EMPLOYEE REWARDS, JOB RELATED ATTITUDES, ORGANIZATIONAL LEADERSHIP, WORK ENVIRONMENT, AND EMPLOYEE PERFORMANCE AT THE KENYA POLICE SERVICE

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DECLARATION

I declare that this Thesis is my own original work and has not been presented for an award of any degree in any other university.

13ᵀʰ October 2022

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DEDICATION

This work is dedicated to my beautiful and loving family starting with my dear wife Christine who was also my study partner as she was also doing her PhD and my Children Eric, Elizabeth and Cyprian.

TABLE OF CONTENTS

LIST OF TABLES

xi

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

AMOT   Ability, Motivation and Opportunity Theory

APCOF   African Policing Civilian Oversight Forum

APS   Administration Police Service

CHRIPS   Centre for Human Rights and Policy Studies

DCI   Directorate of Criminal Investigation

ET   Expectancy Theory

GOK   Government of Kenya

IAU   Internal Affairs Unit

IPOA   Independent Police Oversight Authority

KNHRC   Kenya National Human Rights Commission

KPS   Kenya Police Service

MBO   Management by Objectives

NCPWQ   National Commission on Productivity and Work Quality

NGO   Non-governmental Organization

NPS   National Police Service

NPSC   National Police Service Commission

OCB   Organization Citizen Behaviour

PMS   Performance Management System

SET   Social Exchange Theory

TLT   Transformational Leadership Theory

ABSTRACT

The study conceptualized a relationship between employee rewards, employee job related attitudes, organizational leadership, work environment and employee performance in the Kenya Police Service. Employee rewards has been proposed to influence employee performance, however there is lack of consensus with regard to this position which called for further empirical studies. The main objective of this study was to determine the influence of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in the Kenya Police Service. In order to achieve this objective, five specific objectives were set and corresponding hypotheses formulated. The study was anchored on four theories, that is; Expectancy theory supported by Social Exchange Theory; Transformational & Transactional Leadership theory and the Ability, Motivation and Opportunity (AMO) theory. The study used descriptive cross sectional research design. The population was all police officers and a sample of 397 officers was selected using stratified random sampling method. Data was quantitative and collected using structured questionnaire. The hypotheses were tested using simple linear regression, path analysis, stepwise regression analysis and multiple linear regression analysis. The findings indicated that employee rewards significantly influence employee performance, employee job related attitude mediates the relationship between employee rewards and employee performance. Organizational leadership style and work environment has a significant moderating effect on the relationship between employee rewards and employee performance. The results of the study further supported expectancy theory, social exchange theory, transformational & transactional Leadership theory and the Ability, Motivation and Opportunity (AMO) theory. The study contributed to the knowledge in the area of human resource by establishing the effects of employee job related attitude and organizational leadership styles; work environment through mediation and moderation on the relationship between employee rewards and employee performance. Human resource managers could use the findings of this study to improve employee performance through putting in place key employee rewards, right employee attitudes, good leadership style and conducive work environment. For policy makers this study justified incorporating rewards, job related attitudes, organizational leadership and work environment when designing performance improvement policies.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, the success and performance of any organization is determined by among others, the way the workers are remunerated and rewarded. Reward has been found to be one of the main organizations methods which can increase the performance of staff and increase the outputs of organizations (Ajila, 1997). Lawler (2003) argues that treating workers well is fundamental to the creation of organizational effectiveness and success in the twenty-first century, and that caring for employees is not an option any more, but a necessity. Thus, it is important to create a virtuous spiral in which both employers and employees gain by understanding how best to use rewards as a means to meet the needs of both the organization and that of the employees. Incentives that are not attractive and progressive affect employee job commitment and performance adversely (Dixit and Bhati (2012). Employers must continuously therefore aim at understanding what stimulates and motivates their employees to perform their work better and reward them accordingly (Mueller, 2011).

The whole philosophy of reward and performance of employees is grounded on the belief that if employees' levels of performance is raised, then the outcome of this will be a better organisational performance(Armstrong &Baron 2006).Employee attitude in a working environment is influenced and propelled by rewards that lead to better employer-employee work relationship. This subsequently leads to outstanding employee job commitment and performance (Barbara et al., 2003). It is therefore important to encourage employees by motivating them through sufficient incentives to make them have the right attitude to work and be more proactive in the work place (Armstrong, 2007).

1

Employees 'attitude towards work is greatly influenced by the perceptions about their reward climate and the prevailing work environment and leadership style in the organization (Babakus et al., 2003). If employees' observations are negative then it is most likely their motivation and work attitude would be negatively affected leading to low performance and vice-versa. Stup (2003) noted that for the employees to perform well in their jobs they needed to possess the right skills in terms of having the required levels of knowledge and the correct work attitudes or the preferred behaviours. Van der Merwe (2008) perceived that a relationship exists between work performance and employee attitude, employee career aspirations, and their desired remuneration.

Finn & Tomz, (1998) asserts that exposure of employees to demanding and traumatic working conditions for long without rest or adequate break affects not only their physical, emotional and mental well-being but also their concentration and performance at their place of work leading at times to poor or low productivity.Dissatisfied employees may engage in psychological withdrawal for example, day dreaming on the job, physical withdrawal ie having unauthorized absences, early departures, extended breaks, or work slowdowns, or even over acts of aggression and retaliation for presumed wrongs. All this affects their performance negatively, however if employees are satisfied then their performance will be positive. Thus employee performance is influenced by factors other than rewards; such as job related attitudes, work environment and organizational leadership.

The anchoring theory of this research is the Expectancy Theory of Motivation by Vroom (1964) of Yale School of Management, supported by Social Exchange Theory (SET) by an American sociologist Homans (1958), Transformational and Transactional Leadership

theory by (Burns (1978) and the Ability, Motivation and Opportunity (AMO) theory by Bailey (1993) . The Expectancy theory is about people being motivated to work as they expect to achieve certain things from the work they perform. The theory is premised on the employees being rational as they think about reward before performing their jobs (Hellriegel et al., 2001). The (SET) interprets society as having a series of interactions between people that are based on reward and sanctions. According to this theory, an employee interacts with his employer to gain a reward and the employer interacts with his employee in order to achieve organizational goals. This theory provides the linkage between employee rewards, job related attitude and employee performance.

Transformational and Transactional leadership theory according to Burns (1978) is anchored on two basic factors, one factor stemming from the leader's ability to influence his team towards delivering the set goals of the organization (transformational leadership). The second factor branches from the leader's ability to deliver rewards and punishments for good or poor performance respectively (transactional leadership). This theory provides the linkage between employee rewards, organizational leadership and employee performance. The Ability, Motivation and Opportunity theory explains the employer-employee relationship in terms of influencing the employee behaviour pattern through the implementation of incentive packages. The theory explains that when the best reward package is applied then the employee reciprocates through improved performance (Bailey, 1993).It provides the linkage between employee rewards, job related attitude, organizational leadership and employee performance.

The Kenya Police Service however, in recent past has undergone many fundamental and far-reaching changes aimed at improving its image and performance and yet its performance

is still grossly unsatisfactory (Amnesty International, 2013). The many complaints made against the police in the IPOA report of 2013 & 2018, points to this poor performance. This has further been brought out in the recent Internal Affairs Unit (IAU) report (2020).Some of those complaints against the police according to the above reports include; police inaction, corruption, police hostility & brutality; unwarranted arrests and detention; extrajudicial killings; delayed justice; cover-ups; intimidation among others. These reports further highlighted complaints by police about the poor remuneration and lack of incentives including unfavorable work environment and inadequate accommodation. For example the Ransley Task Force Report on police reforms of (2009) spoke about the low levels of the total remuneration that is paid to the police officers as being the major cause of frustration among the police officers. The report further indicated that police remuneration has remained at low levels for the last two decades in comparison with similar security agencies in the country. Errant police officers use the above remuneration discrepancies as an excuse to engage in criminal activities including corruption and bribery and other unethical practices that are unacceptable to the very people they serve.

However, the government has also attempted to address some of the above challenges that had been identified, with the most significant of those interventions being found in the Kenya constitution 2010.Some of the interventions included the conversion of the Kenya Police Force & Administration Police Force departments from being a Force into Service departments and the placement of the two institutions under one command that is the National Police Service (Article 243 of the Kenya constitution, 2010). Other useful steps undertaken towards reforming and giving incentives to the service include; review of the current remuneration structure, review of the existing welfare schemes and development of

a new training curriculum among other initiatives (KNHRC Audit Report, 2015). However, in spite of all the above efforts, to reform the police their performance still remains unappealing hence the motivation for this study. The justification of the Kenya Police Service as the context of this study is due to the critical role the Kenya Police Service plays in the daily lives of Kenyans compared with other security agencies in the provision of security services in Kenya. The unappealing service delivery and poor performance by the police service therefore called for this study to determine the influence of employee job related attitude, organizational leadership and work environment on the relationship between employee reward and employee performance.

1.1.1 Employee Rewards

Baratton (1999) refers rewards as all types of financial, services and benefits that a worker receives in return for services rendered to the employer in a work contract. Reward is therefore the remuneration that results from carrying out a task, executing responsibility or offering a service (Colin, 1995). According to Luthans (2000), there are two basic types of rewards, financial and non-financial and both can be utilized positively to enhance performance behaviors of employees. Financial rewards means pay-for-performance such as performance bonus, job promotion, commission, tips, and gratuities and gifts. Non-financial or non-material rewards are non-monetary/non cash and it is a social recognition such as acknowledgment, certificate, and genuine appreciation.

However, Searle (1990) categorizes rewards into, extrinsic and intrinsic rewards. Where extrinsic rewards that are also known as financial rewards include, salary or pay, allowances, promotion, bonuses and other benefits that are financial in nature (Zaman, 2011). Stoner and Freeman (1992) refer intrinsic rewards as non-financial rewards. These

types of reward include; the psychological satisfaction that employees experience such as, getting recognised, appreciated and praised, being granted authority and responsibility, receiving certificate and plague, being allowed to participate in decisions making, enjoying the comfort of a working place, having flexible working hours, and being socially accepted and respected by both the peers and the leadership. Allen and Kilmann (2001) claim that improved employee performance in an organization is determined and driven by the reward practices by the employer. These reward practices if they are attractive and acceptable to the employees would therefore play a pivotal role in improving both employee and organization effectiveness and performance. An organization that fails to reward employees affects their performance directly (Eisenberger, 2011; Heng, 2012).

The National Commission on Productivity and Work Quality (NCPWQ (1975) affirms that rewards whether financial or non-financial are given to the employees in exchange for services rendered to the employer. Secondly, inducements are given in order to entice employees to put extra effort into the assignment they are performing at their work place. An incentive therefore forces employees to behave in such a manner like, choosing to work hard, or to work just enough, or to do nothing (Griffin, 2002). Incentives are therefore deliberate methods used by employers to receive maximum quantity and quality services from the employees hence helping the employer to retain the best performer among the employees (Arnold, 2013). An attractive and progressive reward system is therefore a good motivator and therefore can lead to improved employee performance. And to the contrary an inefficient reward system demotivates employees leading to low performance and productivity, unnecessary internal conflicts, poor employee response rate, unfavourable employee attitude, increased absenteeism, high turnover rate, low commitment and lack of

6

loyalty, and other numerous and unending grievances. Organisations normally put in place reward systems to appreciate, compensate and reward workers who perform more than it is expected (Schiller 1996).

1.1.2 Employee Job Related Attitudes

Verheul (2007) defines attitude as a psychological tendency to evaluate someone or something in either a favourable or unfavourable light. Fishbein and Ajzen, (1974), asserts that an attitude is that inner feelings of readiness by a person to respond to other people, objects or situations in a positive or negative way. It is therefore that feeling that influences or exerts pressure to an individual to behave positively or negatively towards another person, object or to a situation. Job related attitude is used to predict employee behaviours whether positive or negative and therefore help employers to judge or know employee's intentions in advance hence take appropriate action to remedy the situation (Newstorm and Davis (1993). However, according to Schwab and Cummings (1976) there are three classifications of job attitudes; the affective which refers to the feelings of a person as concerns the object of his/her attitude, values, appreciation, enthusiasms, and motivations (Krathwohl, *et al.,* 1964). The cognitive component, which relates with what a person thinks or believes in about the object and refers to the ability to recall, to understand, to apply, to evaluate and judge. The behavioural component, which is about a person's behavioural abilities to respond to situations like; readiness to act, physical ability, adaptations and origination including organizational abilities.

Fazio (1990) also developed the Motivation Opportunity Determinate (MODE) model of attitude evaluation, which explains determinants of attitude behaviour or attitude formation. Motivation and opportunity according to Fazio are the key determinants of the employee

7

attitude behaviour, where he speculated that employee behaviour is deliberate when both are present and spontaneous when one is absent. The above model focuses on a simple distinction between the following two classifications of attitude; job situations and work environment in which an employee is exposed to, which may cause either a positive or negative attitude towards work. Saari and Judge (2004) observes that a large percentage of Human Resource practitioners identify work situation as one of the causes of employee attitudes, which can be managed through introduction of better employee rewards, improvement of working conditions and improvement of leadership methods. Saari and Judge further add that when individuals receive support from other people in their social interactions, one feels indebeted to reciprocate.

1.1.3 Organizational Leadership

Leadership is the ability to influence people to perform tasks over a period of time using principally motivational techniques (Kotter, 1996; Yammarino & Dubinsky, 1994). However, there is no single way to define leadership as it has been defined in so many other ways. For example, it has been referred as a group of persons whose plan of action is to lead, oversee and give direction on the planned goals and objectives of an organisation towards a shared vision. On the other hand leadership has been seen as the process of influencing people so that they strive willingly towards the achievement of group goals (Kidombo *et al*., 2013).Understanding the effects of leadership on performance is also important because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is therefore seen as a potent source of management development and sustained competitive advantage for the employee and organizational performance improvement (Avolio, 1999; Lado, et al., 1992; Rowe, 2001).

8

Ogbeidi, (2012) has referred leadership to the ability of a person(s) to coordinate, lead, direct and to organise a group of people to achieve or arrive at their desired destination. According to Certo (2002) leadership is that process of giving appropriate direction to others to accomplish some set goals or objectives of the group. Cole (2002) defines leadership as a process that is dynamic where a member of the group influences the rest to commit freely to achieve the activities of the group without any coercion. Leadership is an evolving and dynamic process, with the recent researches specifically focusing on the leader-follower relationship that proposes, transformational and transactional as the two facets of leadership methods (Bass & Avolio, 1990; Meyer & Botha, 2000). A transformational leader is one who is not limited by his or her followers' perceptions and therefore relates to his influence and emotional excitement that he exerts on his followers. Burns referred to this type of leadership as being transformational or charismatic.

Bass (1990) categorised transformational leadership into four areas to include charismatic, inspirational, intellectual and individual consideration leadership. This type of leadership according to him is motivational and inspirational as it breaks or sets aside, the cycle of subordinate basic expectations as it is based on the leader-subordinates cordial/mutual relationship. However, transactional leadership enhances and prepares the subordinate to perform better at the expected levels by providing rewards and incentives that are acceptable and commensurate to their job performance (Bass & Avolio, 1990 Meyer & Botha, 2000). Burns (1978) referred the above influence as transactional leadership as the employees' functions as per the leader's wishes and aspirations as they are persuaded to believe that they will be compensated rightfully. This type of leadership therefore takes into

consideration the follower aspirations and expectations as it provides rewards and recognition when goals are accomplished and vice versa.

1.1.4 Work Environment

Oludeyi (2015) defines work environment as the working conditions and surroundings including office accommodation and setup, equipment and other working facilities and utilities under which people work. According to Spector (1997) working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. However, Briner, (2000) categorises work place environment as the physical working conditions and setting, job content and its characteristics, the larger institutional structures, procedures and processes including aspects of external and extra organizational setting. Work place setting could therefore be summed up as the inter-relationship that exists among the employees, employer and the atmosphere in which they all operate in or work. Opperman (2002) sees it as comprising of three sub-environments the technical, the human and the organisational environments.

The technical environment represents the working tools and equipment that is used by the employees to perform work, the applicable technology in place that facilitates or enables the employees to perform and deliver results and the other physical or technical elements including the office space and the accompanying furniture at the workplace. The human environment includes, the peers and the co-workers or colleagues whom one interacts with

in the course of work including the team and work groups that employees relate with and work closely with at their place of work. It also includes the leadership and management who delegate work and provide directions on how work should be performed by those they supervise. The organisational environment includes the operating systems and procedures that have been installed or put in place to guide the employees in the place of work, and the practices, values and philosophies that are applied and controlled by the management (Opperman, 2002). According to Akintayo (2012), organisational setting comprises of both internal environment and external environment where the organization draws its inputs and sends out its output. The above three sub-environments if conducive may affect the employees' psych and attitude in a positive way towards their work leading to improved job commitment, productivity and overall performance.

1.1.5 Employee Performance

Employee performance has been referred as the efficiency and effectiveness that job holders execute tasks and or perform activities that are assigned to them that lead to the institutional productivity directly or indirectly (Muchhal, 2014). Conceptually, work performance could be broadly placed into two categories, task and contextual (Borman & Motowidlo, 1993). The efficiency with which officeholders carry out activities and tasks that contribute to the mandate or functions of the organization is what is referred as task performance (Borman & Motowidlo, 1997).Van Scotter (2000) sees task performance to be the expertise that is possessed by officeholders in performance of the activities that are part of their job descriptions. It is the behaviors that is required by the jobholder as defined in the job descriptions such as; job knowledge, skills, attitudes, proficiency, expertise, experience, competency and ability (Williams & Anderson, 1991).

However, contextual performance has been defined as the behaviors and actions that is exhibited by employees that contributes to the growth and performance of the organization though such actions are not directly related to their job descriptions (Borman & Motowidlo, 1997). An example of contextual performance is Organizational Citizenship Behavior (OCB) as it is an optional behavior that is not documented in the prescribed reward system, but taken together stimulates the effectiveness of the organization in its operations (Organ, 1988). Welbourne and Johnson (2014) argue that employee contextual performance is different from contextual activities because these activities contribute to organizational efficiency in a manner that they form the organizational behaviour. The classification of contextual performance is borrowed heavily from three scholars who introduced the concept of Organizational Citizenship Behaviour (Smith et al., 1983). Through research, numerous taxonomies of contextual performance and (OCB) have come about. Motowidlo et al., (1997) perceives contextual performance as covering Citizens prosocial working behaviours with the indicators of contextual performance being; Job dedication; Interpersonal facilitation; Putting extra effort on own activities; Volunteer work; Assisting and cooperating with others; Supporting and defending institutional objectives, rules, procedures and various other discretionary behaviours.

1.1.6 Kenya Police Service

The Kenya Police Force was established in 1920 and after independence it was mandated through Cap 84 laws of Kenya, with maintenance of peace, security, Law & order, protection of property and life of the citizens and all other nationalities working and living in Kenya. In addition, it was also charged with the responsibility of investigation, detection and prevention of crime and indeed all the other criminal activities including apprehending

offenders. The general duty security officers who are also supported by various highly specialized units that are specially trained to address very specific security matters perform the above mandate. Such units include; the Directorate of Criminal Investigation; the General Service Unit; the Kenya Airport police; the Ant-stock Police Unit; the Police Dog Unit; The Diplomatic Police Unit and so many others but to mention a few. However, afterattaining the new constitution, through article 243 the name changed from Kenya Police Force to Kenya Police Service (Constitution of Kenya 2010). These constitutional changes aimed at reforming the police and improving its image and performance.

The above reforms came about from the various recommendations made by the following reform committees and task forces. Those committees included the Ransley task force on police reforms of 2009; the Waki task force on post-election violence of 2007; the Kriegler led task force on the conduct of 2007 general elections; and the Prof Alston investigation on the extra-judicial killings of 2007/2008 by police. The envisaged reforms by the above task forces, among others aimed at enabling the newly branded service to offer services in a professional manner through reviewing of their training curriculum to enhance their skills, knowledge and change their attitude. Other recommendations aimed at motivating police officers through provision of better rewards both financial and non-financial, including improving their working environment to make it more conducive for better performance. The KPS has a staff establishment of 42,145 officers all spread out in the 47 counties (KPS Staff Establishment Records 2018). These officers are under three categories as follows: Senior Officers, Middle level and Junior Officers (NPSC Annual Report 2013/2014).

1.2 Research Problem

Reward has been found to be essential and fundamental to the relationship between the employee and the employer.in an organization. Studies undertaken world over have shown that rewarding employees affects both employees and organization performance in a positive and significant manner. Luthans (2000) classifies rewards into, financial and non-financial, which he claims could be applied to improve and enhance performance of the employees including influencing their attitudes towards work in a positive way. The way employees perceive their reward climate influences their behaviors and affects their attitudes either positively or negatively towards the work they perform. Newstorm and Davis (1993) argue that a positive job attitude helps to predict constructive behaviours which affects employee performance positively; whereas a negative job attitude predicts undesirable behaviours that affects the performance of the employees negatively. The relationship between employee reward and employee performance is therefore mediated by the employee work related attitude as evidenced above.

Selvarajan (2010) argues from the perspective of the act of reciprocity as expressed in the theory of Social Exchange (SET) that emphasises and adds that when individuals receive support from the leadership in their social interactions, one feels indebeted to reciprocate. Once employees identify with the values, including the working style and desires of the leadership, they become psychologically and socially converted in a positive manner hence their commitment to duty is likely to increase tremendously. Most businesses according to Spector (1997), that ignore and are not keen to improve the workplace environment leads to unfavorable effects on the employee performance and that of the overall organization. However, once the workers realize that the employer considers them an important part of

14

the organization, their level of job commitment and dedication increases due to the perceived recognition and sense of ownership of the organization leading to improved performance. It means therefore that a conducive work environment with a caring and inspiring leadership, gets employees motivated leading to improved performance and vice versa.

As revealed by literature, majority of the citizens in the developed nations have no major issues with the performance of their police services. In Australia for example in 2010/12 a majority of her nationals about (74.7%) indicated in a survey that they were happy and satisfied with the performance of the police department (Australian Federal Police, 2013). However, to the contrary in the developing countries the picture is different in that reports indicated that the performance of the police was poor. Abbas (2012) attributes this poor performance to the high crime rates that appears to be uncontrollable and a permanent thing in developing countries due to poverty. However, Pienaar (2006) attributes the under performance by the police officers in South Africa to the fatigue and stress that is experienced by the police officers due to lack of proper policies to guide police work. Similarly, in East Africa, the police were rated high in corruption in a bribery survey, with such behavior being attributed to poor remuneration leading to poor and inefficient service delivery by the police (Fondo, 2011). In Kenya, service delivery by the police has remained poor and elusive and has actually been declining steadily over the years despite the many reforms undertaken by the government (KNHRC report of 2015). The police officers suffer from low morale due to poor pay and unregulated working hours, which exposes them to unprecedented fatigue for working for long hours without a break. Poor leadership, which lacks professionalism, is also a contributory factor coupled with inadequate resources and

constant political interference (Were et al, 2013). The rampant corruption in the police service and the inability to contain the ever-rising crime rate makes it difficult for the members of the public to have any trust of the police officers (Amnesty International, 2012).

In the recent past, complaints about police service delivery, conduct and performance has been a hot topic of discussion in most forums in Kenya (Report by CHRIPS & APCOF 2014). The members of the public who are the stakeholders have been in the forefront in championing for the police reforms. Complaints about; police inaction, bribery, police brutality, arrests and detention of innocent people, unnecessary harassments, extrajudicial killings, delayed justice, cover-ups, and intimidation among others have not been uncommon (IPOA Report of 2013 & 2018) and (IAU annual report of 2020). Institutions like; National Police Service (NPS), Internal Affairs Unit (IAU), Independent Police Oversight Authority (IPOA), and National Police Service Commission (NPSC) were established through the 2010 constitution and were given specific mandates to carry out police reforms (KNHRC Audit Report, 2015). However, despite all the above initiatives there is minimal positive change about police conduct and performance going by the expectations of most Kenyans.

Empirical research studies have been undertaken locally, regionally and globally by various researchers in the area of reward management and employee performance. These studies were in both public and private sector institutions. On the global side, Eshak & Zakirai, (2016) conducted a study in the Islamic Religious Council in Malaysia and found non-financial reward factors to have more influence towards employee performance than financial reward factors. The results of this research may not be generalized, as this is a

religious organization where the systems, procedures, values, culture and philosophies are different from those of a public institution like the KPS. Bari *et al.* (2014) did a study in Karachi and found that extrinsic rewards to have a positive outcome on employee job related attitude and employee performance. The research focused only on non-financial rewards and left out financial rewards. In another study by Olubusayo et al. (2014) in Nigeria, it was revealed that job related attitude was significantly affected positively by the incentives arrangements that were in place that led to improved employee performance. However, the study had focused on the effect of incentives on work related attitude and not performance.

