a phenomena. The design investigated the effects of current reward programs on employee job performance at Nzoia Sugar Company Limited, Bungoma County.

The descriptive design allowed the result to be presented through simple statistics, table, mean scores, percentages and frequency distributions, (Mugenda and Mugenda, 2003). The study described the influence of reward program on employee job performance at Nzoia Sugar Company Limited in Bungoma County. According to Saunders, Lewis and Thornhill (2003). Survey strategy is a deductive approach popular in business research. The main advantage this research is the ability to collect large amount of data from sizeable population in a highly economical way.

The independent variable in the study is the reward programs while dependent variable being employee job performance. The independent variable is one that the researcher

manipulates. It is what the researcher changes to cause a certain influence, while dependent variable is employee job performance one that the researcher observes or measures.

3.3 Target Population

The area of the study was at Nzoia Sugar Company Limited employees in Bungoma County. The Nzoia Sugar Company Limited in Bungoma County was chosen by the researcher because the area was nearer and the travelling costs and other expenses were minimized. Secondly, the area of study was picked by the researcher because the company is suitable for what the research intends to study. To researcher, the study area provides for the collection of relevant information with minimal expenditure of effort, time and money.

The study population included 252 employees of Nzoia Sugar Company Limited in Bungoma County. They were sampled from key department in Human Resource Management, finance, planning and Technical departments. The population targeted both men and women employed by Nzoia Sugar Company Limited in Bungoma County. The study also targeted permanent and casual employees. Each department produced 25% of target of top management staff, 30% of middle management staff and 30% of lower cadre of staff.

3.4 Sampling procedure and sample size

3.4.1 Sampling procedure

The study used stratified random sampling to select employees at Nzoia Sugar Company limited in Bungoma County. The technique provides equal opportunity of selection for each element in a population. Randomization is effective in creating equivalent representative groups that are essentially the same on all relevant variables thought of by the researcher (Amina, 2005).

3.4.2 Study sample size determination

The 30% study sample size was obtained from population of 252. A study sample of 30% was selected from each stratum in population that each stratum bears to study population. The 30% was selected because it gives adequate information that could be easily interpreted. It also fulfills minimum study sample suggested by Putton (2002) who recommended 30% of the target population as an adequate study sample size in a descriptive study survey research.

This generated a sample size of 76 respondents which the study sought information from.

The sample size was therefore 76 respondents. Each level of employees formed the strata and from each stratum the respondents was chosen randomly. Each department produced 30% of the sample size of top management staff, 30% of middle management staff and 30% of lower cadre of staff of the sample size.

3.5 Research instruments

Both the close ended questions and open ended questions were used. The close ended questions included all possible answers/pre-written response categories and respondents were asked to choose among them. For example, scale questions. The advantage of close ended questions allow the ease entering of data into a computer for analysis, greater number can be distributed, easy to fill, save time and keep respondents focused on the subject.

The open-ended questions allowed respondents have no standard answers and therefore data analysis was more complex. In study, the close-ended questions with boxes to tick or scales to rank were constructed first and then finish with the section open-ended questionnaire methods are chosen because they are flexible and time saving.

The questionnaire also included both structured and unstructured questions. The structured questions was also used as an effort to conserve time, money and to facilitate an easier analysis as they were in immediate usable form, while unstructured questions was used to encourage the respondent to give deep response without feeling hold back in revealing of any

information. The questionnaire took care of the respondents' opinions and attitude on the effect of current rewards programme on employee performance at Nzoia Sugar Company Limited in Bungoma County. The unstructured questions required probing which called for self-administered questionnaire presented by the interviewer. The method ensured high respondents rate and gave benefits of degree of personal contact.

The quantitative research method adopted structured questions. In this questionnaire, the items were accompanied by a list of all possible attentions from which respondents selected the answer that best described the situation. The questions were easy to answer, economical on time and money. The structural questions were mailed to the correspondents. Self-administered envelopes and stamps accompanied the questionnaire. This saved time and costs. The questionnaire consisted of section A which contained structured items on the personal details of the respondent. Section B comprised of structured items on employee satisfaction with Nzoia Sugar Company Limited in Bungoma County reward programme. Section C consisted of structured questions on measures of overall employee job performance. Section D consisted of unstructured items on effective ways on improving reward programmes in Nzoia Sugar Company Limited in Bungoma County. Adequate questionnaire is critical to success of research. Inappropriate questions, incorrect sealing, incorrect ordering of questions, can make the research valueless as it may not accurately reflect the views of participants.

3.6 Pilot Study

The pilot study was carried out on employees of Nzoia Sugar Company Limited in Bungoma County. The pilot study aimed at determining reliability of the questionnaire including the wording, structure and sequence of the questions (Ngechu, 2004). The pilot study involved 5% respondent in the population and they were not part of the main sample size. This means 8 respondents were chosen using stratified random sampling technique. The purpose of the

study was to rephrase the questionnaire so that respondent in the main study could not have any problems in answering questions.

3.6.1 Instrument validity

Validity is the extent to which the instrument collects accurate data that it is meant to collect. The validity in the study was ensured by the data collection instrument involved. The content validity was ensured through the instrument being subjected to expert opinion (Huck, 2000). For example the researcher's supervisor ascertained whether it measured, what it is purported to measure.

The content validity was achieved through ensuring that each item was appropriate for a particular variable construct through determination calculation of the content validity index. The construct validity was maintained through restricting the items to the conceptualization of the variables and ensuring that the indicator of a particular variable is within the same construct.

Further, validity was enhanced by applying the correct procedure to find responses to the set items that rely on the set objectives of the study. The content validity was based on the use of appropriate vocabulary sentence structure, whether the questions were suitable for the intended respondents.

3.6.2 Instrument reliability

To guarantee unwavering quality, the survey was pre-tried on eight (8) respondents at Nzoia Sugar Company Limited in Bungoma County. Unwavering quality is how much an examination instruments yields predictable outcomes after rehashed trials. The target of pre-testing is to allow modification of different inquiries keeping in mind the end goal to rethink, elucidate and clear up any inadequacy in the survey. In the investigation Cronbach Alpha dependability co-efficient was processed to demonstrate how solid the instruments were.

A co-productive of at least 0.7 will suggest that there is a high level of information unwavering quality. Some of the time a scientist may escape with utilizing less solid information if the specimen measure is huge or the factors under investigation contrast enormously among the subject. However, where the specimen size and varieties are little an exceptionally solid informational collection is required to uncover the greatness of this variety.

With a specific end goal to test dependability of the instrument to be utilized as a part of the examination will be finished and the unwavering quality co-productive is computed. This was established to the degree in which the survey was inspired a similar reaction each time it was controlled. A connection co-productive of 0.5 if touched base at, at that point it will be viewed as dependable for the investigation.

On the off chance that all things are flawlessly dependable and measure a similar thing, at that point co-proficient alpha is equivalent to 1. The Cronbach Alpha is the most type of inside consistency dependability co-productive.

By remedy, a merciful cut off of 0.6 is normal to informative research; alpha ought to be no less than 0.7 or higher to hold a thing as a satisfactory scale and numerous specialists require a cut off of 0.7 for good scale. With respect to above clarification in this exploration Cranach's alpha was utilized as a part of request to the consistency of the things at the things at the pilot ponder, in the wake of ascertaining this the analyst rolled out the pertinent improvements keeping in mind the end goal to make the poll dependable and convey the Cronbach Alpha to least of 0.7.

3.7 Data collection procedure

The examination utilized polls to gather essential information. The quantitative information was gathered without anyone else's input directed poll. The poll was composed basing on the investigation destinations in order to give rectify data to the examination. The specialist acquired expert letter from Nzoia Sugar Company Limited in Bungoma County. The survey was issued by the analyst to the respondent containing the best administration staff, center administration staff and lower framework staff. The respondents were given two weeks to finish the poll. The scientist additionally utilized meetings calendars to get data.

3.8 Data analysis techniques

Information from proposed examine were coded, prepared and broke down utilizing PC based factual bundle for sociologies (SPSS)

Chi-square was utilized to set up connection between two factors both of which were clear cut in nature. In particular, it tried to set up how much reward program impact worker work execution. The possibility table was utilized to investigate and record between at least two factors which are straight out.

Distinct measurements empowered the exploration to depict the accumulation of new information in numeral terms (Neuman, 2000). The investigation utilized five point Likert scale extending from 1=strong differ to 5=strongly concur for things examination reason Likert scale is anything but difficult to use in respondents focused and boost focused investigations (Patton 2002).

3.9 Ethical considerations

The study adhered to ethical issues that are the baseline of any researcher adhered to principle of confidentiality. The study reflected respect for the right of self-determination. The description of aggregate or collections guaranteed anonymity of individual respondents. The researcher ensured that there was no harm to the respondents emotionally or psychologically.

3.10 Operationalization of variables

Table 3.1: Operationalization of variables

Objectives	Variables	Indicator	Measurement scale	Type of analysis
To establish the influence of promotions on employee job morale	Independent variable Promotion	Promotions on merit	Ordinal nominal	descriptive
To establish the influence of training on employees job performance	Training	Workshops and in-service courses, seminars, allow professional growth	Ordinal nominal	Descriptive inferential
To determine the influence of work flexibility on employees work morale	Work flexibility	Working for normal hours and payment of extra hours	Ordinal nominal	Descriptive inferential
To establish the influence of incentives on employees work morale	Incentives	Presence of bonus and holiday allowance, medical schemes and burial benevolent fund	Ordinal nominal	Descriptive
	Dependent variable Job performance	Increased quality, quantity and productivity Lower absenteeism, commitment, job satisfaction		Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.0 Introduction

This chapter discusses the interpretation and presentation of the findings and presents analysis of the data on the determinants of rewards programme implementation at Nzoia Sugar Company in Bungoma County, Kenya. The chapter also provides the major findings and results of the study.

4.1 Return Rate

Table 4.1 Response rate

Respondents	Frequency	Percentage
Responded	56	93.3
Not Responded	4	6.7
Total	60	100.00

The study sought to find out the response rate of the respondents. Findings **are** presented in table 4.1.

The study targeted 60 respondents in collecting data. Results in table **4.1** shows that **56** out of 60 target respondents filled the questionnaires and returned the question contributing to **93.3%** response rate. The response rate was good, representative and conformed to the Mugenda and Mugenda (1999) stipulation that a response rate of **50%** is adequate for analysis and reporting; a response rate of 70% and over is excellent. This response rate is adequate for analysis and reporting.

4.2 Distribution of respondents by demographic details

Table 4.2: Demographic

Gender	Frequency	Percentage
Male	31	55.4%
Female	25	44.6%
Age		
18-25 years	10	17.9%
26-35years	13	23.2%
36-45 years	14	25.0%
Over 45 years	19	33.9%
Level of education		
Certificate	14	25.0
Diploma	11	19.6
Degree	23	41.1
Post graduate	8	14.3
How many years have you been working in your current work task		
Less than 1 year	1	1.8
1-9 years	34	60.7
Over 10 years	21	37.5

It is evident from demographic data that the respondents are able to provide adequate and clear information to guide discussions.

The study sought to find out the demographic details of the respondents, 31(55.4%) were male while 25(44.6%) were female. On their age most 19(33.9%) were over 45 years, 14(25.0%) were between the age 36-45 years, 13(23.2%) were between 26-35 years and

10(17.9%) were between 18-25 years. Most respondents 23(41.1%) on their level of education indicated they have attained a degree, 14(25.0%) indicated they have a certificate, 11(19.6%) indicated a diploma and 8(14.3%) indicated they have a post graduate. Most 34(60.7%) indicated they have worked in their current work task for between 1-9 years, 21(37.5%) indicated they have worked for over 10 years and only 1(1.8%) said less than one year.