On organization leadership, Rejas, *et al.*, (2006) did a research in Chile, of small and medium enterprise firms and revealed that transformational type of leadership had a positive effect on employee performance whereas; transactional type of leadership had a negative effect. The study used leadership as the independent variable. However, a similar research done by Paracha, *et al.*, (2012) in Pakistan, contradicted the above study as it established that transactional type of leadership to have had more influence on employee performance compared to transformational leadership style. Demet (2012) on the other hand, did a study on the banking staff in Turkey and revealed that there existed a significant and positive connection between the quality of the workplace environment and employee productivity.

Locally, Sitati (2017) conducted a study in the hotel industry in Kenya, and revealed a significant and positive relationship between reward practices and employee retention in this sector. However, the research focused on employee retention and not performance. Onyango (2014) conducted a study in a non-governmental organization in Nairobi and

confirmed that workplace atmosphere, employee learning facilitation, direct and indirect employee financial rewards had a positive link to employee retention. The study was limited to non-governmental organizations (NGOs) making its results not generalizable. Kimunge (2014) researched on the Kenya Vision 2030 organization, and confirmed that reward package, employee work-life balance, acquisition of skills and career development had a positive effect on employee' decision to leave or stay in the organization. The study further established that unattractive salary package and lack of career growth opportunity had the greatest impact on employee performance and retention at Kenya Vision 2030. However, the study was limited only to this institution and may not be generalised.

A scrutiny of the above studies show that there are conceptual and contextual knowledge gaps. The conceptual gaps are evident in that some studies used fewer variables than the current study and were also operationalized differently. Bari *et al.,* (2014) for example in a study in Karachi focused only on three variables (non-financial reward, work attitude and employee performance). In addition, the combination of the variables and their dimensions/indicators were also different. For example, Hettiararchchi & Jayarathna (2014) in their study in Sri Lanka used; work satisfaction, organizational commitment and job involvement as the dimensions for work related attitudes and for employee performance they had traits, behaviour and results as dimensions; whereas the current study used affective, cognitive and behavioural as the indicators for job related attitude. Aktar *et al*., (2012) in a study in Bangladesh had effectiveness and efficiency as the indicators for employee performance variable, whereas the current study used task and contextual performances as the indicators for employee performance to address the conceptual gap.

It is further noted that a small number of researchers researched on very few public sector organizations compared to the ones undertaken in the private sector institutions. This study therefore aimed at addressing the knowledge gaps left in the context of the public sector organizations by identifying and establishing the types of rewards that the public sector institutions in Kenya preferred. Similarly many of the above studies were done in different parts of the world where the structures, systems, practices, philosophies, values and cultural backgrounds are quite different. The few studies that have been done in Kenya have also been done in the private sector institutions and none was done in the Kenya Police Service meaning that their results cannot be generalised. The current study was done in Kenya and in particular in the Kenya Police Service, which is a security agency and a public sector institution. This makes it different from the previous studies in context. It further departs from those other previous studies in that none of them tested the mediating effect of employee job related attitude and the moderating effect of organizational leadership and work environment on the relationship between employee reward and employee performance. All the independent variables were also tested to establish their combined joint effect on employee performance. In this regard, therefore, there was need for the current study to be undertaken to answer the question, "What is the link between employee rewards and employee performance at the KPS and how does job related attitudes, organisational leadership and work environment influence this relationship?

1.3 Research Objectives

The main objective was to establish the influence of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in the KPS. The following were the specific objectives:

i) To determine the effect of employee rewards on employee performance in the Kenya Police Service.

ii) To establish the effect of job related attitudes on the relationship between employee rewards and employee performance in the Kenya Police Service.

iii) To determine the effect of organizational leadership on the relationship between employee rewards and employee performance in the Kenya Police Service.

iv) To determine the effect of work environment on the relationship between employee rewards and employee performance in the Kenya Police Service.

v) To establish the joint effect of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in the Kenya Police Service.

1.4 Value of the Study

This research contributed in a great way to the existing theories by bringing forth-new data, new models, and new interpretations as well as opening new frontiers of knowledge that would support more research in this area of employee rewards and employee performance. It contributed to the development and building of the current theories by giving a framework which links employee rewards, employee work related attitudes, organizational leadership style, work environment and employee performance. It made empirical contribution to the field of employee rewards and employee performance in the security sector institutions and particularly performance in the police service. The study generated a good reference material for scholars and future researchers in their quest to identify new knowledge gaps and build on the existing theories particularly in the areas of employee rewards, employee

work related attitudes, organizational leadership style, workplace environment, and employee job performance.

In practice, policy makers including other strategic decision makers would utilise the new knowledge and findings from this study to develop new policies, strategies, and programmes that would address challenges affecting police performance. Policies and strategies formulated would aim at rewarding and motivating the police officers to perform better. The study further contributed immensely to the human resource practices by appreciating the linkages between these study variables and their influence on employee performance. This research would also bring out the reward preferences of the public sector employees and therefore assist in the development of appropriate policies to guide the management and the leadership of the police service.

The leadership of the Police Service would apply the findings of this research study to reform the service and more specifically the Police Service to improve service delivery and performance. The importance of employee rewards and how it affects police officer's performance would be understood better by the top management and the leadership of the police. They would further understand how the other variables; employee job related attitudes, organization leadership and work environment jointly with employee rewards affects employee performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter covers literature reviewed from the various scholars and theoretical anchorage of the study variables; employee rewards, employee job related attitude, organization leadership, work environment and employee performance. The current study aims at establishing and describing the relationships between the study variables and the existing knowledge gaps. A conceptual model have been drawn showing how the independent and dependent study variables link to each other.

2.2 Theoretical Foundations of the Study

Expectancy Theory is the main anchoring theory of this study and is supported by the Social Exchange Theory, Transformational & Transactional leadership Theory, and Ability, Motivation and Opportunity (AMO) Theory.

2.2.1 Expectancy Theory

This is a theory of motivation, which was advocated by Vroom (1964) of Yale School of Management. It focuses on the desired results of the organization, and not on the individual needs. The thinking of Vroom was that people are motivated to work when they know what they stand to gain after performing the work. The expectancy model is premised on the fact that employees are balanced in their reward expectations before they even perform the work (Hellriegel, et al., 2001). The theory is founded on people's expectations, which they expect to be satisfied after working. The management is therefore required to demonstrate to the employees that they will honour, recognise and reward them accordingly after their

performance (Marchington and Wilkinson, 2005). It therefore follows that the level of employee awareness of the existence of a reward system at the workplace influences employees work attitude hence raising their level of commitment and performance.

There is however, an argument against the Expectancy Theory in that there is the assumption that the efforts of the employees will always be recognised and rewarded after meeting the set target by the management which may not be always the case (Hellriegel, et al., 2001). It also follows that at times employees may be unwilling to work to the expected levels, especially if they are in doubt about the sincerity and reliability of the management. The relevance of this theory to this study is therefore exhibited here as it shows the influence of reward on employee work attitude, which may lead to improved job performance. As we have seen above the notion is that people work or perform with the hope that they will be compensated accordingly and as per their expectations. If their expectations are met, they will perform even better and will remain loyal to their employer (Daly and Dee, 2006). The theory is therefore relevant to this study in that it shows the linkage between employee rewards, job related attitudes and employee performance. What this therefore means is that by offering attractive rewards, creating conducive work environment, offering good leadership you positively change employee's behaviour and work attitude, which raises their expectations and motivation leading to improved work performance.

2.2.2 Social Exchange Theory

The Social Exchange Theory (SET) was brought about by an American sociologist Homans (1958). It is a model that interprets society as having a series of interactions between people, which are based on reward and sanctions. According to this theory, an employee will

interact with his employer in order to gain a reward and the employer will interact with his employee in order to achieve organizational goals. Theorists have concluded that although there is the emergency of different views about the social exchange theory the theory is about a series of social interactions in that it generates obligations between the parties that are in contact (Emerson, 1976). The above interactions are interdependent and conditional or dependent on the behaviours that is exhibited by the other party (Blau, 1964).

Social Exchange Theory is therefore relevant to this research study as it is based on the act of reciprocity in which case the actors (employer/employee) reciprocate to one another in the contractual arrangement. However, the theory has been faced with a lot of criticism in the recent reviews by other scholars. For example, in one of the recent reviews, Shapiro and Conway, (2004) discusses and indicates that the theory is faced with ambiguities. Cropanzano et al., (2001) on the other hand laments on the misunderstandings of the SET model which he thinks needs to be addressed if the model is to continue being relevant to the researchers. There is great concern that the core ideas, views and opinions that encompass this theory are yet to be sufficiently expressed and unified to be properly understood. Consequently, tests of the model that have been undertaken and its applications in other research studies have tended to use incomplete set ideas. This state of affairs leads to some problems in that; SET concepts have not been fully identified hence leaving out critical theoretical variables. In addition, some formulations of this model appear to be ambiguous and unclear, lending themselves to multiple interpretations, which is not helpful.

However, despite the above shortcomings this theory is relevant and applicable to this study as it provides a very good linkage between the study variables as it is premised on the act

of reciprocity between the parties. Reciprocity and fair exchange relationship between the parties, plays a powerful part in the context of reward management, employee job attitude and leadership style and employee performance. In addition, a conducive work environment apart from motivating employees also influences their work attitudes, which leads to improved productivity and performance

2.2.3 Transformational Leadership Theory

Burns (1978) identified some basic factors in the employee-leader relationship with one of those factors emanating from the leader's capacity to rally and urge his followers to cooperate in order to accomplish the set goals and objectives of the organization (transformational leadership). The other factor is the ability of the leader to deliver rewards and sanctions to his employees depending on the achievement of the set goals (transactional leadership). This type of leadership is therefore the practice where both the leader and his followers support one another to grow and to develop together to higher levels where both are able to achieve their individual aspirations. This type of leadership is grounded on the ability of the leader to articulate vision, mission, including strategies of the organization to his followers and make a permanent change in their minds. A transformative leader therefore empowers, encourages and motivates his followers to perform better and beyond what is expected of them (Bass, 1985). A transactional leadership style on the other hand, is one that is based on a give and take relationship within the agreed framework. Employees are rewarded only when they meet the set targets and vice versa. Transactional leadership usually works within the existing culture, norms, values and philosophies while transformational leadership works and strives to alter or change the existing organizational

status quo and culture. However, in this study transformational leadership style is predominate.

However, despite the fact that scholars have highlighted many positive elements of transformational leadership, there are a few concerns that have been raised against this type of leadership. The first challenge is that of presenting themselves as great men (Northhouse, 2013; Yukl, 1990). This form of leadership has been referred to as being unblemished, perfect and faultless (Bass (1985). This courageous leadership preconception may naturally lead to unfavourable consequences such as visionless following by those being led (Shamir, 1995; Northouse, 2013). This type of leadership influences the followers to put more efforts and energy to accomplish a collective set goal (Bass, 1999). Under the circumstances, the influence is towards one direction, flowing from the leadership to the followers without any question (Yukl, 1999). This type of thinking is not fair as it exposes the followers and makes them vulnerable to deception by the leader as its one directional, top to bottom approach (Mullins, 2007). However, despite the above shortcomings this theory is relevant to this study as it supports the linkage between employee rewards, organizational leadership and employee performance. In addition the theory is quite useful and relevant, in that a transformational leader would always strive to work on employee's well-being, their emotions and to improve on employee rewards including improving on his leadership quality. The theory also in improving on the work environment, will in turn positively, affect employee work attitude, leading to the overall improvement of both employee performance and that of the organization.

2.2.4 Ability, Motivation and Opportunity Theory

This theory was proposed by Bailey (1993) who suggested that for employees to perform their work freely and willingly they needed three components; the necessary skills, appropriate motivation and opportunity to participate. The theory therefore refers performance as a summation of Ability, Motivation and Opportunity to contribute in an activity in the organization. The theory is based on development and implementation of proper HR structures that cater for employees' needs such as skills, knowledge, motivation, job quality and security. Employees may be competent but according to AMO theory if they are not empowered to participate in making of decisions in the organization and are not recognised, they may therefore become demotivated thus affecting performance.

This theory further states that an employee's job performance is determined by Abilities, Motivation and Opportunities. It therefore means that to achieve improved performance an employee's ability, aspirations and opportunity to contribute should be considered. Nehles et al., (2003) argue that employees require to be empowered or enabled to perform through training and continuous skills development. When one's ability to perform is enhanced or facilitated then motivation and opportunity to participate becomes therefore necessary. Thus, ability has a direct link on employee performance, while motivation and opportunity may reduce or increase depending on the situation. However, this theory has been criticised as being open ended as it considers motivation component as any type of motivation depending on the research question and that it considers ability and opportunities as other moderators of performance while other theories have used many other moderators of performance.

However, despite the above critique the theory is useful and relevant to the current study in that by motivating employees through offering of rewards; enhancing their ability; and giving them the opportunity to grow in their careers, participate in decision making and providing a conducive working environment leads to improved performance. This theory therefore, links all the study variables: employee reward, employee job related attitude, organization leadership, work environment and performance.

2.3 Employee Rewards and Employee Performance

Aktar et al., (2012) carried out empirical research in the banking sector in Bangladesh to test if rewards had any impact on performance of the employees. The study established that there was a positive relationship between employee rewards and work performance. However, it was further revealed that although employees preferred non-monetary rewards to monetary rewards both rewards contributed positively to employee performance. Kimunge (2014) conducted a study at the Kenya Vision 2030 Secretariat to establish whether reward, work-life balance, skills and career growth and development have a positive effect on employee's decision on whether to stay or leave and established that those variables had a positive outcome on employees' decision on whether to stay or leave the secretariat. Mohammed (2016) carried out a study on the influence of rewards on employee performance. The study consisted of 308 workers which constituted 60% of the total target population of 513 people working for the United Mining Companies in Jordan. The findings indicated that there is a statistical significant relationship between rewards types and employees' performance which led to the conclusion that, employers should have a deep sense of commitment towards the issue of rewarding employees, if performance levels is to be enhanced.

Sajuyigbe et al., (2013) did a study in some selected companies in the manufacturing sector in Nigeria and revealed that a significant and positive relationship existed between employee rewards and performance. A similar research study conducted by Ajila (2014) on the influence of rewards on performance of the workers of the central Bank of Nigeria, Abuja revealed that there existed a relationship between extrinsic rewards and performance, while no relationship existed between intrinsic rewards and performance of workers. These findings therefore led to the conclusion that employers should use their sense of commitment to put in place appropriate incentive plans that would encourage employees to be more purposeful and improve their performance. Further, Bari *et al.,* (2014) in another study in a business institute in Karachi established that non-financial or extrinsic rewards had a positive influence on the employee's attitudes and performance. Another study conducted by Eshak and Zakirai (2016) in theIslamic Religious Council in Kuala Lumpur, Malaysiafound that both intrinsic and extrinsic reward packages have a positive effect on employee performance. Further, the study revealed that intrinsic reward had more influence on employee's performance than extrinsic rewards. However, based on the above results the conclusion is that a strong connection exists between employee rewards and performance.

2.4 Employee Rewards, Job Related Attitudes and Employee Performance

Hettiararchchi & Jayarathna (2014) carried out a research to establish the impact of job related attitudes on the performance of employees in the education sector in Sri Lanka. The research revealed that work attitude positively influenced employee performance. Idemobi et al, (2017) conducted a research study in Nigeria on the relationship between reward system and employees' job related work attitude. The study found that workers perceptions of the reward system affected their attitude to work. Likewise, reward systems was found

to have a significant impact on workers commitment. Again a good reward system spurs employees' productivity as well as giving them the satisfaction they desire at the workplace. Bari et al (2013) conducted a study in business institutes of Karachi to find out the impact of non-financial rewards on employee attitude and factors that affected their performance at workplace. The results showed that feedback to employees, freedom, career development plan, learning programs, open and comfortable work environment and good supervisory relations positively impacted on employee attitude and their performance.

A study conducted by Bernstein & Wulff (2014) on Community Policing and Work Attitudes found a connection between police officers' positive work attitudes and their acceptance by the members of the community. Implementation of proper employee rewards therefore may positively influence employees' behaviour thus acquiring positive job attitudes, which may influence a lot on performance. Wilson & Wiss (2012) also indicates in their study that too much workload has a negative influence on job satisfaction leading to negative job attitude. Strategic employee reward may therefore, influence the employees' positive job attitude, which may finally lead to positive increase in employee performance. In another study by Olubusayo et al., (2014) conducted in some parastatals in Nigeria, on incentives packages and employees attitudes towards work; it was evident that their attitude was influenced significantly and positively by the type of incentive system that was put in place by the employer. It therefore means that the more an incentive structure is preferred and is attractive to the employees; the more positive their attitude will be leading to improved performance. This therefore shows that employee attitudes mediates employee reward and employee performance relationship.

2.5 Employee Rewards, Organizational Leadership and Employee Performance

Studies conducted over time by various scholars on the relationship between organizational leadership and employee performance established that indeed a positive, a negative and a no relationship existed between the above variables. However, Yousef (2000) reviewed most of those researches and concluded that the findings may not be completely reliable or unreliable. For example in Turkey in the banking sector, the results arrived at by Dolatabadi and Safa (2010) established that the type of leadership that is applied by an employer influences the performance of employees. One of the key factors in an institution that is therefore likely to enhance or retard employee performance is the type of leadership that is applied by the organization at any given time. Thus, Glantz (2002) emphasized on the need for any employer and indeed for any individual leader in his own right to have his own leadership method that is acceptable to the majority of the employees as long as it is rewarding and motivating. Akpala (1998) in a study in Nigeria identified leadership type as a contributory factor to employee attitude towards work in an organization. If employees are happy with the leadership style, that is being practiced in the organization then their attitude towards work would be positive and therefore there is improved performance.

Although the type of leadership in any setup has an impact on individual persons, groups/ teams, as well as workplace climate, leaders who strive for the best outcomes and results should not therefore rely only on a single leadership style (Fanimehin and Popoola, 2013). Rejas et al., (2006) did a research in Chile and found transformational type of leadership positively influenced employee job performance. However, transactional type of leadership had a negative impact on employee work performance. In a similar research by Paracha et al., (2012) done in Pakistan on some private schools, the results demonstrated that

transactional type of leadership and transformational style of leadership positively influenced employee performance. However, further results confirmed that transactional type of leadership has more significant effects on employee performance compared with the effects of transformational leadership style. This therefore shows that organizational leadership moderates the relationship between employee reward and employee performance.

2.6 Employee Rewards, Work Environment and Employee Performance

Previous research carried out around the world confirms existence of a close link between workplace conditions and employee performance (Fine and Kobrick, 1978). The existence of the right environmental factors in a workplace both physical facilities and psychosocial amenities leads to an improvement in performance of the employees (Buhter, 1997; Chandrasekar, 2011). A previous study by Khan et al., (2011) carried out in the education sector in Pakistan on workplace infrastructure revealed that incentives packages at the place of work had a positive impression on employees work performance. Juniata *et al*., (2010), did a survey to find out whether the physical facilities at the workplace had any effect on employee productivity and found a positive relationship between the two variables. This research was carried out among the public servants in Malaysia in the Ministry of social services. According to (Briner, 2000) workplace environment normally consists of many properties, which may affect the well-being of the employees positively or negatively, depending on whether the work place is conducive or unconducive.

Employees commitment and performance towards work depends on how well they engage and interact with the factors in their working environments which in turn influences to a great extent the rate of making mistakes in the course of duty. It also ultimately, dictates

how long employees are motivated and are therefore likely to continue working even after the normal working hours (Chandrasekar, 2011). Empirical studies conducted by Ali et al., (2013) on workplace environment established that working conditions significantly influenced employee's productivity and job commitment in manufacturing sectors of the economy. The study by Demet (2012) in Turkey shows a significant positive association between the quality of the workplace in terms of the physical facilities, infrastructure and productivity among banking employees. As evidenced above work environment therefore moderates the relationship between employee reward and employee performance.

2.7 Employee Rewards, Job Related attitudes, Organizational leadership, Work Environment and Employee Performance

Armstrong (2010) claims that the aim of reward management practices by any employer is to entice the employees to put more effort in their work for their own benefit and that of the employer. In the words of Amabile, (2012) the employer needs to employ effective human resource practices, fair reward strategies, good employee motivation strategies which will finally lead to improved performance. Vlachos, (2009) claims that most employers now days are adopting non-financial incentives for improved performance. However, implementation of attractive employee rewards may positively influence employees' behaviour thus acquiring positive job attitudes, which may influence performance. Garlick (2009) carried out an online study of 1,913 employees and asked them to rank in order of preference 14 potential performance incentives. The primary issue of investigation was whether offering cash bonuses had any influence on employee attitudes, as well as performance. The results showed that offering a cash bonus exclusively does not seem to make much of an impact on performance. While cash bonuses are the most preferred reward

33

those who only received a cash bonus were just slightly more satisfied than those who got no reward at all. Likewise, offering exclusively cash bonuses only seemed to have very little impact on company performance, either in terms of increased customer service, or in increased profitability.

Katsaros et al., (2014) in his study in Greece found that certain human resource policies moderated job-related attitudes thus influencing performance. Sitati (2017) carried out a study in the hotel sector here in Kenya and found a positive connection between reward practices and employee retention. Onyango (2014) carried out a research in an NGO in Nairobi and confirmed that both direct and indirect financial payments had a positive relationship on employee retention. Obiwuru et al., (2011) in another study conducted in Nigeria on whether the leadership styles had any effects on employee performance and that of the organization revealed that transactional type of leadership had a significant and positive effect on performance. Whereas transformational type of leadership had a positive but insignificant influence on employee performance. However, Pradeep and Prabhu (2011) did a research in India that revealed both transformational and transactional styles of leadership had a positive impact on employee performance. By showing passion, optimism and by stimulating motivation, leaders inspire and motivate their staff leading to positive results (Chen 2011). Further studies by Khaled and Okasheh (2017) in Jordan that investigated the effect of workplace factors on job performance in an Engineering Company found that factors such as excessive noise, poor furniture, inadequate ventilation and lighting system in the place of work, were the major work situations that had negative impact on employee work performance. The above studies therefore show the joint effect

of employee reward, employee job related attitudes, organizational leadership and work environment on employee performance.

2.8 Summary of Literature Review and Knowledge Gaps

Table 2.1: Summary of Empirical Literature

Researcher	Focus of the Study	Findings	Methodology	Knowledge Gaps	Focus of current Study
Rejas *et al.,* (2006)	An investigation aimed at finding out whether or not leadership style influences the performance of small-scale firms in Chile.	Investigation revealed that transformational leadership has a positive impact on performance, whereas transactional leadership had negative impacts.	Primary data in a cross sectional research design	The study used leadership as the independent variable and focused on the small-scale firms. This study did not focus on employee rewards	Current study focused on a public service institution (KPS) and used leadership style as the moderating variable. Both the contextual and the conceptual gaps were addressed.
Aktar *et al.,* (2012)	Impact of rewards on employee performance in commercial banks in Bangladesh.	Found a significant and positive relationship between employee rewards on employee performance	A cross sectional survey design	Focused on two variables i.e. employee reward & employee performance and the study was in a banking institution where systems, procedures and work ethics are different. The study did not consider moderating and intervening effects	Current study focused on Kenya Police Service which is a security agency and public institution. It also used employee job related attitude, Org leadership and work environment to mediate and moderate the relationship.
Bari *et al.,* (2014),	Impact of non-financial rewards on employee attitude and performance in work place in the business institute of Karachi.	Found non-financial rewards to have a positive impact on employee attitude and performance	Descriptive research design	The study focused only on non-financial rewards and left out financial reward. This study did not consider employee performance	Current study was done in KPS and focused on both financial & non-financial rewards to address both contextual and conceptual gaps.

Hettiararchchi & Jayarathna (2014)	Effect of employee work related attitudes on the job performance in the tertiary and vocational education sector in Sri Lanka.	Found that work related attitude had a significant positive effect on employee performance	Cross sectional design	The study used; job satisfaction, organizational commitment, and job involvement as the indicators of the job related attitudes and also used traits, behaviour and results as the indicators of employee performance.	The current study used affective, cognitive and behavioural components as the indicators of job related attitude with task and contextual performance being the indicators of the employee performance variable. Both cconceptual and contextual gaps were addressed.
Olubusayo et al., (2014)	Effect of incentives packages on employees' work attitudes in some parastatals, Nigeria.	It is evident that incentive packages significantly and positively influenced employee Work Attitude	A cross sectional survey design	Study focused on the influence of incentive structure on Work Attitude. This study did not consider employee performance and work environment.	Current study focused on the influence of rewards on employee performance and used employee job related attitude to mediate the relationship. The study therefore addressed the conceptual gap.
Kimunge (2014)	To establish whether reward, work-life balance, acquisition of skills and career progression have a positive effect on employees resolution to stay or leave an organization at Kenya Vision 2030 Delivery Secretariat	It was established that reward, work-life balance, acquisition of skills and career progression have a positive effect on employees resolution to stay or leave an organization.	A cross sectional survey design	The study focused on employee resolution to stay or leave an organization and not on employee performance. This study did not consider employee performance	The current study focused on employee performance and not on employee resolution to stay or leave the organisation. The combination of study variables and indicators were different. Conceptual gap was therefore addressed.