4.2.1 Distribution of respondents by number of years of service

Table 4.3: No. of Years Working in Nzoia Sugar Company

Years	Frequency	Percentage
Less than 5 years	13	23.2
Between 6- 10 years	6	10.7
Between 11 - 15 years	12	21.4
Between 16-20 years	7	12.5
Above 20 years	18	32.2

Source: Primary Data (2016)

The respondents were asked for how many years have they worked in Nzoia Sugar Company Limited in Bungoma County, **18(32.2%)** stated over **20** years, **13(23.2%)** stated less than **5** years, **12(21.4%)** stated between **11-15** years, **7(12.5%)** stated between **16-20** years and **6(10.7%)** stated between **6- 10** years.

4.2.2 Department

Table 4.4: table showing place of work for respondents

Department	Frequency	Percent
Sales and marketing	9	16.1
Human Resource	15	26.8
Finance	10	17.9
Public relations	9	16.1
Agriculture and I.T.	12	21.4
No response	1	1.8
Total	56	100.0

Since the study sought to find out the departments that the respondents worked in, most **15(26.8%)** worked in the Human Resource department, **12(21.4%)** stated agriculture and IT, **10(17.9%)** stated finance, **9(16.1%)** stated sales and marketing and another **9(16.1%)** stated public relations.

This goes on to show that most of the workers are assigned duties in the human resource department, followed by those in the agriculture and IT.

4.2.3 Distribution of respondents according to job title

Table 4.5: Distribution of the Respondents

Designation	Frequency	Percent
Manager	4	7.1
Head of Department	7	12.5
Section Head	12	21.4
Supervisor	14	25.0
Any other	19	33.9
Total	56	100.0

The respondents were asked what their designation are in the company and 19(33.9%) stated

Other supporting staff, 14(25.0%) stated they are supervisors, 12(21.4%) stated they are section heads while 7(12.5%) stated they work as head of departments and 4(7.1%) work as managers.

Most of the workers interviewed work as support staff.

4.3 Organizational work flexibility and job performance

Table 4.6 a: Organizational work flexibility on rewards programme implementation

Statements	(5) strongly agree	(4) agree	(3) undecided	(2) disagree	(1) strongly disagree	Means	Rank
The employees subscribe to company's mission statement	26(46.4%)	19(33.9%)	2(3.6%)	7(12.5%)	1(1.8%)	45.4	2
Employees are involved in the making of rules and regulations.	11(19.6%)	21(37.5%)	2(3.6%)	20(35.7%)	2(3.6%)	37.4	8
Management only is involved in making rules and regulation.	13(23.2%)	11(19.6%)	4(7.1%)	17(30.4%)	11(19.6%)	32.2	12
The rules and regulations are applied Discriminatively to the staff or employees	4(7.1%)	15(26.8%)	4(7.1%)	17(30.4%)	16(28.6%)	24.4	5
The staff offers resistance to the rules and regulations applied	2(3.6%)	15(26.8%)	4(7.1%)	26(46.4%)	9(16.1%)	28.4	17
The staff shows high level of compliance to the rules and regulations applied.	15(26.8%)	16(28.6%)	6(10.7%)	17(30.4%)	2(3.6%)	28.6	7

Table 4.6 b: Organizational work flexibility on rewards programme implementation

The company has fully endorsed operational manuals and guides on key success areas	22(39.3%)	17(30.4%)	6(10.7%)	9(16.1%)	2(3.6%)	43.2	3
The manual are developed by staff participation	11(19.6%)	20(35.7%)	13(23.2%)	5(8.9%)	4(7.1%)	37.6	8
The company recognizes talent of staff	13(23.2%)	29(51.8%)	13(23.2%)	5(8.9%)	4(7.1%)	46.8	1
The company rewards or compensates competency of the staff.	12(21.4%)	19(33.9%)	1(1.8%)	19(33.9%)	5(8.9%)	36.4	10
The job is well designed and developed	9(16.1%)	23(41.1%)	7(12.5%)	15(26.8%)	4(7.1%)	38.4	7
The company uses monetary rewards to encourage new ideas and models in performance of Duties.	9(16.1%)	16(28.6%)	5(8.6%)	21(37.5%)	5(8.9%)	33.6	11
Promotions in based on competencies and New ideas.	5(8.9%)	17(30.4%)	8(14.3%)	19(33.9%)	6(10.7%)	32.2	13
A recommendation Of the staff is purely based on outstanding performance and New ideas.	5(8.9%)	12(21.4%)	7(12.5%)	28(50.0%)	4(7.1%)	30.8	16
Employees / staff are involved in companies or departmental decision making.	10(17.9%)	25(44.6%)	4(7.1%)	7(12.5%)	9(16.1%)	37	9
The company embraces pooling of opinions as a means of involvement in decision making.	13(23.2%)	23(41.1%)	6(10.7%)	12(21.4%)	2(3.6%)	40.2	5
The company uses direct consultation as a Means involvement decision making.	18(32.1%)	16(28.6%)	4(7.1%)	14(25.0%)	2(3.6%)	39.2	6

Table 4.6 c: Organizational work flexibility on rewards programme implementation

The company use written communication as a means of involvement in decision making.	22(39.3%)	18(32.1%)	2(3.6%)	9(16.1%)	5(8.9%)	42.2	4
Everybody is in charge of reward programme implementation	9(16.1%)	12(21.4%)	5(8.9%)	19(33.9%)	11(19.6%)	31.4	14
Specifically implementation unit is in charge of reward programme implementation	7(12.5%)	14(25.0%)	7(12.5%)	19(33.9%)	5(8.9%)	31	15
External experts are in charge of rewards programme implementation.	7(12.5%)	4(7.1%)	9(16.1%)	25(44.6%)	11(19.6%)	38.8	18
Select management team is in charge of reward programme implementation	13(23.2%)	15(26.8%)	11(19.6%)	6(10.7%)	11(19.6%)	36.2	10