Onyango (2014)	On the relationship between rewards and employee retention in Non-Governmental conservation organizations in Nairobi.	Established that direct and indirect financial rewards had a positive correlation to employee retention.	Descriptive research design	The study focused on employee retention in Non-governmental organizations. This study did not focus on employee performance, work environment and job related attitudes	Current study focused on Kenya Police Service and on employee performance. Both conceptual gap and contextual gaps were addressed.
Eshak and Zakirai (2016)	Relationship between reward system and employee performance in the Islamic Religious Council in Kuala Lumpur, Malaysia	Found a positive and significant relationship between Intrinsic and Extrinsic Rewards on Employees' Performance	A cross sectional survey design	Study focused on a privately-owned organization (Religious organization). This study did not focus on security sector.	The current study addressed the contextual gap as it was done in Kenya and focused on the Kenya Police Service which is a security agency and a public service institution.
Sitati (2017)	On the effects of reward management practices on employee retention in the hotel industry in Kenya.	Found a significant and positive relationship between reward management practices and employee retention.	Descriptive research design	The study focused on employee retention and not employee performance. It further focused on reward management and not on employee rewards	Current study focused on employee performance and not retention and was done at the Kenya Police Service which is a public institution. Both conceptual and contextual gaps were addressed.
Khaled and Okasheh (2017)	To investigate the influence of work environment on job performance in an Engineering Company in Jordan	Findings revealed that factors such as noise, furniture, ventilation and light, are the major work environment conditions that have negative impact on job performance.	A cross sectional survey design	Study focused on a few selected work place dimensions on a privately-owned Company. It did not focus on employee rewards, job related attitudes and employee performance	Current study used work environment as the moderating variable and applied different work environment dimensions (tech, human & Org sub envi) to address the conceptual gap. The current study focused on the security sector

2.9 Conceptual Framework

It has been conceptualized from the literature review that employee reward influences employee performance and that the relationship between these two variables is mediated by employee job related attitudes and moderated by organizational leadership and work environment. Figure 2.1 below is therefore the conceptual model that guided the empirical research concerning the existing knowledge gaps.
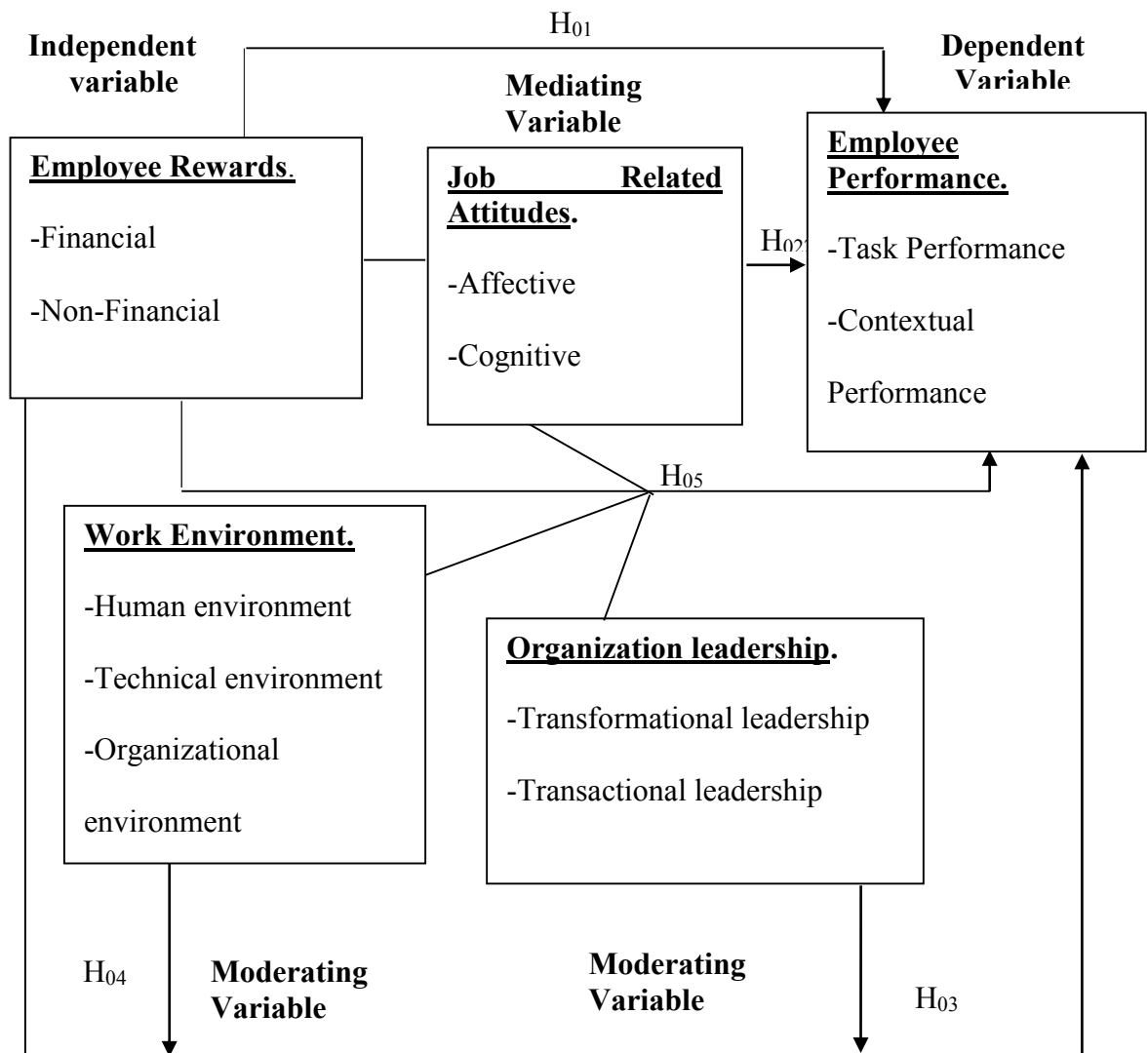
Figure 2.1: Conceptual Model

2.10 Conceptual Hypotheses

The following hypotheses explain the predicted relationship between the independent and the dependent variables.

H_{01}: Employee rewards does not influence employee performance in the Kenya Police Service.

H_{02}: The relationship between employee rewards and employee performance is not mediated by employee job related attitudes in the Kenya Police Service.

H_{03}: The relationship between employee rewards and employee performance is not moderated by organization leadership in the Kenya Police Service.

H_{04}: The relationship between employee rewards and employee performance is not moderated by work environment in the Kenya Police Service.

H_{05}: The joint effect of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in Kenya Police Service is not significantly different from their individual effects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology that was applied in this research. It precisely discusses the research philosophy, research design, target population, sample design, data collection, and operationalization of research variables, reliability and validity tests and data analysis.

3.2 Research Philosophy

The philosophy of science in which the researcher subscribes to, determines the approach used to carry out a study. Literature in social sciences is dominated by two broad research philosophies, phenomenology and positivism. According to Hunt (1991), philosophers are divided into two streams of thoughts that is positivism and phenomenology. The phenomenology paradigm focuses on immediate experience and gives prominence to condition. It is qualitative in nature and describes things, as they are (Cooper and Schindler, 2004). In addition, phenomenology emphasises on the world as experienced by a person, and not the reality as separate from the person (Bowra, 2012). It is thus subjective, as it is focused on the instant personal experience and knowledge including the interpretations of an individual (Saunders & Thornhill, 2007). Advocates for this methodology argue that it is more thorough and informed in its observation of experimental phenomena. However, it lacks rigor of precise definition and may not give rise to facts (Hunt,1991).

Positivism on the other hand assumes that knowledge is grounded on facts and not individual abstractions or subjectivity thinking. It is a methodology that follows a scientific

41

research approach. It is objective, replicable and generalizable (Durgee, 1984). It aids in testing validity. Smith et al., (2008) proposed that social world exists externally and its properties rather than being inferrred subjectively through reflection should be measured through objective methods. This study used positivism methodology as the basis for testing and interpretation of the research findings as it is anchored on theories and tests hypothesis which therefore places it in the domain of positivism rather than phenomenology. The choice of positivism was that it ensured neutrality, objectivity, clear measurement and validity of results (Bryman & Bell, 2008) as opposed to phenomenology which is concerned with building theories.

3.3 Research Design

Research design is the road map for collecting, measuring and analysing data on the basis of research questions or hypothesis being tested (Ryan, 2018). The current research used cross-sectional descriptive research design method. Descriptive cross sectional design aims at describing a phenomenon under the study by determining the characteristics related to the population being studied. It is useful when the researcher wants to set up direction and strength of the relationship between variables. The study adopted this design as it sought to give a description of the relationships between the key research variables at a specific point in time. Researchers have found descriptive cross-sectional design to be strong in relationships given its ability to capture the population characteristics in its free and natural existence (Isa 2012). Cross-sectional study is identified as descriptive research as it is observational in nature. They normally try to describe and to establish the existing relationships between variables that are under study. The type of data required and how it would be analysed further informed the selection of this design. Cross-sectional design aids

the researcher in generalization of the findings to firms in similar situations. Cross-sectional designs allow data collection at a defined point in time from the respondents who are similar or the same in all other characteristics but dissimilar in one key factor of interest such as gender, age group, education level, income levels, or geographic location. Further cross-sectional design is favoured on the ground that it allowed for the collection of information from a group of respondents with changed attributes and an examination of association between factors so as to demonstrate presumptions about the phenomenon under the study. The chosen design scrutinised possible relationships among the study variables and made interpretations.

3.4 Target Population

The target population were all the police officers in the Kenya Police Service (KPS), which had a staff establishment of 42,145 officers as at 2018 (KPS Staff Establishment Records, 2018). This target population is spread out in the country across the forty-seven counties. On the basis of the police establishment, the respondents were all police officers categorized into; Senior Officers; Middle level officers; and Junior officers. The choice of Kenya Police Service was based on the fact that they form a significant component of security providers in the country compared to other security agencies in the country. In addition there has been great concern on the quality of service delivery being offered by the police officers and their performance have been on focus by the members of the public and by the various stakeholders. Numerous cases of low morale amongst the police officers in the recent past has also been witnessed.

3.5 Sample Design

According to Creswell (2018), different guidelines are available for determination of the adequacy of sample size when using regression analysis in research. In order to determine the sample size from a population of 42,145 respondents, the formula recommended by Israel's (2013) for a known population was used. The sample was determined on the basis of two factors, that is, level of precision and acceptable margin of error.

$$n = N/ [1 + Ne^2]$$

$$n = 42,145/ [1 + 42,145*0.05^2]$$

$$n = 397$$

Where;

n = the desired sample size (if the target population is greater than 10,000)

N = Target population

e = the level of statistical significance (the degree of accuracy required in this case was 5%).

Thus, the study used a sample size of 397 respondents as calculated above by the proposed formula. Stratified random sampling was used to pick fifteen counties from the strata i.e. from the forty seven counties after which simple random sampling was applied to pick the 397 respondents from the fifteen counties, as shown in appendix 4.

3.6 Data Collection

The Researcher applied primary source data in this survey. Data collection was carried out through the questionnaire method (Appendix 1). In order to reduce the non-respondence rate the questionnaire was self-administered using the 'fill as I wait method'. This method was very useful for this study due to the nature of the respondents and size of the sample. The questionnaire consisted of six parts namely; Part A represented personal information

(Bio data), Part B was on the questions relating to employee reward, Part C were questions relating to employee job related attitudes, Part D were questions relating to organization leadership, Part E were questions relating to work environment and Part F were questions relating to employee performance.

3.7 Operationalization of Research Variables

Table 3.1: Study Variables and their Operationalization

Variable	Indicators	Sources of Indicators	Measurement Scale	Questionnaire item
Employee Rewards (Independent Variable)	**Financial** -Salary/Pay -Allowances & Benefits -Performance Bonus **Non-Financial** -Appreciation & Praise -Social Recognition -Authority & Responsibility	Searle (1990); (Zaman, 2011); Stoner and Freeman (1992)	Ratio scale, Ordinal Scale: Five Point Likert Scale	Section B
Employee Job related attitudes (Mediating Variable)	**Affective** -values, Emotions/enthusiasm -Appreciation/motivation **Cognitive** -Knowledge/recall -Comprehend/understand -Evaluate/judge/apply **Behavioural** -Ability to respond to a situation -Physical/mental ability to act -Ability to adapt -Ability to originate ideas	Schwab & Cummings (1976)	Ordinal Scale: Five Point Likert Scale	Section C
Organization leadership (Moderating Variable)	**Transformational leadership** -charisma -Inspirational motivation -Intellectual stimulation **Transactional leadership** -Contingent reward -Offering	Bass & Avolio, 1990; Meyer & Botha, 2000	Ordinal Scale: Five Point Likert Scale	Section D

	recognition/appreciation -Setting standards for compliance			
Work environment (Moderating Variable)	**<u>Human environment</u>** -Peers -Team/work groups **<u>Technical environment</u>** -Tools & equipment -Technological Infrastructure -Physical setting **<u>Organizational environment</u>** **-S**ystems, procedures & practices -Values &philosophies, policies	Briner (2000); Opperman (2002)	Ordinal Scale: Five Point Likert	Section E
Employee performance (Dependent Variable)	**<u>Task Performance</u>** -Job Knowledge -kills/Expertise/experience -Proficiency/Competence -Ability/Capability **<u>Contextual Performance</u>** -Job dedication -Internal facilitation -Loyalty to the employer -Volunteering to assist -Co-operating with colleagues	Campbell (1990); Van Scotter (2000); Motowidlo et al., (1997)	Ordinal Scale: Five Point Likert Scale	Section F

3.8 Reliability and Validity Tests

To assess the quality of data collection instruments the researcher used reliability and validity tests. One is able to validate the instrument by conducting pre-tests prior to field work.

3.8.1 Reliability Test

Reliability test is the quality of measurement and is defined as consistency of the measurement. It means the consistency and accuracy of the research instruments in measuring whatever it is meant to measure. It is the degree to which an instrument will give similar results for the same individuals at different times. It is normally assessed using the internal consistency reliability test (Mohammed and Azim 2010). It is preferred, as it does not require splitting of a scale or subject retaking the test for the provided construct. It is administered in a single manner hence providing a single quantitative estimation of an inner reliability of a scale. The study applied Cronbach's Alpha, as it is the most used measure of internal consistency of the data collection questionnaire. The study used 0.70 as a bench mark to regulate the reliability of the questionnaire to be used since a co-efficient of 0.70 or more indicates that there is a high reliability of data (Bowra 2012).

3.8.2 Validity Test

Validity is the level or point at which a given instrument calculates or measures what it was meant or supposed to calculate or compute (Kumar & Phrommathed, 2012). An instrument is valid for a particular purpose and group. For example an interview schedule prepared for or designed for employees in a manufacturing concern. It further refers to the appropriateness, meaningfulness or usefulness of the inferences or implications a

researcher makes. Kerlinger, (2002) asserts that validity can be through informed judgement and getting opinions from the experts. Researchers have three types of validity that are of interest to them, content, criterion and construct validity. The format and the content of the instrument were established through the use of content validity tests. The questionnaire was pilot tested by administering to 20 respondents selected randomly across the targeted population. The results from pilot test were used to modify the questionnaire before it was used in the final data collection exercise.

When a measure conforms to the predicted or anticipated relationships with other hypothetical proposals it is said or means that it possesses construct validity. It is normally used to determine variables that have similar effects hence eliminate the redundant ones in order to enhance validity of the test. Construct validity was tested through factor analysis to determine how well the individual measures conform to their constructs. Varimax Rotation Method (VRM) and Principal Component Analysis (PCA) were used to extract the factors.

3.8.3 Diagnostic Test for the Regression

Diagnostic tests for the regression were performed to predict the association between the independent and the dependent variables of this study. The aim of diagnostic test was to confirm whether the assumptions of regression models were satisfied or not. Good data for example does not always tell the complete story in research. That is why regression analysis is commonly used in research as it goes further to show or establish that relationships exists between or among variables. In simple linear regression, an observation consists of two values, one for the dependent variable and the other for the independent variable. A straight

line in this simple model therefore approximates the relationship between the dependent and the independent variable. However, where we have two or more independent variables being used in analysis, the model is no longer a simple linear analysis but a multiple regression analysis. In this study, therefore the four assumptions of (linearity, normality, multicollinearity and homoscedasticity) of multiple linear regression model were tested. A test of linearity is applied to find out if there exists a linear relationship between dependent and independent variables. Values of independent variables are plotted against the values of dependent variable to determine if there exist a linear or curvilinear relationship. Holding all other variables constant, the expected value of dependent variable is a straight-line function of each independent variable.

Normality test is performed in order to determine if a data set can be well-modelled using a normal distribution. It is used to compute how likely it is for a random variable underlying the data set to be normally distributed. Normality of data is assessed through core techniques, i.e. graphically and numerically. Numerically the Shapiro-Wilk test for normality was used. The null hypothesis for this test is that the data is not normally distributed. If the p-value is greater than 0.05, then the null hypothesis is not rejected. Graphically, scatter plots or diagram was used. Normally distributed data will have the scatter points conform to a line with slope 1. In a situation of non-normality, data will be transformed.

A test of multicollinearity was done so as to establish whether independent variables are highly correlated with each other. Both tolerance and variance inflation factor (VIF) were used to test the presence of high correlation between the independent variables.

Homogeneity test was carried to check on the presence of constant variance of error (homoscedasticity) or non-constant variance of error (heteroscedasticity). The study used Leven's test for homogeneity.

3.9 Data Analysis

Descriptive statistics were computed to interpret and describe the characteristics of the variables of interest in the study. These included mean scores, standard deviations, percentages, frequencies and coefficient of variation. To determine the expected relationships between the study variables tests of the hypotheses, correlation and regression analyses were computed. To show the nature and strength of the relationship among variables Pearson Moment Correlation (r) was derived. Then the Coefficient of determination (R^2) was applied to measure the goodness of fit, that is, the amount of variation between the study variables.

Hypothesis H_1 was tested using simple linear regression. Hypothesis H_2 was tested using multiple linear regression, Baron and Kenny (1986), four steps for testing mediation. Hypothesis H_3 and H_4 were tested using stepwise regression analysis, a form of multivariate regression analysis involving three steps for testing moderation effect. Hypothesis H_5 was tested using multiple linear regression model. The tests were done at 5% significance level.

Table 3.2: Research Objectives, Hypotheses and Data Analytical Models

Objective(s)	Hypotheses	Analysis Techniques	Analysis Tools	Interpretation of the analytic method
Objective 1: To determine the effect of employee rewards on employee performance in the Kenya Police Service	H_{01}: Employee reward does not influence employee performance in the Kenya Police Service.	Model $EP = \alpha + \beta_1 ER + \varepsilon$ Where: α = constant (y intercept) β_1 = regression coefficients ER = Employee rewards EP = Employee performance ε = Error term	• Correlation • Simple linear Regression	• R^2 to assess how much of the dependent variable's variation is due to its relationship with the independent variable. • Beta (β) to determine the contribution of each predictor variable in the model (elasticity) • F test to assess overall robustness and significance of the simple regression model. • t test to determine individual significance of the relationship. • P-Value<0.05 to check on statistical significance
Objective 2: To establish the effect of employee job related attitude on the relationship between employee reward and employee performance in the Kenya Police Service	H_{02}: The relationship between employee reward and employee performance is not mediated by employee job related attitude in the Kenya Police Service.	Model Step 1: $EP = \alpha + \beta_1 ER + \varepsilon$ Step 2: $EA = \alpha + \beta_1 ER + \varepsilon$ Step 3: $EP = \alpha + \beta_1 EA + \varepsilon$ Step 4: $EP = \alpha + \beta_1 ER + \beta_2 EA + \varepsilon$ Where: α = the constant (intercept) $\beta_1 ... \beta_2$ = regression coefficients EP = Employee Performance ER = Employee Reward EA = Employee Job Related Attitude ε_4 = error term	• Correlation • Path Analysis	• R^2 to assess how much of the dependent variable's variation is due to its relationship with the independent variable. • Beta (β) to determine the contribution of each predictor variable in the model (elasticity) • F test to assess the robustness and overall significance of the regression model. • t- statistics to assess significance of individual variables • When controlling the effect of the mediating variable on the dependent variable, the effect of independent variable become insignificant (P-value>0.05)

| **Objective 3:** To determine the effect of Organization Leadership on the relationship between employee reward and employee performance in the Kenya Police Service. | $H_{03:}$ The relationship between employee reward and employee performance is not moderated by Organization Leadership in the Kenya Police Service. | Model

Step 1: $EP = \alpha + \beta_1 ER + \varepsilon$

Step 2: $EP = \alpha + \beta_1 ER + \beta_2 OL + \varepsilon$

Step 3: $EP = \alpha + \beta_1 ER + \beta_2 OL + \beta_3 ER*OL + \varepsilon$

Where:

α = constant (intercept)

$\beta_1 \dots \beta_3$ are regression coefficients

EP = composite index of Employee Performance

ER = composite index of Employee Reward

OL = composite index of Organizational Leadership

ER*OL = interaction term

ε = error term | • Correlation

• Stepwise Regression | • R^2 to assess how much of the dependent variable's variation is due to its relationship with the independent variable.

• Beta (β) to determine the contribution of each predictor variable in the model (elasticity)

• F test to assess the robustness and overall significance of the regression model.

• t- statistics to assess significance of individual variables

• P-Value<0.05 to check on statistical significance

• Moderation takes effect of interaction term (ER*OL) P-value<0.05 |
| **Objective 4:** To determine the effect of work environment on the relationship between employee reward and employee performance in the Kenya Police Service. | $H_{04:}$ The relationship between employee reward and employee performance is not moderated by work environment in the Kenya Police Service. | Model

Step 1: $EP = \alpha + \beta_1 ER + \varepsilon$

Step 2: $EP = \alpha + \beta_1 ER + \beta_2 WE + \varepsilon$

Step 3: $EP = \alpha + \beta_1 ER + \beta_2 WE + \beta_3 ER*WE + \varepsilon$

Where: α = constant (intercept)

$\beta_1 \dots \beta_3$ are regression coefficients

EP = composite index of Employee Performance

ER = composite index of Employee Reward | • Correlation

• Stepwise Regression | • R^2 to assess how much of the dependent variable's variation is due to its relationship with the independent variable.

• F test to assess the robustness and overall significance of the regression model.

• Beta (β) to determine the contribution of each predictor variable in the model (elasticity)

• t- statistics to assess significance of individual variables

• P-Value<0.05 to check on statistical significance |

		WE = composite index of Work Environment $\varepsilon_5 \dots \varepsilon_8$ =error term		• Moderation takes effect of interaction term (ER*WE) P-value<0.05
Objective 5: To establish the joint effect of employee reward, employee job related attitude, organization leadership and work environment on employee performance in the Kenya Police Service.	$H_{05:}$ The joint effect of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in Kenya Police Service is not significantly different from their individual effects	Model $EP = \alpha + \beta_1 ER + \beta_2 EA + \beta_3 OL + \beta_4 WE + \varepsilon$ Where: α =(intercept) $\beta_{91} \dots \beta_{94}$ =regression coefficients. EP=composite index of Employee Performance ER=composite index of Employee Reward EA = Composite index of Employee Attitude OL=Composite of index of Organization Leadership WE=Composite of index of Work Environment ε= error term	• Correlation • Multiple Linear Regression	R^2 change to assess how much of the dependent variable's variation is due to its relationship with the independent variable. Beta (β) to determine the contribution of each predictor variable in the model (elasticity) F test to assess the robustness and overall significance of the regression model. t- statistics to assess significance of individual variables P-Value<0.05 to check on statistical significance

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the findings of the study, analysis of the data and presentation of results. The main objective of this study was to determine the influence of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in the Kenya Police Service. It covers response rate, reliability & validity test, demographic results, factor analysis and descriptive measures outputs. The results are presented in form of tables and diagrams.

4.2 Response Rate

A total of 397 questionnaires were issued, out of which 362 were returned. Out of this number, 4 were not duly filled and were removed from the analysis. Duly filled questionnaires were therefore 358, resulting in a response rate of 90.18 percent. In comparison to other previous studies; Biegiel (2009) achieved 76.5 percent, Gaitho (2018) achieved 96.45 percent and Nyaberi (2019) achieved 93.93 percent; this response rate is therefore acceptable. According to Babbie (2004) a response rate above 80 percent is considered excellent, thus a response rate of 90.18 percent is considered excellent for this study.

Table 4.1: Response Rate

Response	Frequency	Percent	Valid percent
Returned duly filled	358	90.18	98.90
Returned not duly filled	4	1.00	1.10
Non returned	35	8.82	
Total	**397**		

Source: Researcher (2020)

4.3 Reliability and Validity Tests

This covers results of reliability test and validity test. Reliability test was based on Cronbach alpha value while validity test was based on KMO and Bartlett's test.

4.3.1 Reliability of Test

Reliability indicates the consistence and accuracy of the measurement tool, that is, the possibility and the extent of getting similar results from the measurement tool given that the tool is used several times on the same subjects and at different times. The study relied on Cronbach alpha as a measure of reliability. Cronbach alpha varies between 0– 1. Davick (2014) recommended a value of greater than or equal to 0.7. The finding of each variable is presented below.