The respondents were asked to rate how strongly they agree or disagree with each of the following statements on aspects of organizational culture on rewards programme implementation, 26(46.4%) strongly agreed that the employees subscribe to company's mission statement, 21(37.5%) agreed employees are involved in the making of rules and regulations, 17(30.4%) disagreed that management only are involved in making rules and regulation, 17(30.4%) disagreed that the rules and regulations are applied discriminatively to the staff or employees while 26(46.4%) also disagreed that the staff offers resistance to the rules and regulations applied and 17(30.4%) disagreed that the staff shows high level of compliance to the rules and regulations applied.

22(39.3%) of the respondents strongly agreed that the company has fully endorsed operational manuals and guides on key success areas, 20 (35.7%) agreed that the manual are developed by staff participation, 29(51.8%) agreed that the company recognizes talent of staff, 19(33.9%) agreed that the company rewards or compensates competency of the staff, 35(62.5%) agreed that the company arranges for training time for the staff with 29(51.8%) agreed that the management delegates duties or responsibilities to the juniors staff and 21(37.5%) disagreed that the company uses monetary rewards to encourage new ideas and models in performance of duties. 19(33.9%) disagreed that promotions in based on competencies and new ideas, 28(50.0%) disagreed that a recommendation of the staff is purely based on outstanding performance and new ideas, 25(44.6%) agreed that employees / staff are involved in companies or departmental decision making while 23(41.1%) agreed that the company embraces pooling of opinions as a means of involvement in decision making with 25(44.6%) strongly agreed that the company uses regular staff meetings as a means involvement in decision making and 18(32.1%) strongly agreed that the company uses direct consultation as a means involvement in decision making. 22(39.23) strongly agreed that the

company use written communication as a means of involvement indecision making, 19(33.9%) disagreed that everybody is in charge of rewards programme implementation, 19(33.9%) disagreed that they specifically implementation unit is in charge of rewards programme implementation while 25(44.6%) disagreed that external experts are in charge of reward implementation and 15(26.8%) agreed that elect management team is in charge of rewards programme implementation. The company recognizes staff talents was ranked position with 46.8% while the staff offers resistance to rules and regulations was ranked least in position 17 with 28.2%

4.4 Promotion programme and employee job performance

Table 4.7a: Organizational promotion and job promotion

Statements	(5)Strongly agree	(4) Agree	(3) Undecided	(2)Disagree	(1)Strongly disagree	Mean	Rank
Authority is fairly decentralized	12 (21.4%)	18(32.1%)	5(8.9%)	12(21.4%)	9(16.1%)	36	6
Authority is unfairly shared	6 (10.7%)	19(33.9%)	6(10.7%)	13(23.2%)	12(21.4%)	32.4	7
Authority is centralized	11(19.6%)	13(23.2%)	3(5.4%)	17(30.4%)	12(21.4%)	32.4	8
No legitimate power vested in staff	2 (3.6%)	16(28.6%)	7(12.5%)	16(28.6%)	10(17.9%)	37.4	11
Fewer employees report to me directly	6(10.7%)	11(19.6%)	12(21.4%)	14(25.0%)	10(17.9%)	29.6	10
Many employees reports to me directly	7(12.5%)	12(21.4%)	14(25.0%)	8(14.3%)	12(21.4%)	30.6	9
My span of control compromise my operational effectiveness organizational promotion	4(7.1%)	23(41.1%)	12(21.4%)	13(23.2%)	2(3.6%)	35.6	7
Political inferences in organization influences rewards programme implementation.	35(62.5%)	11(19.6%)	1(1.8%)	5(8.9%)	4(7.1%)	47.2	1

Table 4.7b: Organizational promotion and job promotion

It is difficult to access communication feedback from the top management of the authority.	18 (32.1%)	13(23.2%)	3(5.4%)	18(32.1%)	4(7.1%)	38.2	4
The difficult in accessing communication feedback affects negatively the attainment of performance goals.	15 (28.6%)	15(28.6%)	5(8.9%)	14(25.0%)	7(12.5%)	39	3
Organizational structured not fit for rewards programme execution	16(28.6%)	15(28.6%)	4(7.1%)	17(30.4%)	4(7.1%)	38	5
The employees strategy towards common goal is very strong.	11(19.6%)	23(41.1%)	7(12.5%)	12(21.4%)	3(5.4%)	39	3
The company reviews Organizational promotion on demand towards ensuring compliance with intended goals.	19(33.9%)	19(33.9%)	5(8.9%)	10(17.9%)	3(5.4%)	41.8	2
The company does not review Organization promotion at all for the purpose of compliance.	7(12.5%)	13(23.2%)	4(7.1%)	17(30.4%)	15(26.8%)	29.6	10

4.5 Training programme and employee job performance

Table 4.8a: Organizational training and developments on rewards programme implementation

Statements	(5) strongly agree	(4) Agree	(3) Undecided	(2)Disagree	(1)Strongly disagree	Mean	Rank
The top management is highly committed towards rewards programme	21(37.5%)	8(14.3%)	8(14.3%)	17(30.4%)	2(3.6%)	39.6	4
The top management command absolute follower ship in executing rewards programme	8(14.3%)	18(32.1%)	7(12.5%)	20(35.7%)	3(5.4%)	35.2	7
The intranets are used by the management as a means of communicating to the staff.	8(14.3%)	23(41.1%)	7(12.5%)	15(26.8%)	2(3.6%)	37	6
The conflict resolution procedures have positive effects on rewards programme implementation.	15(26.8%)	26(46.4%)	8(14.3%)	4(7.1%)	1(1.8%)	42.4	1
The company ensures that employees are fairly represented in decision making relating to their welfare through sensitizing them adequately.	21(37.5%)	11(19.6%)	4(7.1%)	15(26.8%)	2(3.6%)	38.6	5
The company ensures that employees are fairly represented in decision making relating to their welfare through prior notices.	18(32.1%)	21(37.5%)	2(3.6%)	9(16.1%)	5(8.9%)	40.6	2

Table 4.8a: Organizational training and developments on rewards programme implementation

The management uses prior consultations in the ensuring that employees are well represented in decision making relating to their welfare.	14(25.0%)	17(30.4%)	8(14.3%)	15(26.8%)	1(1.8%)	38.6	5
The management ensures that employees are well represented in decision making relating to their welfare through use of known representative	15(26.8%)	24(42.9%)	3(5.4%)	8(14.3%)	5(8.9%)	40.2	3
The company's management conflict resolution procedures are fair.	13(23.2%)	16(28.6%)	5(8.9%)	12(21.4%)	5(8.9%)	34.6	8
The management has no special arrangement to ensure that employees are fairly represented in decision making relating to their welfare	6(10.7%)	6(10.7%)	4(7.1%)	17(30.4%)	22(39.3%)	24.4	9

The respondents were asked to rate how strongly they agree or disagree with each of the following statement on aspects of organizational training and development on rewards programme implementation, 21(37.5%) strongly agreed that the top management is highly committed towards rewards programme implementation, 20(35.7%) disagreed that the he top management command absolute follower ship in executing rewards programme 29(51.8%) strongly agreed that the company uses circulars as means of communication between staff and management, 39(69.6%) strongly agreed that the management uses notices and memos when communicating to the staff, 34(60.7%) strongly agreed that staff meeting is commonly used by management as a means of communication, 32(57.1%) strongly agreed that management meetings are used as a means of communication to the staff. Most respondents 23(41.1%) agreed that the intranets are used by the management as a means of communicating to the staff, 16(28.6%) agreed that the company's management conflict resolution procedures are fair, 26(46.4%) agreed that the conflict resolution procedures have positive effects on rewards programme implementation, 21(37.5%) strongly agreed that the company ensures that employees are fairly represented in decision making relating to their welfare through sensitizing them adequately, 21(37.5%) agreed that the company ensures that employees are fairly represented in decision making relating to their welfare through prior notices while 17(30.4%) agreed that the management uses prior consultations in the ensuring that employees are well represented in decision making relating to their welfare, 24(42.9%) agreed that the management ensures that employees are well represented in decision making relating to their welfare through use of known representatives and 22(39.3%) strongly disagreed that management has no special arrangement to ensure that employees are fairly represented in decision making relating to their welfare Management notices and memos.

Political interference influences promotion was ranked the highest with 47.2% while the company does not review promotion was ranked least with 29.6%.

4.6. Aspects of incentives allocation of the company and employee job performance

Table 4.9: Aspects of incentives allocation of the company

Statements	(5) strongly agree	(4) Agree	(3) Undecided	(2) Disagree	(1) Strongly disagree	Mean	Rank
There is limited budgetary allocation to rewards programme implementation	11(19.6%)	21(37.5%)	5(8.9%)	15(26.8%)	3(5.4%)	37.4	4
The company engages external audit as incentives control to ensure that incentives are used as expected.	15(26.8%)	24(42.9%)	2(3.6%)	8(14.3%)	6(10.7%)	41	1
The company applies regular appraisals as incentives control to ensure that incentives are utilized only for purposed intended.	9(16.1%)	19(33.9%)	8(14.3%)	17(30.4%)	1(1.8%)	36	6
Bench marking is used as incentives control to ensure that incentives are utilized well.	8(14.3%)	20(35.7%)	6(10.7%)	16(28.6%)	5(8.9%)	35	7
The company is efficient on the use of the incentives allocated to rewards programme	5(8.9%)	18(32.1%)	3(5.4%)	24(42.9%)	5(8.9%)	31	8
We do have adequate human capacity to implement our rewards programme	11(19.6%)	18(32.1%)	1(1.8%)	22(39.3%)	4(7.1%)	36.6	5
There is inadequate skills and training	15(26.8%)	18(32.1%)	8(14.3%)	9(16.1%)	6(10.7%)	39	2
Some projected sources of funds have changed necessitating changes in the rewards programme	12(21.4%)	30(53.6%)	8(14.3%)	5(8.9%)	1(1.8%)	33.6	5
Lack of finances has hindered implementation of our rewards programme	19(33.9%)	11(19.6%)	4(7.1%)	18(32.1%)	4(7.1%)	38.2	3

The study asked the respondents to rate how strongly they agreed or disagreed with each of the following statement on aspects of incentives allocation of the company, **21(37.5%)** agreed that there is limited budgetary allocation to rewards programme implementation, **28(50.0%)** agreed that the company use normal internal audit as incentives control to ensure that incentives are utilized for purposes intended, **24(42.9%)** agreed that the company engages external audit as incentives control to ensure that incentives are used as expected, **19(33.9%)** agreed that the company applies regular appraisals as incentives control to ensure that incentives are utilized only for purposed intended, **20(35.7%)** agreed that bench marking is used as incentives control to ensure that incentives are utilized well, 24(42.9%) disagreed that the company is efficient on the use of the incentives allocated to strategy implementation with 22(39.3%) strongly agreed that the company offers training and development opportunities to employees so as to sustain efficiency in executing rewards programme and 22(39.3%) disagreed that they do have adequate human capacity to implement our rewards programme