Table 4.2: Reliability Test

Variables	N of Items	Cronbach's Alpha	Comment
Employee reward	18	.898	>0.7; Reliable
Employee job related attitudes	19	.882	>0.7; Reliable
Organizational leadership	15	.919	>0.7; Reliable
Work environment	23	.936	>0.7; Reliable
Employee performance	19	.906	>0.7; Reliable
Total	**94**	**.973**	**>0.7; Reliable**

Source: Researcher, (2020)

As indicated in Table 4.2, work environment had the highest Cronbach alpha of 0.936, followed by organizational leadership with alpha of 0.919, employee performance with alpha of 0.906, employee reward with alpha of 0.898 and employee job related attitudes with alpha of 0.882, in overall the measurement tool had Cronbach alpha of 0.973.All the

Cronbach alpha values were greater than 0.7, thus the questionnaire was deemed to be reliable and fit to be used for further analysis.

4.3.2 Validity Test

Validity measures the extent to which the instrument measures what it is intended to measure. The questionnaire was piloted and the opinions of the supervisors were used to modify it before the final version was used in the actual data analysis. Further, factor analysis was used to confirm the sub constructs of the study variables. KMO and Bartlett's test and rotated component matrix were used. Factor analysis was done through principal component analysis (PCA). Rotation was done using varimax method. The study used KMO and Bartlett's test to measure the sampling adequacy. This test on the validity of factor analysis if KMO>0.5 and P-value<0.05 means that the factor analysis is valid. The results are presented in Table 4.3.

Table 4.3: KMO and Bartlett's Test

Employee Rewards	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.91
	Bartlett's Test of Sphericity	Approx. Chi-Square	2536.278
		df	153
		Sig.	0.0000
Employee Job Related Attitudes	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.902
	Bartlett's Test of Sphericity	Approx. Chi-Square	2554.139
		df	171
		Sig.	0.000
Organizational Leadership	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.933
	Bartlett's Test of Sphericity	Approx. Chi-Square	2650.112
		df	105
		Sig.	0

Work Environment	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.939
	Bartlett's Test of Sphericity	Approx. Chi-Square	4391.148
		df	253
		Sig.	0.0000
Employee Performance	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.903
	Bartlett's Test of Sphericity	Approx. Chi-Square	3058.323
		Df	171
		Sig.	0.0000

Source: Researcher, (2020)

The analysis in Table 4.3 indicated that employee rewards and the sampling adequacy for the study variables were significant thus factor analysis as a measure of validity was valid. Specifically; employee rewards had KMO $=0.91>0.5$ and p-value$=0.000<0.05$, employee job related attitudes had KMO $=0.902>0.5$ and p-value$=0.000<0.05$, organizational leadership had KMO $=0.933>0.5$ and p-value$=0.000<0.05$, work environment had KMO $=0.939>0.5$ and p-value$=0.000<0.05$ and employee performance had KMO $=0.903>0.5$ and p-value$=0.000<0.05$. The statements on the variables employee rewards, employee job related attitude, organizational leadership, work environment and employee performance are highly correlated and could be reduced into subscales as operationalized in the conceptual framework. KMO values are higher than the threshold of 0.5 thus the data set was fit for further inferential statistical analysis.

4.4 Demographic Data

The respondent's demographic information was collected on the constructs of gender, age, level of education, length of service and position in the organization. These constructs were analysed using frequencies and percentages. The results are presented in Table 4.4.

Table 4.4: Demographic Results

		Frequency	Percent
Gender	Female	114	31.8
	Male	244	68.2
	Total	358	100.0
		Frequency	Percent
Age Bracket in Years	25 and below	27	7.5
	26 to 35	139	38.8
	36 to 45	84	23.5
	46 to 55	83	23.2
	56 and above	25	7
	Total	358	100
		Frequency	Percent
Level of Education	Primary	4	1.1
	Secondary	192	53.6
	College	101	28.2
	University	61	17
	Total	358	100
		Frequency	Percent
Length of Service	5 years and below	64	17.9
	6 to 10 years	60	16.8
	11 to 15 years	86	24
	16 years and over	148	41.3
	Total	358	100
		Frequency	Percent
Position in the Service	Senior management	45	12.6
	Middle Management	117	32.7
	Junior Management	196	54.7
	Total	358	100

Source: Researcher, (2020)

The analysis in Table 4.4 indicated that the respondents were made up of 68.2 percent male and 31.2 percent female. This shows that male were more than twice the number of female, thus gender disparity. This conforms to the norm that police work is mainly a male dominated profession. In terms of age, respondents were of varied age groups. Specifically majority (38.8 percent) were in the age bracket of 26-35 years, followed by 36-45 years at 23.5 percent, 45-55 years at 23.2 percent, below 25 years at 7.5 percent and above 56 years

at 7 percent respectively. This shows that police officers are recruited at a much younger age and grow through the ranks in the Service. It also conforms to the recent mass recruitment of police officers in the last two years.

The analysis further indicated that most (41.3 percent) of the respondents had worked for a period of over 16 years, followed by 11- 15 years' work experience at 24 percent, below 5 years at 17.9 percent and 6 to 10 years at 16.8 percent. This means that the majority of the respondents were quite experienced and knowledgeable in the happenings in the police service thus the information collected is relevant to the study. In terms of position in the service 64.7 percent were at the junior positions, 32.7 percent at middle management position and 12.6 percent were at senior level position. This conforms to the organization structure pattern in most organization as well as the recent mass police recruitment programs conducted in the last two years.

4.5 Employee Reward

The first variable of the study was employee rewards. Employee reward has two aspects, that is, financial and non-financial rewards. The study sought to measure employee rewards which was operationalized into two subscales that is, financial rewards and non-financial rewards. The respondents were asked to rate the statements on a Likert scale of 1 to 5, where 1 represented rating of strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. The results are presented in Table 4.7, 4.8 and 4.9 respectively.

4.5.1 Financial Rewards

Rewards contributes positively to employee performance. Financial rewards are quantifiable on monetary terms and are more attractive to employees because they have

direct and immediate benefits to the employees. The respondents were asked to rate statements on financial rewards. The findings are presented in Table 4.5.

Table 4.5: Descriptive Measures for Financial Rewards

Statements	Mean	Std. Dev	CV
My salary is adequate and matches my work	1.99	1.10	55.16
Incentives such as risk allowances, overtime, strenuous allowances, leave allowances are provided	2.59	1.22	47.02
The employer provides benefits such as car loans, mortgage, paid holidays and other fridge benefits	1.96	1.14	58.39
Am fairly rewarded for my performance	2.31	1.13	48.81
I am happy with the way employee promotions are conducted by my employer	2.35	1.25	53.09
There is job security in the police service	2.98	1.26	42.43
There is a gratuity and pension scheme in place	3.71	0.99	26.68
Overall	**2.56**	**1.16**	**45.31**

Source: Researcher, (2020)

The analysis in Table 4.5 shows that the respondents agreed that there is a gratuity and pension scheme in place. This implies that employees would get some benefits upon completion of their term of service. Respondents were neutral that; there is job security in the police service (mean = 2.98, std dev = 1.26) and incentives such as risk allowances, overtime, strenuous allowances, leave allowances are provided (mean = 2.59, std dev = 1.22). This implies that there is no clear policy on job security and benefits in the police service which can satisfy the needs of the employees. The respondents disagreed as they are unhappy with the way employee promotions are conducted by the employer (mean = 2.35, std dev = 1.25), unfairly rewarded for performance (mean = 2.31, std dev = 1.33), inadequate salary which matches work (mean = 1.99, std dev = 1.10) and the employer does not provide

benefits such as car loans, mortgage, paid holidays and other fridge benefits (mean = 1.96, std dev = 1.14).This implies that there is no formal promotion procedure in place to rely on by the employees. From the overall average mean (overall mean =2.56, std dev=1.16) of this analysis it can be concluded that financial rewards at Kenya Police Service are perceived to be inadequate by the police officers. The officers seem to feel that the salaries do not match the amount of work and the benefits are not adequate. Promotions are not fair and performance is not rewarded. However, gratuity and risk allowance are provided.

4.5.2 Non Financial Rewards

Non-financial rewards are also known as non-monetary rewards and their impact is generally felt after some time on the employee wellbeing. Respondents were asked to rate statements on non-financial rewards on a scale of 1 to 5, 1 being strongly disagree and 5 being strongly agree. The results are presented in Table 4.6 below.

Table 4.6: Descriptive Measures for Non-Financial Rewards

Statements	Mean	Std dev	CV
Employee recognition is accompanied with an official letter	3.35	1.17	34.98
I am appreciated by my employer for the job well done	2.80	1.16	41.25
My employer provides opportunities for promotion to higher positions	2.84	1.23	43.13
My employer involves me in decision making	2.43	1.21	49.79
I am empowered to make some decisions without consulting my supervisors	2.78	1.27	45.75
My views are taken into consideration by my employer	2.68	1.16	43.53

Training and development opportunities are equitably and fairly distributed	2.72	1.32	48.60
There is provision for sick leave	3.73	1.03	27.55
Staff are given their off-days as required	3.65	1.05	28.79
The supervisors are supportive and caring whenever someone needs such support	3.48	1.07	30.71
Health and well-being programmes like medical insurance for self and dependents is provided	3.84	0.96	24.92
Overall	**3.12**	**1.15**	**36.86**

Source: Researcher, (2020).

The analysis in table 4.6 indicates that the respondents agreed that health and well-being programs like medical insurance for self and dependents is provided (mean = 3.84, std dev = 0.96), there is provision for sick leave (mean = 3.73, std dev = 1.03) and staff are given their off days as required (mean = 3.65, std dev = 1.05). This implies that the service has good medical scheme to be relied on. The respondents were neutral in their opinion that the supervisors are supportive and caring whenever someone needs such support (mean = 3.48, std dev = 1.07), employee recognition is accompanied with an official letter (mean = 3.35, std dev 1.17), employer appreciated employees for the job well done (mean = 2.80, std dev = 1.16), employer provides opportunities for promotion to higher positions (mean = 2.84, std dev = 1.23). Employees are empowered to make some decisions without consulting my supervisors (mean = 2.78, std dev = 1.27) and employee views are taken into consideration by employer (mean = 2.68, std dev = 1.16).This implies that supervisors are not playing their mentorship, supervision, delegation and employee empowerment role in the police service. This results in wastage of talents amongst the employees. The respondents further

disagree that employer involves employees in decision making (mean = 2.43, std dev =1.21). This implies that there is no good employee supervisor work relationship and supervisors view their juniors as inferior in any decision making role.

4.5.3 Summary of Employee Rewards

Summary of the rating of the variable employee rewards are provided as shown in table 4.7. The summary has been done on the two subscales of employee rewards, that is, financial rewards and non-financial rewards.

Table 4.7: Descriptive measures for Overall Rating of Employee Rewards

Subscales	Mean	Std. Dev	CV
Financial Rewards	2.56	1.16	45.31
Non-Financial Rewards	3.12	1.15	36.86

Source: Researcher, (2020)

As indicated in Table 4.7, respondents highly rated non-financial rewards (mean = 3. 12, std dev = 1.15) as compared to financial rewards (mean = 2.56, std dev = 1.16). This implied that employees would be more satisfied when given non-financial rewards. The results further revealed high variability on the respondents on opinion on financial rewards (CV = 45.31%), followed by non-financial rewards with coefficient of variation of 36.86%.

4.6 Employee Job Related Attitudes

The study sought to measure employee job related attitudes. Job related attitude was operationalized into affective, cognitive and behavioral. The respondents were asked to rate statements on these subscales on a scale of 1 to 5 where 1 represented strongly disagree, 2

disagree, 3 neutral, 4 agree and 5 being strongly agree. The result for each subscales is presented.

4.6.1 Affective Attitudes

Affective attitude represents employee feelings with respect to values, motivations, emotions and enthusiasms. The respondents were asked to rate the statements on employee affective attitudes. The results are presented in Table 4.8.

Table 4.8: Descriptive Measures for Affective Attitudes

Statements	Mean	Std. Dev	CV
When someone criticizes my organization, it feels like a personal insult.	3.67	1.10	30.04
When someone praises my organization, it feels like a personal compliment.	3.93	1.01	25.76
If a story in the media criticizes my organization, I feel embarrassed.	3.97	1.02	25.76
When I talk about our organization I usually say 'we' rather than 'they'	3.79	1.01	26.57
My organization's successes are my successes	3.95	0.96	24.36
I am interested in what others think about my organization	3.56	1.10	30.99
Overall	**3.81**	**1.04**	27.30

Source: Researcher, (2020)

The analysis in Table 4.8 shows that the respondents agreed that; if a story in the media criticizes my organization, they feel embarrassed (mean = 3.97, std dev = 1.02), organization's successes are employees successes (mean = 3.95, std dev = 0.96), praises for organization, feels like a personal compliment (mean = 3.93, std dev = 1.01), when talking

about organization it is like talking about self ' (mean = 3.79, std dev = 1,01), criticizing organization, is like a personal insult (mean = 3.67, std dev = 1.10) and employees are interested in what others think about the organization (mean = 3.56, std dev = 1.10).This implied that police officers at KPS feel that they are part and parcel of the organization and would go an extra mile to defend the organization both internally and externally.

4.6.2 Cognitive Attitudes

This refers to the employee's ability to understand, recall, apply, judge and evaluate an object. The respondents were required to rate statements on cognitive attitudes. The results are presented in Table 4.9.

Table 4.9: Descriptive Measures for Cognitive Attitudes

Statements	Mean	Std dev	CV
Am satisfied with the working conditions at my work place	2.58	1.26	48.66
Am satisfied with the recognition that I get for my work	3.08	1.21	39.35
My working relationship with my immediate boss is satisfactory	3.80	1.04	27.31
The amount of work load and responsibility which am given is satisfactory	3.21	1.14	35.50
Am satisfied with the existing opportunities for promotion	2.52	1.24	49.32
Am satisfied with the way my organization is managed	2.80	1.27	45.36
Overall	**3.00**	**1.19**	**39.67**

Source: Researcher, (2020)

The results in Table 4.9, indicates that the respondents only agreed that my work relationship with my immediate boss is satisfactory (mean = 3.80, std dev = 1.04). This implied that the immediate bosses understand their juniors and give them an ear of listening. The respondents were neutral on the statements; the amount of work load and responsibility

given are satisfactory (mean = 3.21, std dev = 1.14), employees are satisfied with the recognition they get for work (mean = 3.08, std dev = 1.21), employees are satisfied with the way organization is managed (mean = 2.80, std dev = 1.27), employees are satisfied with the working conditions at work place (mean = 2.58) and employees are satisfied with the existing opportunities for promotion (mean = 2.52, std dev = 1.26). The findings demonstrate that there is a mismatch between work load and responsibility, work given and recognition, organization management and methods of work promotion at the Kenya Police Service. This further focuses on proper human resources policy to fill the gaps.

4.6.3 Behavioral Attitudes

Behavioral attitudes explains one's ability to handle situations by being ready to act, adapt and originate ideas. The respondent were asked to state their opinion on statements relating to behavioral attitudes. The findings are presented in Table 4.10.

Table 4.10: Descriptive Measures on Behavioral Attitudes

Statements	Mean	Std dev	CV
I am satisfied with hours of work	3.02	1.29	42.82
Grievances about work is minimal	2.97	1.14	38.42
The methods used to resolve conflicts at workplace are adequate	3.19	1.22	38.08
Staff like working for this organization and look forward to coming to work every day	3.32	1.09	32.82
Employees stay overtime to finish their work	3.56	1.18	33.07
Absenteeism rate is very low	3.79	0.98	25.75
Labor turnover is low in this organization	3.13	1.07	34.17
Overall	**3.28**	**1.14**	**34.76**

Source: Researcher, (2020)

The analysis shows that respondents agreed that; absenteeism rate is very low (mean = 3.79, std dev = 0.98) and employees stay overtime to finish their work (mean = 3.56, std dev = 1.18). This implies that there is good time management practice in place. However, the respondents were neutral on the statements; staff like working for this organization and look forward to coming to work every day (mean = 3.32, std dev = 1.09), the methods used to resolve conflicts at workplace are adequate (mean = 3.19, std dev = 1.22), labor turnover is low in this organization (mean = 3.13, std dev = 1.07), employees are satisfied with hours of work (mean = 3.02, std dev = 1.29) and grievances about work is minimal (mean = 2.97, std dev = 1.14). This infers that employees would easily change jobs given an opportunity. The results further implies that there is no good policy in place to handle issues such as conflict resolutions, working hour's allocation and grievances at work place.

4.6.4 Summary of Employee Related Job Attitudes

Employee job related attitudes was operationalized into three subscales. The findings in table 4.11 indicates that respondents rated affective attitude (mean = 3.81, std dev = 1.04) to agreed extent while both cognitive attitudes (mean = 3.00, std dev = 1.19) and behavioral attitudes (mean = 3.28, std dev = 1.14) were rated to a neutral extent. In overall employee related job attitude was rated to a neutral extent with a mean of 3.36 and std dev of 1.12.

Table 4.11: Descriptive Measures of Employee Related Job Attitudes

Constructs	Mean	Std. Dev	CV
Affective	3.81	1.04	27.30
Cognitive	3.00	1.19	39.67
Behavioural	3.28	1.14	34.76
Overall	3.361.12	33.33	

68

4.7 Organizational Leadership

The study sought to measure organizational leadership. Organizational leadership defines the road map on where the organization needs to be at present and on where it needs to be in the future. The study operationalized organizational leadership into transformational leadership and transactional leadership. Respondents were required to rate statements on these two subscales on a scale of 1 to 5. The results are presented in Tables 4.12, 4.13and 4.14 respectively.

4.7.1 Transformational Leadership

Transformational leadership is governed by emotional excitement, thus the leader is not limited by the followers insights. Respondents were asked to rate statements on transformational leadership. The results are presented in Table 4.12.

Table 4.12: Descriptive Measures for Transformational Leadership

Statements	Mean	Std. Deviation	CV
Management style in my place of work is inspirational	3.29	1.11	34
Creativity and innovation is encouraged	3.32	1.11	33
My employer encourages teamwork	3.91	0.96	25
My immediate supervisor has clear vision, and mission of where the organization is going	3.73	1.04	28
Our leader is a mentor, coach and goal oriented	3.75	1.11	30
Our leader considers individuals interest when making decisions	3.23	1.20	37
My employer uses frequent feedback to modify employee behavior	3.28	1.13	34
Am free to present ideas and can question issues affecting me and others	3.20	1.25	39

	3.46	1.11	32
Overall			

Source: Researcher, (2020).

The analysis shows that, respondents agreed that employer encourages teamwork (mean = 3.91, std dev = 0.96), leader is a mentor, coach and goal oriented (mean = 3.75, std dev = 1.11) and immediate supervisor has clear vision and mission of where the organization is going (mean = 3.73, std dev = 1.04). This implies that supervisors have what it takes to influence their followers. However, the respondents were neutral on the statements; creativity and innovation is encouraged (mean = 3.32, std dev = 1.11), management style at place of work is inspirational (mean = 3.29, std dev = 1.20), employer uses frequent feedback to modify employee behavior (mean = 3.28, std dev = 1.13), leader considers individuals interest when making decisions (mean = 3.23, std dev = 1.20) and employees are free to present ideas and can question issues affecting them and others (mean = 3.20, std dev = 1.25). The results moderately indicated that there were inadequate room for employees to get feedbacks, express their views and felt that their views were not part of the decision making concerning their work. This further implies that employees are not recognized and therefore not empowered.

4.7.2 Transactional Leadership

Transactional leadership enhances followers to perform at expected level by offering incentives for the accomplished task. Respondents were asked to rate statements on transactional leadership. The results are presented in Table 4.13.

Table 4.13: Descriptive Measures for Transactional Leadership

Statements	Mean	Std Dev	CV
Work guidelines and compliance standards are clearly set.	3.53	1.18	33
Each employee role is clear in the organization	3.63	1.10	30
Our performance is monitored and non-compliance punished	3.63	1.03	28
Employees are recognized, appreciated and rewarded when they perform to the expectation	2.97	1.28	43
Tasks are fully clarified to avoid ambiguity	3.44	1.09	32
We work by the rules and policies of the organization	3.92	0.93	24
We get regular feedback about our work from our employer	3.34	1.18	35
Overall	**3.49**	**1.11**	**32**

Source: Researcher, (2020)

The findings show that, respondents agreed that we work by the rules and policies of the organization (mean = 3.92, std dev = 0.93), each employee role is clear in the organization (mean = 3.63, std dev = 1.10), our performance is monitored and noncompliance punished (mean = 3.63, std dev = 1.10) and work guidelines and compliances are clearly set (mean = 3.53, std dev = 1.18). However, the respondents were neutral that tasks are fully clarified to avoid ambiguity (mean = 3.44, std dev = 1.09), we get regular feedback about our work from our employer (mean = 3.34, std dev = 1.18) and employees are recognized, appreciated and rewarded when they perform to the expectation (mean = 2.97, std dev = 1.28). This implies that leaders offer incentives to their followers to perform the assigned tasks.

The statement 'employees are recognized, appreciated and rewarded when they perform to the expectation had the highest variability (CV = 43%) while the statement 'we work by the rules and policies of the organization had the least variability (CV= 24%).

4.7.3 Summary of Organizational Leadership

The respondents overall were neutral on the rating of both transformational leadership (mean = 3.46, std dev = 1.11) and transactional leadership (mean = 3.49, std dev = 1.11).

Table 4.14: Descriptive Measures for Organizational Leadership

Subscales	Mean	Std. Deviation	CV
Transformational leadership	3.46	1.11	0.32
Transactional leadership	3.49	1.11	0.32

Source: Researcher, (2020)

4.8 Work Environment

Subscales used to measure work environment were human environment, technical environment and organizational environment. The statements on these subscales were constructed on a Likert scale of 1 to 5 where 1 was strongly disagree, 2 disagree, 3neutral, 4 agree and 5 was strongly agree. Respondents rating on the statements were sought and results presented below.

4.8.1 Human Environment

This subscale had 10 statements posed to the respondents to rate. Human environment looked at the peers/colleagues, team & work groups, management &leadership in the organization. The respondents rating are presented in Table 4.15. Descriptive Measures for Human Environment.

Table 4.15: Human Environment

Statements	Mean	Std. Deviation	CV
I get the necessary support from colleagues to do my work.	3.68	0.98	0.27
I get constant feedback on my performance	3.07	1.13	0.37
Team work is embraced in police work	3.91	1.03	0.26
My qualifications and experience are fully utilized in my current position	3.16	1.25	0.39
I feel safe speaking my mind and offering a different point of view to my immediate boss	3.27	1.28	0.39
Am committed and emotionally involved in my work.	3.94	0.95	0.24
My personal initiatives are appreciated by the service	3.11	1.20	0.38
My immediate boss regularly talks to me about how well I carry out my work.	3.54	1.08	0.31
I am informed well in advance about decisions, changes and plans affecting my work.	3.23	1.20	0.37
I receive clear guidance and work instructions in performance of my duties.	3.51	1.10	0.31
Overall	**3.44**	**1.12**	**0.33**

Source: Researcher, (2020)

The above analysis shows that, respondents agreed that am committed and emotionally involved in my work (mean = 3.94, std dev = 0.95), teamwork is embraced in police work (mean = 3.91, std dev = 1.03), I get the necessary support from colleagues to do my work (mean = 3.68, std dev = 0.98), my immediate boss regularly talks to me about how well I

carry out my work (mean = 3.54, std dev = 1.08) and I receive clear guidance and work instructions in performance of my duties (mean = 3.51, std dev = 1.10). This implies that employees view themselves as part and parcel of a team and strive to make the team succeed. However, respondents were neutral on statements; I feel safe speaking my mind and offering a different point of view to my immediate boss (mean = 3.27, std dev = 1.28), I am informed well in advance about decisions, changes and plans affecting my work (mean = 3.23, std dev = 1.20), my qualifications and experience are fully utilized in my current position (mean = 3.16, std dev = 1.25), my personal initiatives are appreciated by the service (mean = 3.11, std dev = 1.20) and I get constant feedback on my performance (mean = 3.07, std dev = 1.13).This infers that there are inadequate room for personal expression of views in the organization and Police officers in Kenya are not free to do so at their will.

4.8.2 Technical Environment

Technical environment represents infrastructure, equipment and physical elements of workplace. Respondents were required to rate the 7 statements on technical environment. The results are shown in Table 4.16.