18(32.1%) agreed that there is in adequate skills and training, 26(46.4%) disagreed that they have adequate incentives to facilitate effective implementation of rewards programme, 30(53.6%) agreed that some projected sources of funds have changed necessitating changes in the rewards programme, 2(39.3%) agreed that employees are highly motivated to facilitated effective rewards execution and (15)(33.9%) agreed that lack of finances has hindered implementation of our rewards programme. the company engages external auditors to ensure proper use of incentives was ranked the highest with 41% while the company is efficient in the use of incentives had the least rank of 31%

4.7 Aspects of work flexibility job performance

Table 4.10: worker flexibility job performance

Statement	(5) strongly agree	(4) Agree	(3) Undecided	(2) Disagree	(1) Strongly disagree	Mean	Rank
Job rotation leads to improved job performance.	9(16.1%)	16(28.6%)	7(12.5%)	20(35.7%)	4(7.1%)	34.8	3
Use of shift improve job performance	7(12.5%)	17(30.4%)	10(17.9%)	21(37.5%)	1(1.8%)	35.2	2
Delegation improve job performance	5(8.9%)	23(41.1%)	7(12.5%)	18(32.1%)	3(5.4%)	35.4	1
Job autonomy improve job performance	6(10.7%)	21(37.5%)	9(16.1%)	17(30.4%)	3(5.4%)	27.6	5
Job training improve job performance	3(5.4%)	18(32.1%)	3(5.4%)	24(42.9%)	8(14.3%)	30.4	

The respondents were asked to rate how strongly they agreed or disagreed with each of the following statement on aspects of organizational worker flexibility of implementation of rewards programme, 20(35.7%) disagreed that organization has a quick way to determine failure rate/success rate of rewards programme implementation, 21(37.5%) disagreed that rewards programme implementation feedback mechanisms are adequate, 23(41.1 %) agreed that rewards programme implementation process adheres to set time frame with 21(37.5%) who agreed that rewards programme implementation review process is done on demand to ensure compliance with set goals and 24(42.9%) disagreed that rewards programme implementation has been always achieved. Rewards programme implementation adheres to set time had the highest rank of 36.4% while reward programme implementation is also an achieved had the least rank of 30.4%

4.8 Multiple linear Regressions

R. is considered to be one measure of the quality of the prediction of the dependent variable; in this case, rewards programme implementation. A value of 0.212 indicates a good level of prediction. From our value of independent variables explain 4.5% of the variability of our dependent variable, rewards programme implementation.

Table 4.11 Model Summary.

Model	R	R. Square	Adjusted R Square	Std. Error of the Estimate
1	.212^a	.045	-.055	1.153

Predictors: (Constant). Rewards programme implementation has been always achieved, Authority is fairly decentralized, the top management is highly committed towards rewards programme implementation, there is limited budgetary allocation to rewards programme implementation, the employees subscribe to company's mission statement.

The F-ratio in the ANOVA table below test whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically not significantly

predict the dependents variable, $F(5, 48) = .450$, $p > .0005$ this means that the regression model is not a good fit of the data.

AVONA^a

Model	Sum of squares	Df	Mean square	F.	Sig
Regression	2.990	5	.598	.450	.811 ^b
1 Residual	63.825	48	1.330		
Total	66.815	53			

Dependents variable: Rewards programme implementation feedback mechanisms are adequate.

Predictors: (constant), rewards programme implementation has been always achieved, Authority is fairly decentralized, the top management is highly committed towards rewards programme implementation, there is limited budgetary allocation to rewards programme implementation, and the employees subscribe to company's mission statement

From the "Sig" column in the table below all independents variable coefficients are

Statistically not significantly different from 0 (Zero). Since the $p > .05$, the study can conclude that the coefficients are statically not significantly to 0 (Zero). Hence the multiple linear regression predict rewards programme implementation from the employees subscribe to company's mission statement (Organizational culture) is fairly decentralized (Organization promotion), the top management is highly committed toward rewards programme implementation (training and developments) and there is limited budgetary allocation to rewards programme implementation (incentives allocation). These variables do not statistically significantly predict rewards programme implementation, $F(5, 48) =$

$.450$, $p > .0005$, $R^2 = .450$. All five variables are not statistically significantly to the prediction, $p > .05$.

Model	Unstandardized coefficient		Standardized Coefficients			95.0% confidence interval for B	
	Beta	Std Error	Beta	T	Sig	Lower bound	Upper bound
(constant)	2.287		.857	2.668	.010	.563	4.001
Organization culture	.189	.159	.185	1.184	.242	-.132	.509
Organization promotion	.003	.121	.004	.023	.982	-.240	.246
Training and development	-.055	.126	-.068	-.439	.663	-.308	.198
Incentives allocation	-.052	.138	-.058	-.377	.708	-.330	.226
Rewards programme allocation	.145	.140	.158	1.037	.305	-.136	.426

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of research findings, discussion of key findings, conclusions made from the study and the recommendations for determinants influencing rewards programme implementation. The chapter also presents suggestions for further research.

5.1 Summary of Findings

The main objective of this study was to investigate the influence of reward programme on employee job performance at Nzoia Sugar Company Limited in Bungoma County.

The study findings showed that the on aspects of organizational culture on rewards programme implementation, employees subscribed to company's mission statement, employees are involved in the making of rules and regulations also the company has fully endorsed operational manuals and guides on key success areas and that the manual are developed by staff participation. It also found the company recognizes talent of staff, the company rewards or compensates competency of the staff while the company arranges for training time for the staff with the management delegates duties or responsibilities to the juniors staff. Most of the employees / staff are involved in companies or departmental decision making while the company embraces pooling of opinions as a means of involvement in decision making, it also found that the company uses regular staff meetings as a means involvement in decision making. The study found that the company uses direct consultation as a means involvement in decision making, with the majority of the opinion that the company use written communication as a means of Involvement in decision making and that elect management team is in charge of rewards programme implementation.

The study findings showed that on aspects of organizational structure on rewards programme implementation, majority felt that authority is fairly decentralized, that authority is unfairly shared, that their span of control compromises their operational effectiveness organizational structure and that political inferences in organization influences rewards programme implementation. It also found out that it is difficulty to access communication feedback from the top management of the authority while there is difficulty in accessing communication feedback affects negatively the attainment of performance goals also that organizational promotion not fit for reward programme execution that the employees energy towards common goal is very strong and that the company reviews organizational promotion on demand towards ensuring compliance with intended goals. The study established that the top management is highly committed towards rewards programme implementation while the company uses circulars as means of communication between staff and management with the management using notices and memos when communicating to the staff, majority of the staff meeting is commonly used by management as a means of communication that management meetings are used as a means of communication to the staff also the intranets are used by the management as a means of communicating to the staff and that the company's management conflict resolution procedures are fair. The study found that the conflict resolution procedures have positive effects on rewards programme implementation, most feel that the company ensures that employees are fairly represented in decision making relating to their welfare through sensitizing them adequately while the company ensures that employees are fairly represented in decision making relating to their welfare through prior notices with the management uses prior consultations in the ensuring that employees are well represented in decision making relating to their welfare and that management ensures that employees are well represented in decision making relating to their welfare through use of known representatives.

The study established on aspects of resources allocation of the company most said there is limited budgetary allocation to rewards programme implementation, company use normal internal audit as resource control to ensure that resources are utilized for purposes intended and that the company engages external audit as incentives control to ensure that incentives are used as expected. It also found that the company applies regular appraisals as resource control to ensure that incentives are utilized only for purposed intended while bench marking is used as incentives control to ensure that incentives are utilized well also the company offers training and development opportunities to employees so as to sustain efficiency in executing rewards programme and that there is in adequate skills and training. Most employees feel that some projected sources of funds have changed necessitating changes in the rewards programme that employees are highly motivated to facilitate effective rewards programme execution and that lack of finances has hindered implementation of our rewards programme.

The study found that on aspect of organizational worker flexibility of implementation of rewards programme most of the employees feel that rewards programme implementation favorably influence employee job performance.

5.2 Conclusion

From the research findings, organization promotion has a strong influence on successful rewards programme implementation. This indicates that the organizational promotion highly influences successful rewards programme implementation.

Regarding organization culture, the study established that there exists a great influence towards successful rewards programme implementation. The study found that organizations should plough a culture that will spearhead the organization towards achieving successful rewards programme implementation.

On whether corporate leadership influences successful rewards programme implementation as inferred in this study found that corporate leadership is vital for successful rewards programme implementation.

In addition committed leadership enhances motivation to employees that spearheads successful rewards programme implementation. The study findings indicate that management style of the managers in the process of implementing in the performance system affects the process of rewards programme implementation to a great extent. In addition, managerial commitment speeds up the process of 'rewards programme implementation likewise management style affects the speed and the effectiveness of the rewards programme implementation.

5.3 Recommendations for policy and practice

The investigation makes particular proposals guided by the goals of the examination and which are workable and conditional in nature if actualized by the partners as recognized in the investigation.

The investigation suggests Nzoia Sugar Company makes a larger amount of contribution of staff individuals in any further rewards program advancement and survey to evade hands off approach and absence of possession on their past. It is likewise important that an audit is done to recognize rewards program usage and other execution and Quality administration instruments, for example, execution contracting and ISO confirmation forms. There is additionally need to organize approaches with the goal that their controlling theories are shared over the staff and to maintain a strategic distance from them being seen as administrative inclination to reign over staff. The staff ought to be spurred to learn new information on the part place of prizes program administration in directing associations to rewards advantage in the midst of unstable economic situations. There is inspiration in

knowing you can control dynamic administrative difficulties as with time one may turn into the Manager of the circumstances or even the association. Staff individuals should likewise be equitably basic to administrative authority styles as this has expansive ramifications which could demolish singular notorieties where ones current station fails to meet expectations tenaciously. The disappointment tag would be a piece of one history and not useful for Proficient improvement or advance.

Poor understanding of rewards among employees and ineffective communication of the rewards programme to the workforce are the most vital barriers to effective rewards programme implementation.

The study recommends that employees in the sugar sectors be sensitized on need to be Committed to the successful rewards programme implementation process. They should be also trained so as to be able to understand and carry out the implementation process well and effectively.

The management style was found to have profound effects on the speed and the extent of implementation of rewards programme. This study recommends that the various levels of management be fully engaged in the implementation efforts of rewards programme so as to make the systems more effective.

The study recommends that similar to such to be undertaken in other sugar companies.

5.4 Suggestions for further research

Research and further education within rewards programme implementation is highly needed today. There is not a generalization of rewards programme implementation, although further investigation regarding implementation in different environments is recommended. In addition, the selection process of formulation into implementation is interesting to study, how does an organization select the critical actions that are to be implemented? While the

objectives were clear and successfully accomplished, several areas remain unclear and require further research. Since the study focused only on the determinants influencing rewards programme implementation. The concept of rewards programme and other stages should be considered for further study. Other aspects of an organization could be reconsidered in a future research for example recognition and advancement, monitoring and evaluation and best practices.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Respondent,

I am a student of university of Nairobi undertaking masters of Project Planning and Management. The research topic is the effect of rewards programme on employee job performance at Nzoia Sugar Company limited in Bungoma County.

You have been selected at random to participate in this study.

Kindly fill the attached questionnaire and the information you will provide will contribute to the study and I promise confidentiality.

Thank you.

Yours faithfully,

Injendi Wycliffe

0724123479.

APPENDIX II: QUESTIONNAIRE

Kindly respond to the following questions by ticking on the appropriate box (v) or filling the answer in the blank spaces.