Table 4.16: Descriptive Measures for Technical Environment

Statements	Mean	Std dev	CV
I have adequate working space.	3.06	1.29	0.42
I have comfortable furniture.	2.65	1.33	0.50
There is adequate ventilation in my office	3.06	1.34	0.44
There is adequate lighting in my office	3.33	1.25	0.38
I have the necessary tools and equipment to perform my duties	2.88	1.32	0.46

There is availability of clean drinking water at my place of work.	2.72	1.42	0.52
I am satisfied with safety and security arrangements at my place of work.	3.22	1.22	0.38
Overall	**2.99**	**1.31**	**0.44**

Source: Researcher, (2020)

The results in Table 4.16shows that respondents were neutral on all statements regarding technical environment. Specifically; there is adequate lighting in my office (mean = 3.33, std dev = 1.25), I am satisfied with safety and security arrangement at my place of work (mean = 3.22, std dev = 1.22), there is adequate ventilation in my office (mean = 3.06, std dev = 1.34), I have adequate working space (mean = 3.06, std dev = 1.29), I have the necessary tools and equipment to perform my duties (mean = 2.88, std dev = 1.32), there is availability of clean drinking water at my place of work (mean = 2.72, std dev = 1.42), and I have comfortable furniture (mean = 2.65, std dev = 1.33). The findings reveal that there were inadequate resources to handle safety issues at work place and that resources are not allocated for the improvement of technical environment.

4.8.3 Organizational Environment

Organizational environment represents procedures, practices, systems, philosophies and values which defines the management of an organization. Respondents were asked to rate statements relating to organizational environment. The findings are presented in Table 4.17.

Table 4.17: Descriptive Measures for Organizational Environment

Statements	Mean	Std dev	CV
Departmental meetings are held regularly to address work related issues.	3.49	1.13	0.33
My head of department freely shares relevant information with me.	3.49	1.18	0.34
I have access to reliable email facilities at my place of work.	3.04	1.30	0.43
Email communication is frequently used at my place of work	3.38	1.20	0.36
I observe the police service Core Values, systems and procedures	4.08	0.87	0.21
The service has created awareness to ensure zero tolerance to corruption.	3.74	1.11	0.30
Overall	**3.54**	**1.13**	**0.32**

Source: Researcher, (2020)

The results indicated that respondents agreed that they observe the police service core values, systems and procedures (mean = 4.08, std dev = 0.87) and the service has created awareness to ensure zero tolerance to corruption (mean = 3.74, std dev = 1.11). There is clear service charter in place at the police force and employee adhere to it. However, respondents were neutral on statements; departmental meetings are held regularly to address work related issues (mean = 3.49, std dev = 1.13), my head of department freely shares relevant information with me (mean = 3.49, std dev = 1.18), email communication is frequently used at my place of work (mean = 3.38, std dev = 1.20), and I have access to reliable email facilities at my place of work (mean = 3.04, std dev = 1.30). This implies that there is laxity in communication within the service and there was need to address the communication gaps to avoid service delivery interruptions.

4.8.4 Summary of Work Environment

As indicated in table 4.18, respondents rated organization environment to agreed extent (mean = 3.54, std dev = 1.13) while both human environment (mean = 3.44, std dev = 1.12) and technical environment (mean = 2.99, std dev = 1.131) were each rated to a neutral extent.

Table 4.18: Descriptive Measures for Work Environment

Subscales	Mean	StdDev	CV
Human Environment	3.44	1.12	0.33
Technical Environment	2.99	1.31	0.44
Organizational Environment	3.54	1.13	0.32

Source: Researcher, (2020).

4.9 Employee Performance

Performance is the efficiency and effectiveness in which an employee does his/her work which leads to the organizational productivity directly or indirectly. The study operationalized performance in to two subscales, that is, task performance and contextual performance. Respondents were asked to rate statements on both subscales on a Likert scale of 1 to 5. The findings are presented in Tables 4.19, 4.20 and 4.21 respectively.

4.9.1 Task Performance

Task performance measures the effectiveness with which a job holder carries out the task in line with his/her job descriptions. The study sought to measure task performance by asking respondents to rate statements on task performance. The results are presented in Table 4.19.

Table 4.19: Descriptive Measures for Task Performance

Statements	Mean	Std. Dev	CV
There is a performance management policy in place	3.27	1.15	35.35
Feedback on performance is given on a regular basis	3.16	1.13	35.84
I strive to meet my targets willingly to avoid being rated low	3.89	0.92	23.74
Am coached and guided on performance issues	3.46	1.02	29.61
Am regularly trained to improve my work performance	3.29	1.16	35.23
Am highly knowledgeable on the use of various equipment's in line of duty	3.71	1.03	27.77
Work equipment's are maintained on regular basis which enables me to perform my tasks	3.46	1.11	32.04
I plan and complete my tasks in a timely manner and as per my job description	3.86	0.94	24.29
I always meet my performance targets	3.77	0.95	25.11
Am conversant with my job description	4.05	0.79	19.58
Overall	**3.59**	**1.02**	**28.41**

Source: Researcher, (2020)

The analysis in Table 4.19 shows that respondents agreed that; am conversant with my job description (mean = 4.05, std dev = 0.79), I strive to meet my targets willingly to avoid being rated low (mean = 3.89, std dev = 0.92), I plan and complete my tasks in a timely manner and as per my job description (mean = 3.86, std dev = 0.94), I always meet my performance targets (mean = 3.77, std dev = 0.95) and am highly knowledgeable on the use of various equipment in line of duty (mean = 3.71, std dev = 1.03).This implies that the tasks

were well articulated and cascaded to their level of operations. This enables employees to meet their tasks as planned on schedule.

However, respondents were neutral on the statements; work equipment are maintained on regular basis which enables me to perform my tasks (mean = 3.46, std dev = 1.11), am coached and guided on performance issues (mean = 3.46, std dev = 1.02), am regularly trained to improve my work performance (mean = 3.29, std dev = 1.16), there is a performance management policy in place (mean = 3.27, std dev = 1.15) and feedback on performance is given on a regular basis (mean = 3.16, std dev = 1.13). There is a gap in the continuous training of employees and serviceability of the work equipment. This implies that there is need to allocate resources for maintenance of the equipment, training of employees and continuous feedback on performance.

4.9.2 Contextual Performance

Contextual performance measures individual discretionally behaviours which contribute to the facilitation of the social and psychological context of the organization directly related to the core task. Respondents were asked to rate statements relating to contextual performance. The results are presented in Table 4.20.

Table 4.20: Descriptive Measures for Contextual Performance

Statements	Mean	Std dev	CV
I take on extra responsibilities without being prompted	3.98	0.91	22.75
I start new tasks myself, when my old ones are finished.	3.68	0.96	26.07
I voluntarily assist my colleagues to complete their tasks	4.04	0.79	19.56

I willingly defend my employer against outside attacks or criticism	3.97	0.95	23.97
I keep looking for new challenges in my job	3.87	0.92	23.81
I come up with creative solutions to new problems	3.85	0.94	24.44
I take initiative to orient new employees to the department even though it's not part of my job description	3.82	0.95	24.91
I help other employees with their work when they have been absent	3.99	0.92	23.16
I work at keeping my job skills and knowledge up-to-date	4.19	0.71	17.00
Overall	**3.93**	**0.89**	**22.65**

Source: Researcher, (2020)

The analysis in Table 4.20 shows that respondents agreed with all statements that; I work at keeping my job skills and knowledge up to date (mean = 4.19, std dev = 0.71), I voluntarily assist my colleagues to complete their tasks (mean = 4.04, std dev = 0.79), I help other employees with their work when they have been absent (mean = 3.99, std dev 0.92), I willingly defend my employer against outside attacks or critic (mean = 3.97, std dev = 0.95), I keep looking for new challenges in my job (mean = 3.87, std dev = 0.92), I take on extra responsibilities without being promoted (mean = 3.98, std dev = 0.91), I come up with creative solutions to new problems (mean = 3.85, std dev = 0.94), I take initiative to orient new employees to the department even though it's not part of my job description (mean = 3.82, std dev = 0.95) and I start new tasks myself, when my old ones are finished (mean = 3.68, std dev = 0.96).The research findings demonstrate that there is strong personal initiative amongst the employees to go out of their way to ensure that work is done perfectly

and assist each other. In addition employees are critical thinkers and were able to come up with creative solutions to work problems. This implies that the service has competent employees with the right skills, right attitudes, at the right jobs.

4.9.3 Summary of Employee Performance

As indicated in Table 4.21, respondents rated both subscales for employee performance to agreed extent. Contextual performance was highly rated with mean of 3.93 and std dev of 0.89, followed by task performance with mean of 3.59 and std dev of 1.02 respectively.

Table 4.21: Descriptive Measures for Employee Performance

Subscales	Mean	Std. Dev	CV
Task Performance	3.59	1.02	28.41
Contextual Performance	3.93	0.89	22.65

Source: Researcher, (2020)

4.10 Diagnostic Tests

This test evaluates the assumptions of a regression model. It further tests whether there are observations with undue influence on the analysis. The study tested linearity, multicollinearity, normality and homoscedasticity. The results are presented below.

4.10.1 Test for Linearity

The study used Pearson correlation to test for the assumption of linearity. Field (2009) stated that if r is closer to ±1, then the two variables are closer to perfect linear relationship and if R is closer to zero it indicates that there is no correlation between the two variables. The results are shown in Table 4.22.

Table 4.22: Pearson Correlations Matrix

	Employee performance	Employee rewards	Organizational leadership style	Work environment	Employee job related attitudes
Employee performance	1				
Employee rewards	.522**	1			
Organizational leadership style	.627**	.687**	1		
Work environment	.663**	.666**	.788**	1	
Employee job related attitudes	.611**	.676**	.748**	.721**	1

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

Source: Researcher, (2020)

In the test of linearity Pearson correlation coefficient was used to measure the magnitude and direction of the relationship between the independent and dependent variables. As shown in Table 4.22, there is a positive linear relationship between the independent and dependent variables. Specifically work environment has the highest linear relationship with employee performance (r = 0.663), followed by organizational leadership style (r = 0.627), employee job related attitudes (r = 0.611) and employee rewards (r = 0.522). The relationship is significant at 99 percent confidence level. Thus the assumption of linearity is satisfactory. This means that further regression analysis could be done.

4.10.2 Multicollinearity Test

Multicollinearity test assesses whether the predictor variables are highly correlated with each other. Existence of multicollinearity reduces reliability and gives misleading results. The study used both variance inflation factor (VIF) and tolerance in testing

multicollinearity. As a rule of thumb VIF>10 and tolerance <0.1 indicate the presence of multicollinearity. The findings are presented in Table 4.23.

Table 4.23: Collinearity Diagnostics

| Variables | Collinearity Statistics | | Eigenvalue | Condition Index |
	Tolerance	VIF		
(Constant)			4.93	1
Employee Rewards	0.451	2.215	0.031	12.591
Employee Job Related Attitudes	0.366	2.735	0.019	16.071
Organizational Leadership	0.295	3.394	0.011	21.387
Work Environment	0.327	3.058	0.009	22.896

Source: Researcher, (2020).

The analysis in Table 4.23 above shows that, the independent variables are not highly correlated with each other. Employee rewards had VIF = 2.215<10 and tolerance = 0.451>0.1, employee job related attitude had had VIF = 2.735<10 and tolerance = 0.366>0.1, organizational leadership had VIF = 3.394<10 and tolerance = 0.295>0.1 and work environment had VIF = 3.058<10 and tolerance = 0.327>0.1 thus all the four predictor variables could be used in the model. The assumption of multicollinearity is not violated, thus, all four study variables could be used in the analysis.

4.10.3 Homoscedasticity Test

Homoscedasticity is the assumption of constant of variance of the errors. Violation of this assumption leads to heteroscedasticity, thus the regression estimators are not the best linear unbiased estimators (BLUE). The study used levenes test to evaluate the equality of variances for the variables. If p-value>0.05, then the variance of errors are constant (homoscedasticity) otherwise heteroscedasticity. The results are tabulated Table 4.24.

Table 4.24: Homogeneity Test

Variables	Levene Statistic	df1	df2	Sig.
Employee Rewards	5.674	4	353	.055
Employee Job Related Attitude	19.077	4	353	.060
Organizational Leadership	4.209	4	353	.058
Work Environment	7.078	4	353	.052

Source: Researcher, (2020).

The analysis in Table 4.24 indicated that employee rewards had p-value = 0.055>0.05, employee job related attitude had p-value =.060>0.05, organizational leadership had p-value = 0.58>0.05 and work environment had p-value =0.52>0.05. Thus the assumption of homoscedasticity was satisfactory.

4.10.4 Normality Test

Normality test confirms whether the data follows a normal distribution or asymmetrical distribution. Violation of this assumption indicates that the true picture of the relationship amongst the variables are not achieved. The study used Q-Q plots. As a rule of thumb when the points lie closer to the line of best fit at 45 degree, the distribution is normal. The results are shown in Figure 4.1.

Figure 4.1: Q-Q Plot for Normality Test
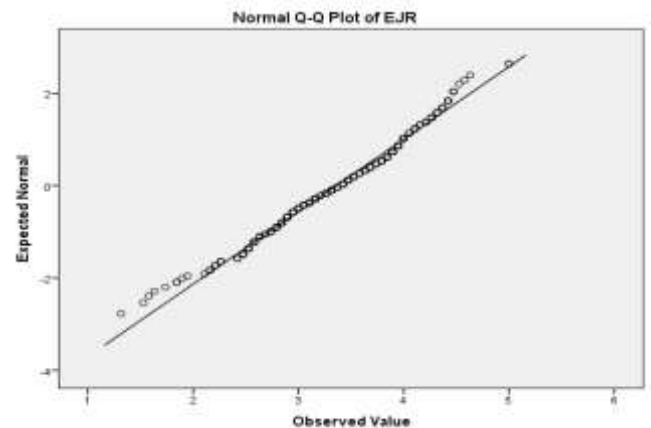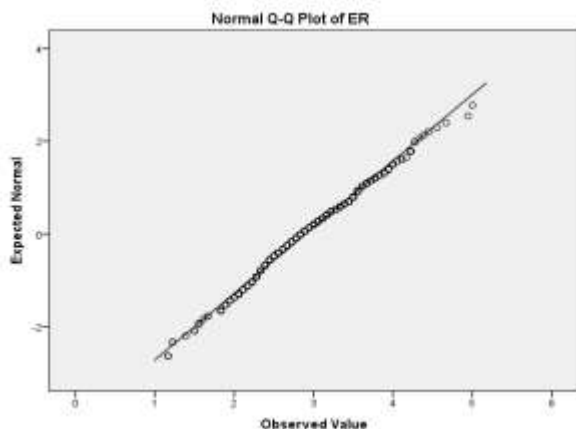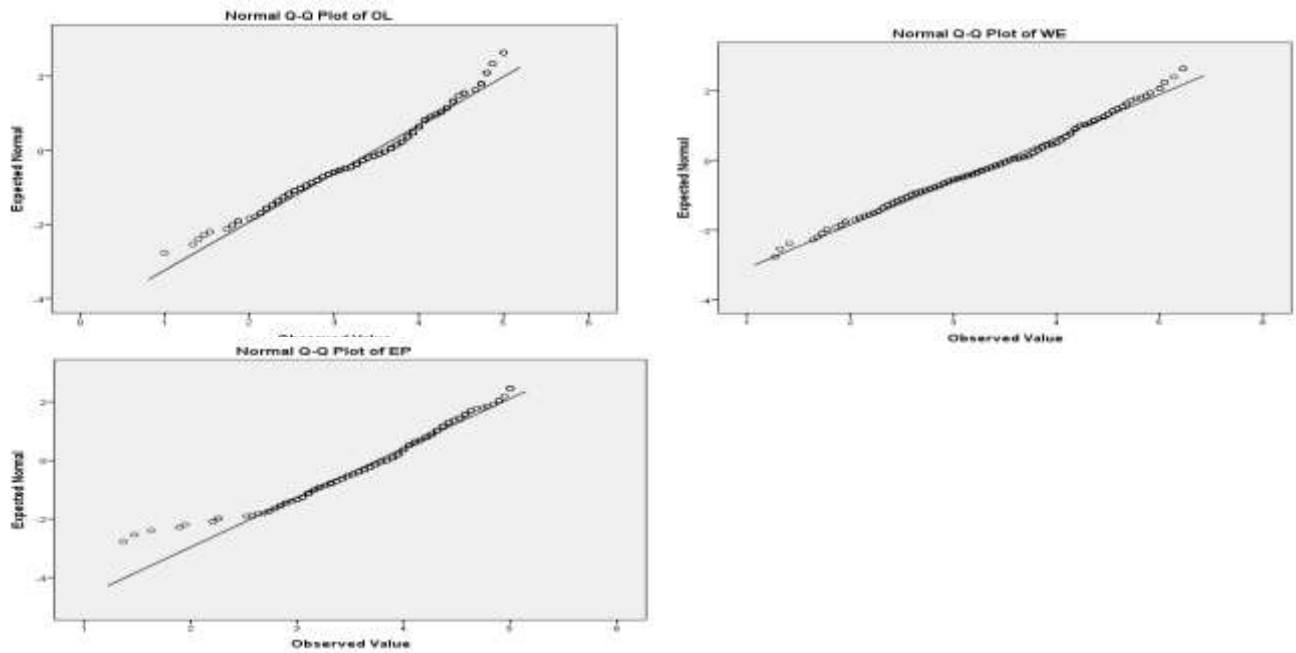
Figure 4.1

The analysis in Figure 4.1 shows that observations for employee rewards, employee job related attitude, organizational leadership, and work environment and employee performance lies well along the line of best fit of 45 degree in the Q-Q Plot, thus the assumption of normality holds. In general all the four assumptions of regression model, that is, linearity, multicollinearity, homoscedasticity and normality holds. This means that further analysis on regression and correlation could be done.

CHAPTER FIVE

HYPOTHESES TESTING AND DISCUSSION OF FINDINGS

5.1 Introduction

This chapter covers test of hypothesis and discussion of findings. Hypotheses were derived from the research objectives and the conceptual framework of the study. Based on the five study variables, that is, employee rewards, employee job related attitudes, organizational leadership, work environment and employee performance, the following five null hypotheses were formulated; employee rewards does not influence employee performance in the Kenya police service, the relationship between employee rewards and employee performance is not mediated by employee job related attitudes in the Kenya police service, the relationship between employee rewards and employee performance is not moderated by organizational leadership in the Kenya police service, the relationship between employee rewards and employee performance is not moderated by work environment in the Kenya police service and there is no significant joint effect of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in Kenya Police Service.

Hypothesis one was testing direct relationship and simple linear regression model was used. Hypothesis two was testing mediating effect and path analysis/Baron and Kenny four steps of testing mediation was used. Hypothesis three and four were testing moderation effect and stepwise regression (three step method) was used. Hypothesis five was testing the joint effect thus multiple regression model analysis was used. The results were interpreted on the basis of goodness of fit (R^2), overall significance (F-test) and individual significance (t-test). Decision on rejection or failing to reject the hypothesis was based on P-values.

86

5.2 Hypotheses Testing

This section tested the five hypotheses formulated in line with the study objectives and the conceptual framework. The five hypotheses tested; direct effect, mediation effect, moderation effect and joint effect. The results are presented in the sections below.

5.2.1 Employee Rewards and Employee Performance in the Kenya Police Service

The first objective of the study was to determine the effect of employee rewards on employee performance in the Kenya police service. The following hypotheses were formulated and tested.

> H_{01}: **Employee rewards does not influence employee performance in the Kenya Police Service.**

The results are presented in Table 5.1.

Table 5.1: Employee Rewards and Employee Performance

						Model Summary				
							Change Statistics			
Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1		.522ᵃ	.273	.271	.50457	.273	133.617	1	356	.000

			ANOVAᵃ			
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000ᵇ
	Residual	90.636	356	.255		
	Total	124.654	357			

		Coefficientsᵃ								
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.474	.114		21.736	.000	2.251	2.698		
	Employee Rewards	.441	.038	.522	11.559	.000	.366	.516	1.000	1.000

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Employee Rewards

Source: Researcher, (2020)

Analysis in Table 5.1 indicated that, the goodness of fit of the model (R^2) equals 0.273. This means that employee rewards accounts for 27.3 percent of the variation in employee performance in the Kenya police service. The model was overall significant (F= 133.617, P-Value = 0.00<0.05, individually employee rewards statistically significantly influence employee performance (t = 11.559, P-value = 0.000<0.05). The null hypothesis was rejected thus, the findings confirms that employee rewards influence employee performance in the Kenya Police Service. The predictive model becomes

$$EP = 2.474 + 0.441ER$$

Where:

EP = Employee performance

ER = Composite index of Employee Rewards

Positive coefficient of employee rewards indicated that for every one unit increase in employee rewards in the Kenya Police Service employee performance increases by 0.441 units holding other factors constant.

5.2.2 Mediating Effect of Job Related Attitudes on the Relationship between Employee Rewards and Employee Performance in the Kenya Police Service

The second objective was to establish the effect of job related attitudes on the relationship between employee rewards and employee performance in the Kenya Police Service. This objective was formulated into the following hypothesis.

H$_{02}$: **The relationship between employee rewards and employee performance is not mediated by employee job related attitudes in the Kenya Police Service.**

Mediation effect was tested using four steps as proposed by Baron and Kenny (1986). The first step was to test the significance of the direct relationship between employee reward and employee performance to determine the magnitude and direction of the relationship. The second step was to test the significance of the relationship between employee rewards and employee job related attitudes, treating employee job related attitude as the dependent variable. The third step was to test the significance of the relationship between employee job related attitude and employee performance, treating employee job related attitudes as the independent variable which should be statistically significant. To infer mediation, beta is examined to determine its significance. The forth step was to test the relationship between employee rewards and employee performance in the presence of employee job related attitudes. Partial mediation takes effect if the coefficient of the mediator variable in step four is significant while the coefficient of the independent variable is insignificant. Full mediation takes place if the coefficient of both mediator and independent variables are significant. The results are presented in Table 5.2

Step One: The Effect of Employee Rewards on Employee Performance in the Kenya Police Service

In step one employee performance was regressed on employee rewards to establish the existence of direct relationship. The results in Table 5.2 shows that, employee rewards accounts for 27.3 percent of the variation in employee performance in the Kenya Police Service. The regression of employee rewards on employee performance in the Kenya Police Service was significant in overall (F= 133.617, P-value = 0.00). The beta coefficients (β= 0.441, t= 11.559, p-value = 0.000) was statistically significant. Specifically one unit increase in employee rewards causes 0.441 units increase in employee performance holding other

factors constant. Thus step one was significant, confirming step one in testing mediation and moved to step two.

Table 5.2: Employee Rewards and Employee Performance in the Kenya Police Service

Model Summary									
						Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.522[a]	0.273	0.271	0.50457	0.273	133.617	1	356	0.000

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	0.255		
	Total	124.654	357			

Coefficients[a]										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.474	0.114		21.736	0.000	2.251	2.698		
	Employee Rewards	0.441	0.038	0.522	11.559	0.000	0.366	0.516	1.000	1.000

a. Dependent Variable: EP

b. Predictors: (Constant), ER

Source: Researcher, (2020)

Step Two: The Effect of Employee Rewards on Employee Job Related Attitudes in the Kenya Police Service

In step two employee job related attitudes was regressed on employee rewards. The findings revealed that employee rewards accounts for 45.7 percent of the variation in employee job related attitudes in the Kenya Police Service ($R^2 = 0.457$). Regression model of employee job related attitudes on employee performance in the Kenya Police Service was significant in overall (F = 299.778, P-value = 0.00). Beta coefficient ($\beta = 0.616$, t = 17.314, p-value =

0.000), indicated that employee rewards significantly influence employee job related attitudes. Further the findings shows that one unit increase in employee rewards leads to 0.616 units increase in employee job related attitudes. Step two of mediation was satisfactory, thus proceeded to step three.

Table 5.3: Employee Rewards and Employee Job Related Attitudes in the Kenya Police Service

Model Summary									
						Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.676ª	0.457	0.456	0.47041	0.184	299.778	1	356	0.000

ANOVAª						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.336	1	66.336	299.778	.000ᵇ
	Residual	78.777	356	0.221		
	Total	145.113	357			

Coefficientsª										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.574	0.106		14.83	0.000	1.365	1.783		
	Employee Rewards	0.616	0.036	0.676	17.314	0.000	0.546	0.686	1.000	1.000

a. Dependent Variable: EJR
c. Predictors: (Constant), ER

Source: Researcher, (2020)

Step Three: The Effect of Employee Job Related Attitudes on Employee Performance in the Kenya Police Service

Step three regresses employee performance on employee job related attitudes. The results indicated that employee job related attitudes explained 47.2 percent of the variation in employee performance in the Kenya Police Service ($R^2 = 0.472$). The model of employee job related attitude on employee performance was significant overall (F = 211.610, P-value = 0.000). Beta coefficient ($\beta = 0.566$, t = 14.547, p-value = 0.00), showed that employee job

91

related attitudes significantly influence employee performance. One unit increase in employee job related attitudes increases employee performance by 0.566 units, other factors held constant. Thus step three was satisfactory and moved to step four for testing the mediation effect.

Table 5.4: Employee Job Related Attitudes and Employee Performance in the Kenya Police Service

					Model Summary				
						Change Statistics			
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**R Square Change**	**F Change**	**df1**	**df2**	**Sig. F Change**
1	.687[a]	0.472	0.471	0.46863	0.015	211.61	1	356	0.000

			ANOVA[a]			
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	46.472	1	46.472	211.61	.000[b]
	Residual	78.182	356	0.22		
	Total	124.654	357			

		Coefficients[a]								
		Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**		**Collinearity Statistics**	
Model		**B**	**Std. Error**	**Beta**			**Lower Bound**	**Upper Bound**	**Tolerance**	**VIF**
1	(Constant)	1.852	0.133		13.919	0.000	1.59	2.114		
	Employee Job Related Attitudes	0.566	0.039	0.611	14.547	0.000	0.489	0.642	1.000	1.000

a. Dependent Variable: EP
b. Predictors: (Constant), EJR

Source: Researcher, (2020)

Step Four: The Effect of Employee Rewards and Employee Job Related Attitudes on Employee Performance in the Kenya Police Service

In the fourth step, employee performance was regressed on employee rewards and employee job related attitudes. In step four employee rewards and employee job related attitudes accounted for 49.5 percent of the variation in employee performance in the Kenya police service. The model of employee rewards on employee performance in the presence of employee job related attitudes in the Kenya Police Service was significant (P-value 0.000,

92

β = 0.076, t = 1.461, p-value = 0.001)in the presence of job related attitude, employee

rewards become insignificant(β = 0.170, t = 3.602, p-value = 0.053). This shows that partial

mediation took effect and the null hypothesis that the relationship between employee

rewards and employee performance is not mediated by employee job related attitudes in the

Kenya Police Service was rejected.

The predictive model becomes;

EP = 1.783 + 0.074EJRA + 0.202ER

Where;

EP = Employee Performance

EJRA = Employee Job Related Attitudes

ER = Employee Rewards

Table 5.5: Employee Job Related Attitudes Mediation Effect on the Relationship between Employee Rewards and Employee Performance in the Kenya Police Service

Model Summary									
							Change Statistics		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.703[a]	.495	.492	.46094	.023	115.853	2	355	.000

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.229	2	24.615	115.853	.000[b]
	Residual	75.425	355	.212		
	Total	124.654	357			

Coefficients[a]										
		Unstandardized Coefficients		Standardized Coefficients				95.0% Confidence Interval for B		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.783	.132		13.478	.000	1.523	2.043		
	Employee Job Related Attitudes	.076	.052	.074	1.461	.001	.057	.095	.543	1.842
	Employee Rewards	.170	.047	.202	3.602	.053	.077	.264	.543	1.842

a. Dependent Variable: EP
b. Predictors: (Constant), ER, EJR

Source: Researcher, (2020)

The study tested mediating effect of the subscales of the variable employee job rated attitude that is affective attitude, cognitive attitude and behavioural attitude. The results are presented in sub hypothesis H$_{2a}$, H2b and H$_{2c}$ as follows.

H$_{02a}$: The Relationship between Employee Rewards and Employee Performance is not mediated by Affective Attitudes in The Kenya Police Service.

Step One: Effect of employee rewards on employee performance in the Kenya Police Service

Table 5.6 indicated that, in the first step, there was a statistically significant relationship between employee rewards and employee performance. That is, (R^2 = 0.273, F= 133.617, P-value = 0.000, β = 0.441, t = 11.559, p-value = 0.00).Hence step one was satisfactory.

Table 5.6: Relationship between Employee Rewards and Employee Performance

					Model Summary				
						Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.522[a]	0.273	0.271	0.50457	0.273	133.617	1	356	0.000

	ANOVA[a]					
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	0.255		

	Coefficients[a]							
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
Model		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.474	0.114		21.736	0.000	2.251	2.698
	ER	0.441	0.038	0.522	11.559	0.000	0.366	0.516

a. Dependent Variable: EP

b. Predictors: (Constant), ER

Step Two: Effect of Employee Rewards on Affective Attitudes in the Kenya Police Service

The results confirmed the significance relationship between affective attitude and employee performance ($R^2 = 0.120$, F = 48.484, P- value = 0.000, $\beta = 0.369$, t = 6.963, P-value = 0.000).Thus, step two was satisfactory and analysis proceeded to step three.

Table 5.7: Relationship between Employee Rewards and Affective Attitudes

Model Summary									
						Change Statistics			
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**R Square Change**	**F Change**	**df1**	**df2**	**Sig. F Change**
1	.346[a]	0.12	0.117	0.70115	0.12	48.484	1	356	0.000

ANOVA[a]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
	Regression	23.835	1	23.835	48.484	.000[b]
1	Residual	175.015	356	0.492		
	Total	198.85	357			

Coefficients[a]								
		Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**	
Model		**B**	**Std. Error**	**Beta**			**Lower Bound**	**Upper Bound**
1	(Constant)	2.742	0.158		17.333	0.000	2.431	3.053
	ER	0.369	0.053	0.346	6.963	0.000	0.265	0.474

b. Dependent Variable: EJRAA

c. Predictors: (Constant), ER

Step Three: Effect of Affective Attitudes on Performance in the Kenya Police Service

The third step tested the significance of the relationship between affective attitude and employee performance. The results confirmed significance relationship ($R^2 = 0.192$, F = 84.372, P-value = 0.00, $\beta = 0.347$, p-value = 0.000). This means that step three was satisfactory and analysis proceeded to step four.

Table 5.8: Relationship between Affective Attitudes and Employee Performance

					Model Summary					
							Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
3	.438[a]	0.192	0.189	0.53204	0.192	84.372	1	356	0.000

	ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.	
	Regression	23.883	1	23.883	84.372	.000[b]	
3	Residual	100.771	356	0.283			
	Total	124.654	357				

	Coefficients[a]							
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
Model		B	Std. Error	Beta			Lower Bound	Upper Bound
3	(Constant)	2.432	0.147		16.594	0.000	2.144	2.721
	EJRA	0.347	0.038	0.438	9.185	0.000	0.272	0.421

a. Dependent Variable: EP

b. Predictors: (Constant), EJRAA

Step Four: Effect of Employee Rewards and Affective Attitudes on employee Performance in the Kenya Police Service

The fourth step tested the insignificance of the relationship between employee rewards and employee performance in the presence of the mediator. The results indicated significant relationship for affective attitudes (R^2 = .348, F = 94.58, P- value = 0.00, β = 0.2381, t = 1.714, p-value = 0.044).In the presence of affective attitudes, employee rewards become insignificant (β = 0.356, t = 9.223, p-value = 0.059). Step four results indicated that partial mediation took place. The sub null hypothesis that affective attitude does not mediate the relationship between employee rewards and employee performance was rejected.

Table 5.9: Relationship between Employee Rewards and Affective Attitudes and Employee Performance

| Model Summary | | | | | | | | | |
| | | | | | Change Statistics | | | | |
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.522[a]	0.273	0.271	0.50457	0.273	133.617	1	356	0.000
2	.590[b]	0.348	0.344	0.47853	0.156	85.065	1	355	0.000

| ANOVA[a] | | | | | |
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	0.255		
	Total	124.654	357			
2	Regression	43.362	2	21.681	94.68	.000[c]
	Residual	81.292	355	0.229		
	Total	124.654	357			

| Coefficients[a] | | | | | | | | |
| | | Unstandardized Coefficients | | Standardized Coefficients | | | 95.0% Confidence Interval for B | |
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	2.474	0.114		21.736	0.000	2.251	2.698
	ER	0.441	0.038	0.522	11.559	0.000	0.366	0.516
2	(Constant)	1.841	0.147		12.556	0.000	1.553	2.129
	EJRA	.2381	0.136	0.292	1.714	0.044	0.16	0.302
	ER	0.356	0.039	0.421	9.223	0.059	0.28	0.432

a. Dependent Variable: EP

b. Predictors: (Constant), EJRAA, ER

Predictive model becomes

EP = 1.841 + 0.292EJRAA + 0.421ER

Where;

EP = Employee Performance

EJRAA = Employee Job Related Affective Attitudes

ER = Employee Rewards

H[02b]: **The Relationship between Employee Rewards and Employee Performance is not mediated by Cognitive Attitude in the Kenya Police Service.**

Step One: Relationship between Employee Rewards and Employee Performance

The analysis shows that in step one the relationship between employee reward and employee performance was significant (R^2 = .273, F =133.617, P-values = .000, β = 0.441 t = 11.559, p-values = .000). Step one was satisfactory hence moved to step two.

Table 5.10: Relationship between Employee Rewards and Employee Performance

					Model Summary				
						Change Statistics			
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**R Square Change**	**F Change**	**df1**	**df2**	**Sig. F Change**
1	.522[a]	0.273	0.271	0.50457	0.273	133.617	1	356	0.000

				ANOVA[a]			
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**	
	Regression	34.018	1	34.018	133.617	.000[b]	
1	Residual	90.636	356	0.255			
	Total	124.654	357				

			Coefficients[a]					
		Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**	
Model		**B**	**Std. Error**	**Beta**			**Lower Bound**	**Upper Bound**
1	(Constant)	2.474	0.114		21.736	0.000	2.251	2.698
	ER	0.441	0.038	0.522	11.559	0.000	0.366	0.516

a. Dependent Variable: EP

b. Predictors: (Constant), ER

Source: Researcher, (2020)

Step Two: Relationship between Employee Rewards and Cognitive Attitude

Step two also confirmed significant relationship between employee rewards and cognitive attitude (R^2 = .450, F = 291.068, P-values = .000, β = .849, t = 17.061, p-values = .000). Thus moved to step three.

Table 5.11: Relationship between Employee Rewards and Cognitive Attitude

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.671[a]	0.45	0.448	0.65788	0.45	291.068	1	356	0.000

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.975	1	125.975	291.068	.000[b]
	Residual	154.078	356	0.433		
	Total	280.053	357			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.535	0.148		3.607	0.000	0.243	0.827
	ER	0.849	0.05	0.671	17.061	0.000	0.751	0.947

a. Dependent Variable: EJRC

b. Predictors: (Constant), ER

Step Three: Relationship between Cognitive Attitude and Employee Performance

In step three the relationship between cognitive attitude and employee performance was significant (R^2 = .263, F = 127.089 P-values = .000, β = .342, t = 11.273, p-values = .000). Hence proceeded to step four.

Table 5.12: Relationship between Cognitive Attitude and Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.513[a]	0.263	0.261	0.50797	0.263	127.089	1	356	0.000

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.793	1	32.793	127.089	.000[b]
	Residual	91.86	356	0.258		

Total	124.654	357						

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.728	0.095		28.76	0.000	2.542	2.915
	EJRC	0.342	0.03	0.513	11.273	0.000	0.282	0.402

a. Dependent Variable: EP

b. Predictors: (Constant), EJRC

Step Four: Mediation effect of Cognitive Attitude on the Relationship between Employee Rewards and Employee Performance

In step four by introducing the mediator variable, the relationship was significant ($R^2 = .321$, $F = 83.884$ P-values = .000, $\beta = .197$, $t = 5.010$, p-values = .000). In the presence of cognitive attitude, employee rewards was significant ($\beta = .274$, $t = 5.499$, p-values = .000). Step four results indicated that full mediation took place. Thus the sub null hypothesis that cognitive attitude does not mediate the relationship between employee rewards and employee performance in the Kenya Police Service was rejected.

Table 5.13: Mediation effect of Cognitive Attitude on the Relationship between Employee Rewards and Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.522[a]	0.273	0.271	0.50457	0.273	133.617	1	356	0.000
2	.566[b]	0.321	0.317	0.48831	0.058	30.24	1	355	0.000

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	0.255		
	Total	124.654	357			

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	40.004	2	20.002	83.884	.000^c
2	Residual	84.65	355	0.238		
	Total	124.654	357			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.474	0.114		21.736	0.000	2.251	2.698
	ER	0.441	0.038	0.522	11.559	0.000	0.366	0.516
2	(Constant)	2.369	0.112		21.119	0.000	2.148	2.59
	EJRC	0.197	0.039	0.295	5.01	0.000	0.12	0.274
	ER	0.274	0.05	0.324	5.499	0.000	0.176	0.372

a. Dependent Variable: EP

b. Predictors: (Constant), ER

c. Predictors: (Constant), EJRC, ER

H$_{02c}$: The Relationship between Employee Rewards and Employee Performance is not mediated by Behavioural Attitude in the Kenya Police Service.

Step One: The Relationship between Employee Rewards and Employee Performance

In step one the relationship between employee reward and employee performance was significant (R^2 = .273, F =133.617, P-values = .000, β = 0.441 t = 11.559, p-values = .000). The analysis moved to step two.

Table 5.14: Relationship between Employee Rewards and Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.522^a	0.273	0.271	0.50457	0.273	133.617	1	356	0.000

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000^b

Residual	90.636	356	0.255				
Total	124.654	357					

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.474	0.114		21.736	0	2.251	2.698
	ER	0.441	0.038	0.522	11.559	0	0.366	0.516

a. Dependent Variable: EP

c. Predictors: (Constant), ER

Source: Researcher, (2020)

Step Two: The Relationship between Employee Rewards and Behavioural Attitude

Step two confirmed significance relationship between employee rewards and behavioural

attitude (R^2 = .369, F = 208.552, P-values = .000, β = .628, t = 14.441, p-values = .000).

Step two was satisfactory, thus, proceeded to step three.

Table 5.15: Relationship between Employee Rewards and Behavioural Attitude

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.608^a	0.369	0.368	0.57487	0.369	208.552	1	356	0.000

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
2	Regression	68.921	1	68.921	208.552	.000^b
	Residual	117.649	356	0.33		
	Total	186.571	357			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
2	(Constant)	1.463	0.13		11.281	0.000	1.208	1.718
	ER	0.628	0.043	0.608	14.441	0.000	0.542	0.713

a. Dependent Variable: EJRB

Step Three: Relationship between Behavioural Attitude and Employee Performance

In step three the relationship between behavioural attitude and employee performance was significant (R^2 = .263, F = 127.089 P-values = .000, β = .438, t = 11.968, p-values = .000). Step three was satisfactory, thus analysis proceeded to step four.

Table 5.16: Relationship between Behavioural Attitude and Employee Performance

					Model Summary				
						Change Statistics			
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**R Square Change**	**F Change**	**df1**	**df2**	**Sig. F Change**
1	.536ᵃ	0.287	0.285	0.49969	0.287	143.238	1	356	0.000

	ANOVAᵃ					
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
	Regression	35.765	1	35.765	143.238	.000ᵇ
3	Residual	88.889	356	0.25		
	Total	124.654	357			

	Coefficientsᵃ							
		Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**	
Model		**B**	**Std. Error**	**Beta**			**Lower Bound**	**Upper Bound**
3	(Constant)	2.316	0.123		18.826	0.000	2.074	2.558
	EJRB	0.438	0.037	0.536	11.968	0.000	0.366	0.51

a. Dependent Variable: EP

d. Predictors: (Constant), EJRB

Step Four: Mediating effect of Behavioural Attitude on the Relationship between Employee Rewards and Employee Performance

In step four by introducing the mediator variable, the relationship was significant (R^2 = .321, F = 94.839, P-values = .000, β = .283, t = 1.497, p-values = .005).In the presence of behavioural attitude, employee reward become insignificant (β = .264, t = 5.786, p-values = .086).Step four shows that partial mediation took place. Thus the sub null hypothesis that

behavioural attitude does not mediate the relationship between employee rewards and employee performance in the Kenya Police Service was rejected.

Table 5.17: Mediating effect of Behavioral Attitude on the Relationship between Employee Rewards and Employee Performance

				Model Summary					
						Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.522[a]	0.273	0.271	0.50457	0.273	133.617	1	356	0.000
2	.590[b]	0.348	0.345	0.47835	0.061	33.473	1	355	0.000

			ANOVA[a]				
Model		Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	34.018	1	34.018	133.617	.000[b]	
	Residual	90.636	356	0.255			
	Total	124.654	357				
2	Regression	43.424	2	21.712	94.889	.000[c]	
	Residual	81.23	355	0.229			
	Total	124.654	357				

		Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
Model		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.474	0.114		21.736	0.000	2.251	2.698
	ER	0.441	0.038	0.522	11.559	0.000	0.366	0.516
2	(Constant)	2.061	0.126		16.388	0.000	1.813	2.308
	EJRBA	0.283	0.149	0.346	1.497	0.005	0.196	0.369
	ER	0.264	0.046	0.312	5.786	0.086	0.174	0.353

a. Dependent Variable: EP

b. Predictors: (Constant), ER

c. Predictors: (Constant), EJRB, ER

Predictive model becomes

EP = 2.061 + 0.346EJRBA + 0.312ER

Where;

EP = Employee Performance

EJRB = Employee Job Related Behavioral Attitudes

ER = Employee Rewards

5.2.3 Moderating Effect of Organizational Leadership Style on the Relationship between Employee Rewards and Employee Performance in the Kenya Police Service

The third objective was to determine the effect of organizational leadership style on the relationship between employee rewards and employee performance in the Kenya Police Service. The following hypothesis was formulated and tested.

> H_{03} **The Relationship between Employee Rewards and Employee Performance is not moderated by Organizational Leadership in the Kenya Police Service.**

Independent variable and moderating variable were centred using mean centre method. Interaction term was computed by getting the product of the centred independent variable and centred moderating variable. Moderation effect was tested using hierarchical multiple regression method. In order to test moderation effect, hierarchical multiple regression method was used. This involved three steps analysis. The first step was to get the significance of the relationship between employee rewards and employee performance in the Kenya Police Service. The second step was to test the significance of the relationship between employee rewards, organizational leadership on employee performance in the Kenya Police Service, treating both employee rewards and organizational leadership as independent variables. The third step was to test the significance of the relationship between employee rewards, organizational leadership, and interaction term (employee rewards*organizational leadership) on employee performance in the Kenya Police Service.

Moderation takes place if the coefficient of the interaction term is significant. The results are presented in Table 5.18.

Table 5.18: Moderating Effect of Organizational Leadership Style on the Relationship between Employee Rewards and Employee Performance in the Kenya Police Service

					Model Summary				
						Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.522[a]	.273	.271	.50457	.273	133.617	1	356	.000
2	.639[b]	.409	.406	.45559	.136	81.671	1	355	.000
3	.640[c]	.410	.405	.45575	.001	.753	1	354	.006

		ANOVA[a]				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	.255		
	Total	124.654	357			
2	Regression	50.970	2	25.485	122.783	.000[c]
	Residual	73.684	355	.208		
	Total	124.654	357			
3	Regression	51.126	3	17.042	82.049	.000[d]
	Residual	73.528	354	.208		
	Total	124.654	357			

		Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	3.754	.027		140.762	0.000	3.701	3.806
	ER_C	.441	.038	.522	11.559	.000	.366	.516
2	(Constant)	3.754	.024		155.896	0.000	3.706	3.801
	ER_C	.147	.0047	.174	3.097	.002	.054	.240
	OL_C	.392	.043	.507	9.037	.000	.307	.477
3	(Constant)	3.740	.029		129.972	.000	3.683	3.797
	ER_C	.136	.049	.161	2.765	.006	.039	.232
	OL_C	.406	.046	.526	8.744	.000	.315	.498
	ER_C*OL_C	.037	.013	.038	2.846	.006	-.047	.122

a. Dependent Variable: EP

106

Source: Researcher, (2020).

As indicated in Table 5.18, the first step shows that the relationship between employee rewards and employee performance in the Kenya police service was significant (R^2= 0.273, F = 133.617, P-value = 0.000, β = 0.441, t = 11.559, P-value = 0.000), thus moved to step two. In step two the results were significant (R^2 = 0.409, F = 122.783, P-value = 0.00, β= 0.392, t = 9.037, P-value = 0.00). There is also a significant R^2 change of 0.136. Thus moved to step three. In step three the results shows significant R^2 change of 0.001. Further the results were significant when the interaction term was introduced (R^2 = 0.410, F = 82.049, P-value = 0.000, β = 0.037, t = 2.846, P-value = 0.006). Hence the null hypothesis that the relationship between employee rewards and employee performance is not moderated by organizational leadership style was rejected.

The study further tested sub null hypothesis in order to determine the moderating effect of operationalized components of organizational leadership style on the relationship between employee rewards and employee performance in the Kenya police service H_{03a} tested on the effect of transformational leadership style and H_{03b} tested on the effect of transactional leadership style. The results are presented below.

H_{03a} The Relationship between Employee Rewards and Employee Performance is not moderated by Organizational Leadership (Transformational) in the Kenya Police Service

Table 5.19: The Relationship between Employee Rewards and Employee Performance is moderated by Organizational Leadership (Transformational) in the Kenya Police Service

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
						Change Statistics			
1	.522[a]	.273	.271	.50457	.273	133.617	1	356	.000
2	.625[b]	.390	.388	.46239	.118	68.923	1	355	.000
3	.625[c]	.391	.386	.46300	.001	.058	1	354	.009

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	.255		
	Total	124.654	357			
2	Regression	48.754	2	24.377	114.017	.000[c]
	Residual	75.900	355	.214		
	Total	124.654	357			
3	Regression	48.767	3	16.256	75.829	.000[d]
	Residual	75.887	354	.214		
	Total	124.654	357			

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	Upper Bound
1	(Constant)	3.754	.027		140.762	0.000	3.701	3.806
	ER_C	.441	.038	.522	11.559	.000	.366	.516
2	(Constant)	3.754	.024		153.604	0.000	3.706	3.802
	ER_C	.198	.046	.234	4.329	.000	.108	.287
	OLTF_C	.330	.040	.449	8.302	.000	.252	.408
3	(Constant)	3.757	.029		130.835	.000	3.701	3.814
	ER_C	.200	.047	.237	4.272	.000	.108	.292
	OLTF_C	.327	.042	.445	7.821	.000	.245	.409
	ER_C*OLTF_C	.010	.003	.011	3.333	.009	-.092	.072

a. Dependent Variable: EP
b. Predictors: (Constant), ER_C

c. Predictors: (Constant), ER_C, OLTF_C

d. Predictors: (Constant), ER_C, OLTF_C, ER_C*OLTF_C

Source: Researcher, (2020)

In step one the relationship between employee reward and employee performance was significant (R^2 = .273, F =133.617, P-values = .000, β = 0.441 t = 11.559, p-values = .000). Step two also confirmed significance relationship between employee rewards, transformational leadership and employee performance (R^2 = .390, F = 68.923, P-values = .000, β = .330, t = 8.302, p-values = .000). There is significant change in R^2 of 0.118. In

step three when interaction term was introduced, the explanatory power increased to 0.391 representing a significant change of 0.001. The interaction term was significant (β = .010, t = 3.333, p-values = .009). Sub null hypothesis that transformational leadership does not moderate the relationship between employee rewards and employee performance in the Kenya Police Service was rejected.

H$_{03b}$ The Relationship between Employee Rewards and Employee Performance is not moderated by Organizational Leadership (Transactional) in the Kenya Police Service.

Table 5.20: The Relationship between Employee Rewards and Employee Performance is moderated by Organizational Leadership (Transactional) in the Kenya Police Service

						Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.522[a]	.273	.271	.50457	.273	133.61	1	356	.000
2	.614[b]	.377	.373	.46775	.104	59.262	1	355	.000
3	.616[c]	.380	.375	.46724	.003	1.774	1	354	.184

Model Summary

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	.255		
	Total	124.654	357			
2	Regression	46.984	2	23.492	107.373	.000[c]
	Residual	77.670	355	.219		
	Total	124.654	357			
3	Regression	47.371	3	15.790	72.330	.000[d]
	Residual	77.283	354	.218		
	Total	124.654	357			

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B

		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.754	.027		140.762	0.000	3.701	3.806
	ER_C	.441	.038	.522	11.559	.000	.366	.516
2	(Constant)	3.754	.025		151.843	0.000	3.705	3.802
	ER_C	.203	.047	.240	4.314	.000	.110	.295
	OLTS_C	.311	.040	.429	7.698	.000	.232	.391
3	(Constant)	3.733	.029		127.985	.000	3.676	3.790
	ER_C	.186	.049	.220	3.831	.000	.091	.282
	OLTS_C	.334	.044	.460	7.624	.000	.248	.420
	ER_C*OLTS_C	.055	.041	.060	1.332	.184	-.026	.137

a. Dependent Variable: EP

b. Predictors: (Constant), ER_C

c. Predictors: (Constant), ER_C, OLTS_C

d. Predictors: (Constant), ER_C, OLTS_C, ER_C*OLTS_C

Source: Researcher, (2020)

In step one the relationship between employee reward and employee performance was significant (R^2 = .273, F =133.617, P-values = .000, β = 0.441 t = 11.559, p-values = .000). Step two also confirmed significance relationship between employee rewards, transactional leadership and employee performance (R^2 = .377, F = 59.262, P-values = .000, β = .311, t = 7.698, p-values = .000). There is significant change in R^2 of 0.104. In step three when interaction term was introduced, the explanatory power increased to 0.380 representing a significant change of 0.003. The interaction term was not significant (β = .055, t = 1.332, p-values = .184). The Sub null hypothesis that transactional leadership does not moderate the relationship between employee rewards and employee performance in the Kenya Police Service was not rejected.

5.2.4 Moderating Effect of Work Environment on the Relationship between

Employee Rewards and Employee Performance in the Kenya Police Service

The fourth objective was to determine the effect of work environment on the relationship between employee rewards and employee performance in the Kenya Police Service. The following hypothesis were formulated and tested.