SECTION A: Demographic information

You are required to fill out your personal information in the spaces below. Please tick only onerresponse.

1. Indicate your gender

Female

Male

2. Select your age bracket

18-25

26-35

36-45

Over 45

1. Indicate your level of education?

Certificate

Post graduate

Degree

Post graduate

2. Select number of years you have been working in your current work tasks?

Less than 1 year

1 -9 years

Over 10 years

3. How many years have you been working in Nzoia Sugar Company limited in BungomaCounty?

Less than 5 year

Between 6 - 10 years

Between 11-15 year

Between 16-20 year

Above 20 years year

4. Indicate your department?

Sales and marketing

Human Resource

Finance

Public relations

Agriculture and I.T.

5. What is your position held in the department?

Manager

Department Head

Section Head

Supervisor

Any other

SECTION B: NZOIASUGAR COMPANY LIMITED INFORMATION

Determinants of successful rewards programme implementation at Nzoia Sugar Company Limited in Bungoma County.

Part I: Promotion of employees and job performance

7. Please rate how strongly you agree or disagree with each of the following statements on aspects of organizational promotion on rewards programme implementation? Please tick where appropriately.

Statements	(5) Strongly agree	(4) Agree	(3) Undecided	(2) Disagree	(1) Strongly disagree
- Promotion of employees leads to improved job performance.					
- Promotion does not improve employee job performance.					
- Promotion of employees is important to the organization.					
- Promotion of employees is more useful to an organization.					
- Promotion is a motivational strategy.					
- Promotion does not motivate employees.					
- Promotion increases organizational productivity.					
- Promotion does not increase organizational productivity.					
- Promotion enhances organizational growth.					

Part II: Training and employees job performance

8. Please rate how strongly you agree or disagree with each of the following statement on aspects of organizational training and development on rewards programme implementation?

Please tick.

Statements	(5)	(4)	(3)	(2)	(1)
	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
- Training improves job performance.					
- Training has no effect on employee job performance.					
- A trained employee is more productive than untrained employee.					
- Training does not improve productivity of employees.					
- Training improves employee performance.					
- Training not necessary to improve employee performance.					
- Most employees enjoy training on the job.					
- Most employees do not enjoy training on the job.					
- Training on the job is useful.					
- Training on the job is not useful.					

Part III: WORK FLEXIBILITY AND JOB PERFORMANCE

6. Please rate how strongly you agree or disagree with each of the following statements on aspects of work flexibility and job performance is appropriate to an organization

Statements	(1)	(2)	(3)	(4)	(5)
	Strongly	Agree	Undecided	Disagree	Strongly
	agree				disagree
- Work shift are useful					
- Work shift are waste of time.					
- Job rotation leads to improved job performance.					
- There is job autonomy					
- There is no job autonomy.					
- Autonomy improves performance.					
- Job autonomy does not improve job performance.					

Part IV: Incentives and employee job performance

9. Please rate how strongly you agree or disagree with each of the following statement on Aspects of incentives allocation of the company? Please tick where appropriately.

Statements	(5) Strongly agree	(4) Agree	(3) Undecided	(2) Disagree	(1) Strongly disagree
There is limited budgetary allocation to rewards programme implementation.					
The company use normal internal Audit as resource control to ensure that incentives are utilized for purposes in intended.					
The company engages external audit as resource control to ensure that incentives are used as expected.					
The company applies regular appraisals as resource control to ensure that incentives are utilized only for purposed intended.					
Bench marking is used as resource control to ensure that incentives are utilized well.					
The company is efficient on the use of the incentives allocated to rewards programme implementation					
The company offers training and development opportunities to employees so as to sustain efficiency in executing rewards programme.					
We do have adequate human capacity to implement our rewards programme.					
There is in adequate skills and training.					
We have adequate incentives to facilitate effective implementation of rewards programme.					
Some projected sources of funds have changed necessitating changes in the rewards programme.					
Employees are highly motivated to facilitate effective rewards					

programme execution.
Lack of finances has hindered
implementation of our rewards
programme.

**APPENDIX IV: NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND
INNOVATION**



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,
2241349,3310571,2219420
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/46873/16722**

Date: **28th April, 2017**

Wycliffe Injendi
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of employees reward programmes on the job performance in Nzoia Sugar Company Bungoma County, Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Bungoma County** for the period ending **28th April, 2018.**

You are advised to report to **the Chief Executive Officer, Nzoia Sugar Company, the County Commissioner and the County Director of Education, Bungoma County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

**GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO**

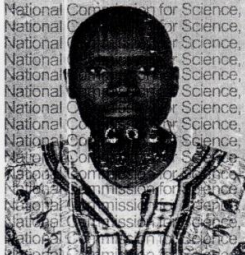
Copy to:

The Chief Executive Officer
Nzoia Sugar Company.

The County Commissioner
Bungoma County.

APPENDIX V: RESEARCH PERMIT

THIS IS TO CERTIFY THAT: Permit No : NACOSTI/P/17/46873/16722
MR. WYCLIFFE - INJENDI Date Of Issue : 28th April, 2017
of UNIVERSITY OF NAIROBI , 4380-30200 Fee Received : Ksh 1000
KITALE, has been permitted to conduct
research in Bungoma County
on the topic: INFLUENCE OF
EMPLOYEES REWARD PROGRAMMES ON
THE JOB PERFORMANCE IN NZOIA
SUGAR COMPANY BUNGOMA COUNTY
KENYA
for the period ending:
28th April, 2018



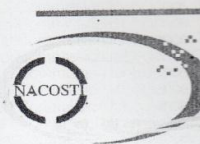
Applicant's Signature
Director General
National Commission for Science,
Technology & Innovation

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officer will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation
RESEACH CLEARANCE
PERMIT

Serial No. 43832

CONDITIONS: see back page