H$_{04}$: **The Relationship between Employee Rewards and Employee Performance is not moderated by Work Environment in the Kenya Police Service.**

Independent variable and moderating variables were centred using mean centre method. Interaction term was computed by getting the product of the centred independent variable and centred moderating variable. Moderation effect was tested using hierarchical multiple regression method. This involved three steps. The first step was testing the significance of the relationship between employee rewards and employee performance in the Kenya Police Service. The second step tested the significance of the relationship between employee rewards, work environment on employee performance in the Kenya Police Service, treating employee rewards and work environment as independent variables. The third step was testing the significance of the employee rewards, work environment and interaction term (employee rewards * work environment) on employee performance in the Kenya Police Service. Moderation takes place when the interaction term is significant (p-value<0.05). The findings are presented in Table 5.21.

Table 5.21: Moderation Effect of Work Environment on the Relationship between Employee Rewards and Employee Performance

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.522[a]	0.273	0.271	0.50457	0.273	133.617	1	356	0.000
2	.672[b]	0.451	0.448	0.43895	0.178	115.394	1	355	0.000
3	.689[c]	0.475	0.473	0.43957	0.025	98.363	1	354	0.000

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	0.255		
	Total	124.654	357			
2	Regression	56.252	2	28.126	145.973	.000[c]
	Residual	68.402	355	0.193		
	Total	124.654	357			
3	Regression	58.546	3	19.515	98.363	.000[d]
	Residual	70.234	354	0.198		
	Total	128.78	357			

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
Model		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.754	0.027		140.762	0.000	3.701	3.806
	ER_C	0.441	0.038	0.522	11.559	0.000	0.366	0.516
2	(Constant)	3.754	0.023		161.804	0.000	3.708	3.799
	ER_C	0.123	0.045	0.145	2.758	0.006	0.035	0.21
	WE_C	0.417	0.039	0.566	10.742	0.000	0.341	0.494
3	(Constant)	3.755	0.027		137.922	0.000	3.702	3.809
	ER_C	0.124	0.046	0.147	2.717	0.007	0.034	0.214
	WE_C	0.416	0.04	0.565	10.355	0.000	0.337	0.495
	ER_C*WE_C	0.133	0.024	0.145	5.542	0.008	0.0667	0.2

a. Dependent Variable: EP
b. Predictors: (Constant), ER_C
c. Predictors: (Constant), ER_C, WE_C
d. Predictors: (Constant), ER_C, WE_C, ER_C*WE_C

Source: Researcher, (2020)

The results in Table 5.21, the first step shows that the relationship between employee rewards and employee performance in the Kenya Police Service was significant (R^2= 0.273, F = 133.617, P-value = 0.000, β = 0.441, t = 11.559, P-value = 0.000). Hence moved to step two. In step two the results were significant (R^2 = 0.451, F = 145.973, P-value = 0.00, β= 0.417, t = 10.742, P-value = 0.00). There is also a significant R^2 change of 0.178. Thus moved to step three. In step three the results shows a significant R^2 change of 0.025. Further the results were significant when the interaction term was introduced (R^2 = 0.475, F = 98.363, P-value = 0.000, β = .133 t = 5.542, P-value = 0.008). Hence the null hypothesis that the relationship between employee rewards and employee performance is not moderated by work environment was rejected.

The Subscales for work environment were tested to confirm if they have a moderating effect on the relationship between employee rewards and employee performance in Kenya police service. The results are presented in Tables 5.22, 5.23 and 5.24 respectively.

H$_{04a}$: The Relationship between Employee Rewards and Employee Performance is not moderated by Work Environment (Human Environment) in the Kenya Police Service.

Table 5.22: Moderation Effect of Work Environment (Human) On the Relationship between Employee Rewards and Employee Performance

					Model Summary				
						Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.522[a]	0.273	0.271	0.50457	0.273	133.617	1	356	0
2	.681[b]	0.464	0.461	0.43394	0.188	126.317	1	355	0
3	0.698	0.487	0.485	0.4345	0.024	102.091	1	354	0

ANOVA[a]

113

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	0.255		
	Total	124.654	357			
2	Regression	57.805	2	28.902	153.485	.000[c]
	Residual	66.849	355	0.188		
	Total	124.654	357			
3	Regression	57.822	3	19.274	102.091	.000[d]
	Residual	66.832	354	0.189		
	Total	124.654	357			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.754	0.027		140.762	0	3.701	3.806
	ER_C	0.441	0.038	0.522	11.559	0	0.366	0.516
2	(Constant)	3.754	0.023		163.672	0	3.709	3.799
	ER_C	0.116	0.044	0.137	2.641	0.009	0.03	0.202
	WEH_C	0.438	0.039	0.583	11.239	0	0.362	0.515
3	(Constant)	3.749	0.027		138.545	0	3.696	3.803
	ER_C	0.113	0.045	0.134	2.528	0.012	0.025	0.201
	WEH_C	0.442	0.041	0.587	10.837	0	0.362	0.522
	ER_C*WEH_C	0.312	0.039	0.112	2.786	0.004	0.235	0.389

a. Dependent Variable: EP

b. Predictors: (Constant), ER_C

c. Predictors: (Constant), ER_C, WEH_C

d. Predictors: (Constant), ER_C, WEH_C, ER_C*WEH_C

Source: Researcher, (2020)

As indicated in Table 5.22, the first step shows that the relationship between employee rewards and employee performance in the Kenya police service was significant (R^2= 0.273, F = 133.617, P-value = 0.000, β = 0.441, t = 11.559, P-value = 0.000). In step two the results were significant. (R^2 = 0.464, F = 126.317, P-value = 0.00, β= 0.438, t = 11.239, P-value = 0.00). There is also a significant R^2 change of 0.188. Thus moved to step three. In step three the results shows significant R^2 change of 0.024. When interaction term was

introduced in the model R^2improved to 0.487, the results were significant (β = 0.312, t = 2.786, P-value = 0.004). Hence the sub null hypothesis that the relationship between employee rewards and employee performance is not moderated by human environment was rejected.

H$_{04b}$: The Relationship between Employee Rewards and Employee Performance is not moderated by Work Environment (Technical Environment) in the Kenya Police Service.

Table 5.23: Moderation Effect of Work Environment (Technical Environment) on the Relationship between Employee Rewards and Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
						Change Statistics			
1	.522[a]	0.273	0.271	0.50457	0.273	133.617	1	356	0.000
2	.559[b]	0.313	0.309	0.49121	0.04	20.632	1	355	0.000
3	.587[c]	0.345	0.342	0.4919	0.033	0.005	1	354	0.000

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	0.255		
	Total	124.654	357			
2	Regression	38.996	2	19.498	80.809	.000[c]
	Residual	85.657	355	0.241		
	Total	124.654	357			
3	Regression	41.564	3	13.855	59.498	.000[d]
	Residual	82.432	354	0.233		
	Total	123.996	357			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.754	0.027		140.762	0.000	3.701	3.806
	ER_C	0.441	0.038	0.522	11.559	0.000	0.366	0.516
2	(Constant)	3.754	0.026		144.59	0.000	3.703	3.805
	ER_C	0.334	0.044	0.396	7.607	0.000	0.248	0.421
	WET_C	0.136	0.03	0.236	4.542	0.000	0.077	0.195

	(Constant)	3.753	0.029		129.606	0.000	3.696	3.81
3	ER_C	0.334	0.045	0.395	7.454	0.000	0.246	0.422
	WET_C	0.136	0.03	0.237	4.497	0.000	0.077	0.196
	ER_C*WET_C	0.147	0.033	0.143	4.455	0.000	0.081	0.213

a. Dependent Variable: EP

b. Predictors: (Constant), ER_C

c. Predictors: (Constant), ER_C, WET_C

d. Predictors: (Constant), ER_C, WET_C, ER_C*WET_C

Source: Researcher, (2020)

The findings in Table 5.23, shows that in the first step the relationship between employee rewards and employee performance in the Kenya Police Service was significant ($R^2 = 0.273$, F = 133.617, P-value = 0.000, $\beta = 0.441$, t = 11.559, P-value = 0.000). Step two results were significant. ($R^2 = 0.464$, F = 126.317, P-value = 0.00, $\beta = 0.438$, t = 11.239, P-value = 0.00). There is also a significant R^2 change of 0.004. In step three there was a significant R^2 change of 0.033. The introduction of interaction term in the model improved R^2 to a magnitude of 0.345, resulting to a significant R^2 change of 0.033. Further the results for the interaction term was significant ($\beta = 0.147$, t = 4.455, P-value = 0.000). Hence the sub null hypothesis that the relationship between employee rewards and employee performance is not moderated by technical environment was rejected.

H04c: The Relationship between Employee Rewards and Employee Performance is not moderated by Work Environment (Organization Environment) in the Kenya Police Service.

Table 5.24: Moderation Effect of Work Environment (Organization Environment) on the Relationship between Employee Rewards and Employee Performance

					Model Summary				
						Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.522[a]	0.273	0.271	0.50457	0.273	133.617	1	356	0
2	.676[b]	0.457	0.454	0.43679	0.184	120.067	1	355	0

116

3	.697[c]	0.486	0.483	0.43672	0.029	1.114	1	354	0

ANOVAª

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	0.255		
	Total	124.654	357			
2	Regression	56.925	2	28.463	149.187	.000[c]
	Residual	67.729	355	0.191		
	Total	124.654	357			
3	Regression	59.234	3	19.745	105.172	.000[d]
	Residual	66.459	354	188		
	Total	124.654	357			

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.754	0.027		140.762	0	3.701	3.806
	ER_C	0.441	0.038	0.522	11.559	0	0.366	0.516
2	(Constant)	3.754	0.023		162.605	0	3.708	3.799
	ER_C	0.204	0.039	0.242	5.166	0	0.126	0.282
	WEOE_C	0.368	0.034	0.512	10.958	0	0.302	0.434
3	(Constant)	3.766	0.026		144.984	0	3.715	3.817
	ER_C	0.212	0.04	0.251	5.274	0	0.133	0.292
	WEOE_C	0.356	0.036	0.495	10.022	0	0.286	0.426
	ER_C*WEOE_C	0.185	0.034	0.182	5.441	0.001	0.18	0.19

a. Dependent Variable: EP

b. Predictors: (Constant), ER_C

c. Predictors: (Constant), ER_C, WEOE_C

d. Predictors: (Constant), ER_C, WEOE_C, ER_C*WEOE_C

Source: Researcher, (2020)

As indicated in Table 5.24, the first step shows that the relationship between employee rewards and employee performance in the Kenya police service was significant (R^2= 0.273, F = 133.617, P-value = 0.000, β = 0.441, t = 11.559, P-value = 0.000). In step two the results were significant. (R^2 = 0.457, F = 120.067, P-value = 0.00, β= 0.368, t = 10.958, P-value = 0.00). There is significant R^2 change of 0.184. Thus moved to step three. In step three the results indicated significant R^2 change of 0.029. Introduction of interaction term in the model improved modelR^2 to 0.486. The coefficient of the interaction term was

significant (β = 0.185 t = 5.441, P-value = 0.001). Hence the sub null hypothesis that the relationship between employee rewards and employee performance is not moderated by organizational environment was rejected.

5.2.5 The Joint Effect of Employee Rewards, Job Related Attitudes, Organizational Leadership Style and Work Environment on Employee Performance in the Kenya Police Service

The fifth objective was to establish the joint effect of employee rewards, employee job related attitudes, organizational leadership style and work environment on employee performance in the Kenya police service. The following hypothesis were formulated and tested.

H$_{05}$: **The joint effect of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in Kenya Police Service is not significantly different from their individual effects**

Multiple linear regression model was used to test the joint effect against the simple linear regression model for the individual effect. The joint effect was deemed superior to the individual effect if the goodness of fit (R^2) for the joint effect was greater than the goodness of fit (R^2) for the individual effect. The results are presented in Table 5.25.

Table 5.25: Joint Effect Verses Individual Effect

					Model Summary				
						Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.522[a]	.273	.271	.50457	.273	133.617	1	356	.000
2	.697[b]	.486	.480	.42606	.213	48.768	3	353	.000

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.018	1	34.018	133.617	.000[b]
	Residual	90.636	356	.255		
	Total	124.654	357			
2	Regression	60.576	4	15.144	83.426	.000[c]
	Residual	64.078	353	.182		
	Total	124.654	357			

a. Dependent Variable: EP

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.474	.114		21.736	.000	2.251	2.698		
	ER	.441	.038	.522	11.559	.000	.366	.516	1.000	1.000
2	(Constant)	1.666	.123		13.513	.000	1.424	1.909		
	ER	.021	.048	.025	.441	.660	-.073	.115	.451	2.215
	EJR	.188	.058	.203	3.216	.001	.073	.303	.366	2.735
	OL	.130	.054	.168	2.391	.017	.023	.237	.295	3.394
	WE	.271	.049	.367	5.506	.000	.174	.368	.327	3.058

a. Dependent Variable: EP

b. Predictors: (Constant), ER

c. Predictors: (Constant), ER, WE, EJR, OL

Source: Researcher, (2020)

As shown in Table 5.25, the joint effect of employee rewards, employee job related attitudes, organizational leadership style and work environment on employee performance in Kenya Police Service was significant and greater than (R^2 = 0.486, F =83.426, P-value = 0.000<0.05) the individual effect of employee rewards on employee performance in the Kenya Police Service (R^2 = 0.273, F = 133.617, P-value = 0.000<0.05). The analysis further shows that collectively employee rewards, employee job related attitudes, organizational leadership style and work environment accounts for 48.6 percent of the variation in

employee performance in the Kenya Police Service which is greater than 27.3 percent for the individual effect. Thus the null hypothesis that the joint effect of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in Kenya Police Service is not significantly different from their individual effects was rejected.

Table 5.26: Summary of Hypothesis Results

Objective(s)	Null Hypotheses	Findings	Decision
Objective 1: To determine the effect of employee rewards on employee performance in the Kenya Police Service	H_{01}: Employee reward does not influence employee performance in the Kenya Police Service.	$R^2 = 0.273$ F = 133.617, P-value = 0.00 $\beta = 0.441$, t = 11.559, P-value = 0.000	Rejected
Objective 2: To establish the effect of employee job related attitude on the relationship between employee reward and employee performance in the Kenya Police Service	H_{02}: The relationship between employee reward and employee performance is not mediated by employee job related attitude in the Kenya Police Service.	$R^2 = .495$ F = 115.853, P-value 0.000 Mediator variable: $\beta = 0.076$, t = 1.461, p-value = 0.01 Independent variable: $\beta = 0.170$, t = 3.602, p-value = 0.053 **Partial mediation**	Rejected
	H_{02a}: The relationship between employee reward and employee performance is not mediated by employee job related attitude (**affective**) in the Kenya Police Service.	$R^2 = .348$, F = 94.58, P- value = 0.00, Mediator variable: $\beta = 0.238$, t = 1.704, p-value = 0.044 Independent variable: $\beta = 0.356$, t = 9.223, p-value = 0.059 **Partial mediation**	Rejected
	H_{02b}: The relationship between employee reward and employee performance is not mediated by employee job related attitude (**cognitive**) in the Kenya Police Service.	$R^2 = .321$, F = 83.884 P-values = .000, Mediator variable: $\beta = .197$, t = 5.010, p-values = .000 Independent variable: $\beta = .274$, t = 5.499, p-values = .000 **Full mediation**	Rejected
	H_{02c}: The relationship between employee reward and employee performance is not mediated by employee job related attitude (**behavioural**) in the Kenya Police Service.	$R^2 = .321$, F = 94.839, P-values = .000 Mediator variable: $\beta = .283$, t = 1.497, p-values = .005 Independent variable:$\beta = .264$, t = 5.786, p-values = .086	Rejected

		Partial mediation	
Objective 3: To determine the effect of Organization Leadership on the relationship between employee reward and employee performance in the Kenya Police Service.	$H_{03:}$ The relationship between employee reward and employee performance is not moderated by Organization Leadership in the Kenya Police Service.	$R^2 = 0.410$ F = 82.049, P-Value = 0.006 β= 0.037, t = 2.846, P-value = 0.006	Rejected
	$H_{03a:}$ The relationship between employee reward and employee performance is not moderated by Organization Leadership (**transformational**) in the Kenya Police Service.	$R^2 = 0.391$ F = 75.828 , P-value = 0.009 β =0.01 , t = 3.333, P-value = 0.09	Rejected
	$H_{03b:}$ The relationship between employee reward and employee performance is not moderated by Organization Leadership **(transactional)** in the Kenya Police Service.	$R^2 = 0.380$ F = 72.330, P-value = 0.184 β = 0.055 , t = 1.332, P-value = 0.184	Not Rejected
Objective 4: To determine the effect of work environment on the relationship between employee reward and employee performance in the Kenya Police Service.	$H_{04:}$ The relationship between employee reward and employee performance is not moderated by work environment in the Kenya Police Service.	$R^2 = 0.475$ F = 98.363, P-value = 0.000, β = 0.133, t = 5.542, P-value = 0.008	Rejected
	$H_{04a:}$ The relationship between employee reward and employee performance is not moderated by work environment (**human**) in the Kenya Police Service.	R^2= 0.487 F = 102.091,P-value = 0.000 β = 0.312, t = 2.786, P-value = 0.004	Rejected
	$H_{04b:}$ The relationship between employee reward and employee performance is not moderated by work environment (**technica**l) in the Kenya Police Service.	R^2= 0.345 F = 59.498, P-value = 0.000 β = 0.147, t = 4.455, P-value = 0.000	Rejected
	$H_{04c:}$ The relationship between employee reward and employee performance is not moderated by work environment (**organizational**) in the Kenya Police Service.	R^2 = .486 F =105.172, P-value = .000 β = 0.185, t = 5.441, P-value = 0.001	Rejected

Objective 5: To establish the joint effect of employee reward, employee job related attitude, organization leadership and work environment on employee performance in the Kenya Police Service.	$H_{05:}$ The joint effect of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in Kenya Police Service is not significantly different from their individual effects	**Individual effect** $R^2 = 0.273$, F =133.617, P-value = 0.000 **Joint effect** $R^2 = 0.486$, F = 83.426, P-value = 0.000 **Joint effect (R^2) > Individual effect (R^2)**	Rejected

Source: Researcher, (2020)

5.3 Discussion of the Findings

This section presents discussion of the study findings. Discussions are in line with the study objectives and hypotheses. The findings are compared with those of previous studies highlighting those which are in line with the study results as well as those whose study results contradicts.

5.3.1 Employee Rewards and Employee Performance

The first objective was to determine the effect of employee rewards on employee performance in the Kenya Police Service. This objective was tested by the hypothesized null hypothesis that employee reward does not influences employee performance in the Kenya Police Service. The results showed a strong positive association between rewards and performance (r = 0.522). The model was overall significant (F = 133.617, P-value = 0.00). Further 27.3 percent of the variation in employee performance in the Kenya police service was accounted for by the changes in employee rewards put in place. The null hypothesis was rejected (β = 0.441, t = 11.559, P-value = 0.000<0.05).

These results confirms the findings of Aktal et al., (2012) who found a significant and positive relationship between employee rewards and employee performance in commercial banks in Bangladesh; Sajuyigbe et al (2013) who found a positive relationship between rewards and employee performance in manufacturing companies in Nigeria and Eshak and Zakirai (2016) who found a positive and significant relationship between intrinsic and extrinsic employee rewards and employee performance in the Islamic religious council in Kuala Lumpur. The findings support expectancy theory of motivation which is founded on people's expectations, which they expect to be satisfied after working. The management therefore needs to demonstrate to the employees that their effort will be recognised and

rewarded accordingly after performance (Marchington and Wilkinson, 2005). Further it is also possible that at times the staff members are unwilling to be engaged, especially if they believe that the management is not reliable which is in line with the expectancy model. The model is basically premised on the fact that employees are rational people who think about rewards even before they perform the work (Hellriegel, et al., 2001).

5.3.2 Employee Rewards, Employee Job Related Attitudes and Employee Performance

Second objective was to hypothesize and establish the effect of employee job related attitude on the relationship between employee reward and employee performance in the Kenya Police Service. Based on the null hypothesis that the relationship between employee reward and employee performance is not mediated by employee job related attitude in the Kenya Police Service, the study found a strong explanatory power ($r^2 = 0.495$). The model was overall significant (F = 115.853, P-value 0.000). Mediation took place ($\beta = 0.076$, t = 1.461, p-value = 0.006>0.05).

The results concurred with those of Newstorm and Davis (1993) who asserted that job related attitudes are reasonably good predictors of behaviours and provide values to an employee behavioural intentions or inclinations to act in a certain manner;hettiararchi and Jayarathna (2014) who found that work related attitude had a significant positive effect on employee performance in the tertiary and vocational education sector in Sri Lanka;Bernstein & Wulff (2014) who found a link between police officers' positive attitudes towards community members and their acceptance by the community; Olubusayo et al., (2014) who found that work attitude was significantly influenced by the type of

incentive structure in place in selected government parastatals in Ogun State, Nigeria. The results adds on to the Social Exchange Theory by emphasizing that a conducive work environment motivates an employee to work harder which leads to improved performance. The results further upholds that an employee will interact with his employer in order to gain a reward and the employer will interact with his employee in order to achieve organizational goals as advocated by the Social Exchange theory.

5.3.3 Employee Rewards, Organizational Leadership Style and Employee Performance

Third objective was to determine the effect of Organization Leadership on the relationship between employee reward and employee performance in the Kenya Police Service. The formulated null hypothesis was to establish that the relationship between employee reward and employee performance is not moderated by Organizational Leadership in the Kenya Police Service. The findings confirmed that organizational leadership styles moderates the relationship between employee reward and employee performance ($R^2 = 0.410$, F = 82.049, P-Value = 0.006, β= 0.037, t = 2.846, P-value = 0.006), thus the null hypothesis was rejected.

The results are in line with the findings of Dolatabadi and Safa (2010) who confirmed that leadership style influences employee performance in banking services in Turkey. The findings are in support of those of Rejas et al., (2006) who revealed that transformational leadership has a positive impact on performance, whereas transactional leadership style had a negative impact in the small scale firms in Chile. The findings contradicts those of Paracha et al., (2012) who demonstrated that transactional and transformational leadership

126

styles are both positively associated with employee performance in selected private schools in Pakistan. The results supported the transformational leadership theory by identifying both transformational leadership and transactional leadership. The results also confirm that a transformational leader would always strive to work on employees well-being, emotions and also to improve on employee rewards; improve on his leadership quality; improve on the work environment which would in turn positively affect employee work attitude, leading to the overall improvement of both employee performance and that of the organization as propagated by Social Exchange Theory.

5.3.4 Employee Rewards, Work Environment and Employee Performance

Fourth objective was to determine the effect of work environment on the relationship between employee reward and employee performance in the Kenya Police Service. The study tested the null hypothesis that the relationship between employee reward and employee performance is not moderated by work environment in the Kenya Police Service. This null hypothesis was rejected ($R2 = 0.475$, $F = 98.363$, P-value = 0.000, $\beta = 0.133$, t =5.542, P-value = 0.008<0.05). It therefore implied that work environment moderates the relationship between employee reward and employee performance.

The results conforms to those of the existing literature which links work environment to employee performance. Specifically the results conforms with those of Buhter, 1997; Chandrasekar, 2011); Khan et al., (2011) who found that incentives at workplace had a positive impact on employee's performance; Ali et al., (2013) who found that working environment conditions were significantly related to employee productivity in manufacturing sectors and Demet (2012) who revealed a significant positive relationship

127

between workplace quality and productivity among bank workers in Turkey. The findings support the Ability, Motivation and Opportunity theory (AMO) in that when the best reward packages are implemented the employee reciprocates through improved performance.

5.3.5 Employee Rewards, Employee Job Related Attitudes, Organizational Leadership Style, Work Environment and Employee Performance

Fifth objective was to establish the joint effect of employee reward, employee job related attitude, organization leadership and work environment on employee performance in the Kenya Police Service. The study tested the null hypothesis; that there is no significant joint effect of employee reward, employee attitude, organization leadership and work environment on employee performance in the Kenya Police Service. The results for joint effect ($R^2 = 0.486$, F = 83.426, P-value = 0.000) verses results for individual effect ($R^2 = 0.273$, F = 133.617, P-value = 0.000) confirmed that the joint effect of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in Kenya Police Service was significantly different from their individual effects; and therefore the predicted null hypothesis was rejected.

The results conforms with the findings of Katsaros et al., (2014) who found that certain human resource policies moderated job-related attitudes thus influencing performance in Greece; Sitati (2017) who found a significant and positive relationship between reward management practices and employee retention and performance in the hotel industry in Kenya; Onyango (2014) who established that direct and indirect financial rewards had a positive correlation to employee performance and retention in Non-Governmental

conservation organizations in Nairobi County and Khaled and Okasheh (2017) who revealed that factors such as noise, furniture, ventilation and light, are the major work environmental conditions that have negative impact on job performance. The results adds on to the body of knowledge of Ability, Motivation and Opportunity theory (AMO) as this theory links all the study variables: employee reward, employee job related attitude, organization leadership, work environment and performance. Further the results justify AMO theory, by emphasizing that employees may be competent and motivated but if they are not involved in decision making and are therefore not recognised, they may become demotivated thus affecting performance.

5.3.6 Empirical Model

Based on the results of the hypotheses tests, the hypothesized conceptual framework changed. The changes were as result of the tests of the hypothesis, that is employee rewards does not influence employee performance, employee job related attitudes does not mediate the relationship between employee rewards and employee performance, organizational leadership style does not moderate the relationship between employee rewards and employee performance, work environment does not moderate the relationship between employee rewards and employee performance and there is no significant joint effect of employee reward, employee job related attitude, organizational leadership and work environment on employee performance in the Kenya Police Service. Operationalization of organizational leadership subscale transactional leadership style was insignificant and dropped from the model. The empirical model is presented in Figure 5.1.

H_{01}: $R^2 = 0.273$, F = 133.617, P-value = 0.00, β = 0.441, t =11.559,P-value = 0.000

Mediating Variable

Independent variable

Job Related Attitudes.

-Affective

-Cognitive

-Behavioural

Dependent Variable

Employee Rewards.

-Financial

-Non-Financial

Employee Performance.

-Task Performance

-Contextual Performance

H_{02}:R^2 = .495
F = 115.853, P-value 0.000
β = 0.076, t = 1.461, p-value = 0.06

Work Environment.

-Human environment

-Technical environment

-Organizational environment

H_{05}: R^2 = 0.486, F = 83.426, P-value = 0.000

Organization leadership.

-Transformational leadership

Moderating Variable

Moderating Variable

H_{04}: R^2 = 0.475
F = 98.363, P-value = 0.000,
β = 0.133, t = 5.542, P-value = 0.008

H_{03}: R^2 = 0.410
F = 82.049, P-Value = 0.006
β= 0.037, t = 2.846, P-value = 0.006

Figure 5.1: Empirical Model

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATION

6.1 Introduction

This chapter focuses on summary of the study findings, conclusion, and implications to theory, policy, and knowledge & practice. In addition the chapter covers limitations, recommendations and suggestions for further studies.

6.2 Summary of Findings

The main objective of the study was to determine the influence of employee rewards, job related attitudes, organizational leadership and work environment on employee performance in the Kenya Police Service. Data was collected from a sample of 397 respondents. The response rate was 90.18 percent. The questionnaire was reliable as indicated by overall Cronbach alpha of 0.973. Majority of the respondents were male (68.2%) and a significant proportion (41.3%) of respondents had worked for over 16 years. In terms of position in the service 64.7 percent were at the junior positions, 32.7 percent at middle level positions and 12.6 percent were at senior level positions. This conforms to the organization structure pattern in most organizations. Sampling adequacy using KMO test confirmed that the data set was fit for further inferential statistical analysis.

The first objective was to determine the effect of employee rewards on employee performance in the Kenya Police Service. Simple linear regression analysis was used. The results confirmed a positive direct relationship between employee rewards and employee

performance. These results are supported by the reviewed literature which several studies found a strong relationship between employee rewards and performance.

The second objective was to establish the effect of employee job related attitudes on the relationship between employee rewards and employee performance. Four steps test on mediating effect was used. The study found that employee job related attitudes mediates the relationship between employee rewards and employee performance. Further subscales of employee job related attitudes such as affective attitude, cognitive attitude and behavioural attitude individually mediates the relationship between employee rewards and performance.

The third objective was to determine the effect of organizational leadership style on the relationship between employee rewards and employee performance. Hierarchical three steps method or step wise was used to test the moderating effect. The study found that organizational leadership style moderates the relationship between employee rewards and employee performance. On constructs of organizational leadership style, transformational leadership style had significant individual moderating effect on the relationship while transactional leadership style did not individually moderate the relationship between employee rewards and employee performance in the Kenya Police Service.

The fourth objective was to determine the effect of work environment on the relationship between employee rewards and employee performance. Hierarchical three steps/step wise method of testing moderation was used. The test was significant in the three steps. Thus work environment moderated the relationship between employee rewards and employee

performance. Further on testing the subscales of work environment each of them moderated the relationship between employee rewards and employee performance.

Fifth objective was to establish the joint effect of employee rewards, employee job related attitudes, organizational leadership style and work environment on employee performance in the Kenya Police Service. Multiple linear regression analysis was used to test the joint effect. The findings indicated that the explanatory power of joint effect was greater and significant than the individual effect. Thus the null hypothesis that there is no significant joint effect of employee reward, employee attitude, organization leadership and work environment on employee performance in the Kenya Police Service was rejected.

6.3 Conclusion

Conclusions were drawn from the test of hypotheses. Five null hypotheses were tested in line with the five objectives of the study. The conclusion for each objective are presented below.

6.3.1 Employee Rewards and Employee Performance

The study tested the direct relationship as hypothesized by hypothesis one, that is, employee reward does not influence employee performance in the Kenya Police Service. The study provided evidence that employee rewards significantly statistically influence employee performance. It is therefore concluded that employee rewards influence employee performance in the Kenya Police Service, thus, Kenya Police Service should always reward employees.

6.3.2 Employee Rewards, Employee Job Related Attitudes and Employee

   Performance

The study tested the mediation effect as hypothesized by hypothesis two, that is, the relationship between employee reward and employee performance is not mediated by employee job related attitude at the Kenya Police Service. Using four steps of testing mediation effect, the study found that in the presence of employee job related attitudes, the relationship between employee rewards and employee performance was insignificant. Thus it was concluded that employee job related attitudes mediates the relationship between employee rewards and employee performance in the Kenya Police Service.

6.3.3 Employee Rewards, Organizational Leadership Style and Employee

   Performance

The study tested the moderating effect of organizational leadership style on the relationship between employee rewards and employee performance as hypothesized by hypothesis three; that is, the relationship between employee reward and employee performance is not moderated by organization leadership style at the Kenya Police Service. The results were significant and it was concluded that organizational leadership style moderates the relationship between employee rewards and employee performance.

6.3.4 Employee Rewards, Work Environment and Employee Performance

The study tested the moderating effect of work environment on the relationship between employee rewards and employee performance as hypothesized by hypothesis four; that is, the relationship between employee reward and employee performance is not moderated by work environment at the Kenya Police Service. The results were significant. It was

therefore concluded that work environment moderates the relationship between employee rewards and employee performance.

6.3.5 Employee Rewards, Employee Job Related Attitudes, Organizational Leadership Style, Work Environment and Employee Performance

The study tested the joint effect of employee reward, employee job related attitude, organization leadership and work environment on employee performance in the Kenya Police Service. The results showed that the explanatory power for joint effect was significant and greater than the individual explanatory power. The null hypothesis that there is no significant joint effect of employee reward, employee attitude, organization leadership and work environment on employee performance in the Kenya Police Service was rejected. The study therefore concluded that the joint effect was greater than the individual effect.

6.4 Implications of Research Findings

Implications to the research findings are in different areas including theoretical implications, practice implication, contribution to knowledge, and contribution to policy. Each of these are discussed below.

6.4.1 Theoretical Implications

This study was anchored on Expectancy Theory, Social Exchange Theory, Transformational & Transactional Leadership Theory and Ability, Motivation and Opportunity Theory. The study findings are consistent with the transformational and transactional theory in offering the explanation on the moderating effect of organizational leadership in the relationship between employee rewards and employee performance. Bass

(1985) urged that a transformative leader is one who empowers followers and motivates them to perform beyond their expectations. Theory of social exchange posits that society is made up of a series of interactions between people which are based on rewards and sanctions or punishment. Thus employee interacts with the employer in order to gain a reward and the employer interacts with employees in order to achieve organizational goals. This theory is supported by the study findings which established a positive and direct relationship between employee rewards and employee performance.

The study findings further support ability, motivation and opportunity theory as proposed by Bailey (1993). This theory explains the employee-employer relationship in terms of performance and influence of an employee behaviour pattern through implementation of incentive packages. This theory is supported by the confirmed mediating effect of employee job related attitudes on the relationship between employee reward and employee performance. On the theory of expectancy, this study confirms that employees are motivated when they know what they stand to gain. This is supported by the positive relationship between employee rewards and employee job related attitudes.

6.4.2 Contribution to Knowledge

This study contributes to the body of knowledge on the relationship between employee rewards and employee performance by incorporating employee job related attitudes as mediating variable and organizational leadership style as moderating variable. The study also adds to the body of knowledge by confirming that work environment moderates the relationship between employee rewards and employee performance. Most previous studies on the relationship between employee rewards and employee performance, looked at

employee performance only in the aspect of financial performance. This study deviated from financial performance measurement and focused on both task performance and contextual performance.

The study empirically demonstrated that there is a direct and positive relationship between employee rewards and employee performance (Sitati, 2017) as well as the mediating effect of employee job related attitude on the relationship between employee rewards and employee performance. Moderating effect for both organizational leadership (Rejas, et al. 2006) and work environment on the relationship between employee rewards and employee performance was confirmed.

6.4.3 Implication for Practice

This study identified transformational leadership style as the key aspect of organizational leadership. Thus, Kenya Police Service should ensure that management develop and practice transformational leadership skills. It further confirms that affective and behavioural attitudes are the main practices of employee job related attitudes. Thus Kenya Police Service must get to know the feelings of the officers as concerns their attitude, values, enthusiasms and motivation. It is also important that one's behaviour is considered when assigning duties and responsibilities as this significantly affects the officer's ability to respond to situations.

The study further emphasises that in practice the management of Kenya Police Service should put into practice employee rewards, understand employee attitudes and promote transformational leadership. Rewards should take cognisant of the officers' needs and expectations. It is important to blend both financial and non-financial rewards. Rewards

should also be designed in a way that the service gets the maximum performance from the employees and help the service to retain the most productive amongst them.

6.4.4 Contribution to Policy

The study contributes to policy by advising management in the Kenya Police Service to embrace employee rewards, focus on transformational leadership style and emphasis on both affective and behavioural attitudes in order to improve employee performance. Further contribution on policy is that there should be clear communication channel in the Kenya Police Service between the employees and their immediate supervisors as this will enhance employee job related attitudes. It is therefore important for the Kenya Police Service to come up with policy documents outlining employee rewards, performance measurements and leadership styles.

6.5 Recommendations

 The study made recommendations to theories, policy and management as discussed below.

6.5.1 Recommendations of the Study to Theory

The study variables confirmed the anchoring theories, that is, expectancy theory, social exchange theory, transformational and transactional leadership theory and Ability, Motivation and Opportunity (AMO) Theory. It is therefore recommended that scholars embrace these theories when articulating employee performance and factors influencing performance

6.5.2 Recommendations of the Study to Policy

On policy, there is need to scan work environment in the Kenya Police Service and come up with modalities of improving the work environment so as to positively influence

performance. The emphasis should be more on information gathering, analysis and usage of the same in decision making. Policy makers in the police service should encourage officers to take a blend of variables under the study to improve their performance since the joint effect indicated a higher and significant influence as compared to each individual effect on performance

6.5.3 Recommendations of the Study to Management

The study recommended that the management of Kenya Police Service to put in place attractive and progressive reward packages with long term effect on employees attitude. Management should embrace leadership style which brings on board every member of the service so as to effectively manage job related attitudes. It is further recommended that work environment be relooked at in all aspects including but not limited to work equipment, logistics, housing, employee work life balance and leave days.

6.6 Limitations of the Study

The study was conducted in the Kenya Police Service using a cluster of 15 counties out of the 47 counties in the country. The study was therefore limited to Kenya Police Service in Kenya and in particular the 15 counties. The findings are therefore limited in that they cannot be applicable to other contexts. In addition the results may also not be generalized to the entire Kenya Police Service and other security sectors in the country due to geographical differences in the country. Further the selected fifteen counties including Nairobi County may have unique operating environment and the findings would be different if conducted in the other 32 counties. The study also used structured questionnaire, hence this limited the responses from the respondents to only ticking the

options available to the best of their knowledge. By incorporating open ended questionnaires respondents would have been able to give more information. The geographical spread of the selected counties was also a major concern to the researcher as it was quite expensive during data collection exercise since the researcher did not have any funding from anybody to carry out this research.

6.7 Suggestions for Future Research

This study was conducted in 15 counties out of the 47 counties in the country. It is therefore suggested that further research be conducted in the other thirty two (32) counties that were not included in this study and the results be compared for generalization purposes. It is also recommended that similar studies be conducted in other security agencies like the Kenya Defence Forces, Kenya Wildlife Service (KWS), Prisons department including private sector firms dealing with security issues. This will allow for generalization of the results. The study further recommends that other methods of data collection and analysis be used in future, more so qualitative methods to get more insights on the relationship between employee rewards and employee performance.

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APPENDICES

Appendix 1: Introduction Letter

The University of Nairobi

School of Business,

Department of Business Administration

NAIROBI.

Dear Respondent

RE: RESEARCH- DATA COLLECTION

I am pursuing a PHD Course in the School of Business in the University of Nairobi. As a requirement and in partial fulfilment for the award of the degree, I am undertaking an academic research on the relationship between employee reward and employee performance in the Kenya Police Service.

In view of the above, I would therefore, appreciate if you could spare some of your time to fill the attached questionnaire by answering all the questions as honestly as possible. The research is purely academic and the information provided will be treated in a confidential manner and strictly for academic purposes.

I look forward to your co-operation in this exercise.
Yours sincerely

Fredrick J. Mugambi
RESEARCHER

Appendix 2: Questionnaire

Part A: Personal Information

Tick as appropriate.

1) Gender:

    i)   Female   ☐
    ii) Male   ☐

2) Age bracket in years

    i)   25and below   ☐
    ii) 26 to 35yrs   ☐
    iii) 36 to 45yrs   ☐
    iv) 46 to 55yrs   ☐
    v) 56yrs and over   ☐

3) Your highest level of education

    i)   Primary   ☐
    ii) Secondary   ☐
    iii) College   ☐
    iv) University   ☐

4) How long have you worked for the National Police Service?

    i)   5yrs and below   ☐
    ii) 6 to 10yrs   ☐
    iii) 11 to 15yrs   ☐
    iv) 16 yrs and over   ☐

5) Which of the following best describes your level in the Service?

    i)   SeniorManagement   ☐
    ii) Middle Management   ☐
    iii) Junior Management   ☐

Part B -Employee Reward

On a scale of (1) to (5) please rate your level of agreement or disagreement with the following statements; where (1) means strongly disagree, (2) means disagree, (3) means neutral, (4) means agree while (5) means strongly agree.

Tick as appropriate.

Statement/Question	(1)	(2)	(3)	(4)	(5)
Financial Reward (Salary/pay, Bonuses, promotion, Tips, Incentives, gratuities and gifts)	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
1. My salary is adequate and matches my work					
2. Incentives such as risk allowances, overtime, strenuous allowances, leave allowances are provided					
3. The employer provides benefits such as car loans, mortgage, paid holidays and other fridge benefits					
4. Am fairly rewarded for my performance					
5. My compensation matches with other compensations in the security sector					
6. I am happy with the way employee promotions are conducted by my employer					
7. There is job security in the police service					
8. There is a gratuity and pension scheme in place					
Non-Financial rewards (Recognition, Appreciation, acknowledgement)	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
9. Employee recognition is accompanied with an official letter					
10. I am appreciated and praised by my employer for the job well done					
11. My employer provides opportunities for promotion to higher positions					
12. My employer involves me in decision making					
13. I am empowered to make some decisions without consulting my supervisors					

		(1)	(2)	(3)	(4)	(5)
14.	My views are taken into consideration by my employer					
15.	Training and development opportunities are equitably and fairly distributed					
16.	There is provision for sick leave					
17.	Staff are given their off-days as required					
18.	The supervisors are supportive and caring whenever someone needs such support					
19.	Counselling services are provided to employees whenever needed.					
20.	Health and well-being programmes like medical insurance for self and dependants is provided					

Part C: Employee Job Related attitudes

On a scale of (1) to (5) please rate your level of agreement or disagreement with the following statements; where (1) means strongly disagree, (2) means disagree, (3) means neutral, (4) means agree while (5) means strongly agree.

Tick as appropriate

Statement/Question		(1)	(2)	(3)	(4)	(5)
Affective(feelings,emotions,interests,values,appreciation)		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	When someone criticizes my organisation, it feels like a personal insult.					
2	When someone praises my organisation, it feels like a personal compliment.					
3	If a story in the media criticizes my Organisation, I feel embarrassed.					
4	When I talk about our organization I usually say 'we' rather than 'they'					
5	My organization's successes are my successes					
6	I am interested in what others think about my organization					

Cognitive(thinking, Knowledge, comprehension, application, evaluation)	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
7	Am satisfied with the working conditions at my work place					
8	Am satisfied with the recognition that I get for my work					
9	My working relationship with my immediate boss is satisfactory					
10	The amount of work load and responsibility which am given is satisfactory					
11	Am satisfied with the existing opportunities for promotion					
12	Am satisfied with the way my organisation is managed					
Behavioural (doing, physical ability, mental ability, reactive, interactive)	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
13	I am satisfied with hours of work					
14	Grievances about work is minimal					
15	The methods used to resolve conflicts at workplace are adequate					
16	Staff like working for this organization and look forward to coming to work every day					
17	Employees stay overtime to finish their work					
18	Absenteeism rate is very low					
19	Labour turnover is low in this organization					
20	Employees perceive current and future opportunities as adequate					

Part D: Organizational leadership

On a scale of (1) to (5) please rate your level of agreement or disagreement with the following statements; where (1) means strongly disagree, (2) means disagree, (3) means neutral, (4) means agree while (5) means strongly agree.

Tick as appropriate

Statement/Question	(1)	(2)	(3)	(4)	(5)
Transformational leadership (charisma, Inspirational motivation, Intellectual stimulation, Individual consideration)	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1. Management style in my place of work is inspirational					
2. Creativity and innovation is encouraged					
3. My employer encourages teamwork					
4. My immediate supervisor has clear vision, and mission of where the organization is going					
5. Our leader is a mentor, coach and goal oriented					
6. Our leader considers individual interests when making decisions					
7. My employer uses frequent feedback to modify employee behaviour					
8. Am free to present ideas and can question issues affecting me and others					
Transactional Leadership (Contingent reward, Offering recognition and appreciation, Setting standards for compliance)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
9 Work guidelines and compliance standards are clearly set.					
10. Each employee role is clear in the organization					
11. Our performance is monitored and non-compliance punished					
12. Employees are recognised, appreciated and rewarded when they perform to the expectation					
13. Tasks are fully clarified to avoid ambiguity					

14	We work by the rules and policies of the organization					
15.	We get regular feedback about our work from our employer					

Part E: Work Environment

On a scale of (1) to (5) please rate your level of agreement or disagreement with the following statements; where (1) means strongly disagree, (2) means disagree, (3) means neutral, (4) means agree while (5) means strongly agree.

Tick as appropriate

Statement/Question	(1)	(2)	(3)	(4)	(5)
Human Environment (Work Related Issuessuch as; Peers, Team & work groups, Management & leadership)	Strongly disagree	Disagree	Neutral	agree	Strongly agree
1. I get the necessary support from colleagues to do my work.					
2. I get constant feedback on my performance.					
3. Team work is embraced in police work					
4. My qualifications and experience are fully utilized in my current position					
5. I feel safe speaking my mind and offering a different point of view to my immediate boss.					
6. Am committed and emotionally involved in my work.					
7. My personal initiatives are appreciated by the service					
8. My immediate boss regularly talks to me about how well I carry out my work.					
9. I am informed well in advance about decisions, changes and plans affecting my work.					
10. I receive clear guidance and work instructions in performance of my duties.					

Technical environment (Working Conditions such as; tools & equipment, Technological infrastructure, Physical setting)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
11. I have adequate working space.					
12. I have comfortable furniture.					
13. There is adequate ventilation in my office.					
14. There is adequate lighting in my office.					
15. I have the necessary tools and equipment to perform my duties.					
16. I am satisfied with the level of cleanliness at my place of work.					
17. There is availability of clean drinking water at my place of work.					
18. I am satisfied with safety and security arrangements at my place of work.					
Organisation Environment (Communication and Information Flow that is; Systems , procedures & practise, Values & philosophies)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
19. Departmental meetings are held regularly to address work related issues.					
20. My head of department freely shares relevant information with me.					
21. I have access to reliable email facilities at my place of work.					
22. Email communication is frequently used at my place of work.					
23. I observe the police service Core Values, systems and procedures					
24. The service has created awareness to ensure zero tolerance to corruption.					

Part F: Employee Performance

On a scale of (1) to (5) please rate your level of agreement or disagreement with the following statements; where (1) means strongly disagree, (2) means disagree, (3) means neutral, (4) means agree while (5) means strongly agree.

Tick as appropriate

Statements/Question	(1)	(2)	(3)	(4)	(5)
Task performance(Job knowledge, Skills, Proficiency, Expertise, Job experience, Competency, Ability, Capability)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1 There is a performance management policy in place					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2	Feedback on performance is given on a regular basis					
3	I strive to meet my targets willingly to avoid being rated low					
4	Am coached and guided on performance issues					
5	Am regularly trained to improve my work performance					
6	Am highly knowledgeable on the use of various equipment's in line of duty					
7	Work equipment's are maintained on regularly basis which enables me to perform my tasks					
8	I plan and complete my tasks in a timely manner and as per my job description					
9	I always meet my performance targets					
10.	Am conversant with my job description					
Contextual Performance(Job dedication, Loyalty to employer, Volunteering to assist, Co-operating with colleagues)		**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
11.	I take on extra responsibilities without being prompted					
12.	I start new tasks myself, when my old ones are finished.					
13.	I voluntarily assist my colleagues to complete their tasks					
14.	I willingly defend my employer against outside attacks or criticism					
15.	I keep looking for new challenges in my job					
16.	I come up with creative solutions to new problems					
17.	I take initiative to orient new employees to the department even though it's not part of my job description					
18	I help other employees with their work when they have been absent					
19.	I work at keeping my job skills and knowledge up-to-date					

Thank you for taking your time to complete this questionnaire.

Appendix 3: List of Counties and Number of Officers at Each Level

NO	COUNTY	Senior officers	Middle level Officers	Junior Officers	STAFF PER COUNTY
1	NAIROBI COUNTY	1167	3501	18,674	23,342
2	VIHIGA	15	45	239	299
3	BUSIA	34	103	551	689
4	BUNGOMA	19	56	300	375
5	KAKAMEGA	35	105	561	701
6	GARISSA	44	131	698	872
7	WAJIR	22	66	352	440
8	MANDERA	21	63	334	418
9	SIAYA	9	26	138	172
10	KISUMU	28	85	453	566
11	HOMABAY	12	37	197	246
12	MIGORI	16	47	250	312
13	KISII	16	47	250	312
14	NYAMIRA	8	23	125	156
15	KIAMBU	51	153	814	1,017
16	MURANGA	24	73	389	486
17	KIRINYAGA	15	45	238	297
18	NYERI	28	84	446	558
19	NYANDARUA	21	63	338	422
20	ELGEYO MARAKWET	13	39	207	259
21	NAROK	16	49	262	327
22	BOMET	10	31	164	205
23	KERICHO	19	57	302	377
24	NAKURU	59	178	948	1,185
25	BARINGO	12	37	198	247
26	NANDI	12	37	197	246
27	UASIN GISHU	29	88	469	586
28	WEST POKOT	11	33	175	219
29	TRANS-NZOIA	13	38	202	253

NO	COUNTY	Senior officers	Middle level Officers	Junior Officers	STAFF PER COUNTY
30	SAMBURU	10	30	161	201
31	LAIKIPIA	17	50	269	336
32	KAJIADO	16	48	258	323
33	TURKANA	18	53	283	354
34	ISIOLO	11	34	183	229
35	MERU	32	97	518	647
36	THARAKA NITHI	10	30	161	201
37	EMBU	22	67	359	449
38	KITUI	19	57	304	380
39	MACHAKOS	20	59	315	394
40	MAKUENI	17	51	274	342
41	MARSABIT	20	59	315	394
42	TAITA TAVETA	12	37	199	249
43	KWALE	14	42	222	278
44	MOMBASA	47	140	746	932
45	KILIFI	20	59	314	392
46	LAMU	13	38	203	254
47	TANA RIVER	10	31	165	206
	TOTAL				42,145

Appendix 4: Sample Size

NO	COUNTY	Senior officers	Middle level Officers	Junior level officers	STAFF PER COUNTY (N_i)	Sample size $n_i = (N_i*n)/N$
1	Isiolo	11	34	183	229	12
2	Embu	22	67	359	449	24
3	Kitui	19	57	304	380	20
4	Kiambu	51	153	814	1017	54
5	Kirinyanga	15	45	238	297	16
6	Nakuru	59	178	948	1185	63
7	Kajiado	16	48	258	323	17
8	Turkana	18	53	283	354	19
9	Kakamega	35	105	561	701	37
10	Kisumu	28	85	453	566	30
11	Kisii	16	47	250	312	17
12	Migori	16	47	250	312	17
13	Garissa	44	131	698	872	46
14	Lamu	13	38	203	254	14
15	Tana River	10	31	165	206	11
	Total				**7,457**	**397**

Appendix 5: Nacosti Research Permit

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NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 845255

Date of Issue: 22/September/2020

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160

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