

**REWARD STRATEGIES, ORGANIZATIONAL CULTURE AND  
EMPLOYEE PERFORMANCE IN FAITH BASED FACILITIES IN  
KAKAMEGA COUNTY, KENYA**

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Fulfillment of the Requirements for the award of the Degree of Master of  
Science in Human Resource Management of Masinde Muliro University of  
Science and Technology**

**NOVEMBER 2025**

**DECLARATION**

I declare that this thesis is my original work prepared with no other than the indicated sources and support and has not been presented elsewhere for a degree or any other award.

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## **DEDICATION**

This thesis is dedicated to my parents for their financial, moral and spiritual support and understanding throughout the study period.

## **ACKNOWLEDGEMENTS**

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## ABSTRACT

Reward system which consists of financial and non-financial rewards is very essential to organizations in managing employee loyalty and performance. Faith-Based Facilities (FBFs) face significant challenges like human resource retention, inadequate financing, poor regulation of activities, inadequate human resource policies, job security and lack of career development opportunities that affect their overall performance and sustainability. The main purpose of this study was to examine the effect of reward strategies and organizational culture on employee performance in Faith-Based Facilities in Kakamega County, Kenya. The study determined the effect of recognition, job security and promotion on employee performance. It also established the moderating role of organizational culture on the relationship between reward strategies and employee performance in FBFs in Kakamega County. The study was guided by theories of Expectancy, Equity and Reinforcement with relevant theoretical and empirical literature reviewed. The target population consisted of 685 employees in 27 FBFs in Kakamega County with individual employees being the unit of analysis. An explanatory study design was adopted. Stratified random sampling technique was used to select a sample of 246 employees. A self-administered questionnaire piloted at Maseno Mission Hospital in Vihiga County was used for data collection. Content and construct validity of the questionnaire was ensured through expert review while the reliability test yielded Cronbach's Alpha coefficients between 0.783 and 0.916. Data analysis was done using SPSS software version 24 to generate descriptive and inferential statistics. Pearson product moment correlation findings revealed positive correlations between the variables: organizational culture ( $r = .544$ ), job security ( $r = .506$ ), recognition ( $r = .390$ ) and promotion ( $r = .324$ ). Linear regression findings showed all variables had significant positive effect on employee performance: job security ( $R^2=.256$ ,  $B=.290$ ); recognition ( $R^2=.152$ ,  $B=.265$ ) and promotion ( $R^2=.105$ ,  $B=.211$ ). Organizational culture also had significant moderating effect ( $R^2=.267$ ). The coefficients from the moderated regression model revealed significant influence by the interaction terms on reward strategies: job security ( $B=.067$ ,  $p=.000$ ), recognition ( $B=.035$ ,  $p=.010$ ) and promotion ( $B= -.038$ ,  $p=.019$ ). The study concludes that job security had the greatest effect on employee performance followed by recognition and promotion. Organizational culture also had significant moderating effect. The study recommends that FBFs in Kakamega County should strengthen formal recognition practices, adhere to the structural elements of job security, rigorously comply with promotion practices / policy and continuously promote organizational culture of employee involvement, communication, inclusivity and representation for optimal employee performance. The study confirms that recognition, job security, promotion and organizational culture are critical determinants of employee performance in FBFs. The results can be useful to Human Resource Officers in FBFs in formulation of strategic reward policies for optimization of employee performance. A longitudinal study to explore how changes in reward strategies and organizational culture over time in FBFs could influence employee performance is suggested.

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## **ABBREVIATIONS AND ACRONYMS**

<b>ACK</b>	Anglican Church of Kenya
<b>ACoC</b>	Apostles Church of Christ
<b>ANOVA</b>	Analysis of Variance
<b>CHAK</b>	Christian Health Association of Kenya
<b>CoG</b>	Church of God
<b>FBFs</b>	Faith Based Facilities
<b>HC</b>	Health Centre
<b>HIV</b>	Human Immunodeficiency Virus
<b>HTS</b>	HIV Testing Service
<b>KCCB</b>	Kenya Conference of Catholic Bishops
<b>MOH</b>	Ministry of Health
<b>NHIF</b>	National Hospital Insurance Fund
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>SDA</b>	Seventh Day Adventist
<b>SPSS</b>	Statistical Package for Social Science
<b>SUPKEM</b>	Supreme Council of Kenya Muslims
<b>VIF</b>	Variance Inflation Factor

## OPERATIONAL DEFINITION OF TERMS

<b>Employee Performance</b>	The extent of an organizational member's contribution to the attainment of the organization's objectives.
<b>Faith-Based Facilities</b>	Healthcare institutions associated with, endorsed by, or founded upon a religion or religious organization.
<b>Job Security</b>	The guarantee derived from the framework and characteristics of employment that an individual will retain their position for an extended duration.
<b>Organizational Culture</b>	The principles, conventions, beliefs, and practices that define an organization's identity and operational methods.
<b>Productivity</b>	The capacity to achieve the intended results utilizing minimal resources under the existing conditions.
<b>Promotion</b>	Refers to fairness in promotions at the work place, periodical promotions, career growth and career counseling.
<b>Recognition</b>	This implies peer to peer ratings, private praises, team celebrations, and gift cards, written or verbal appreciations from the executives.
<b>Reward Strategies</b>	The designing and implementation of reward policies and practices intended to support an organization's business objectives whilst encouraging employee loyalty and behavior.
<b>Rewarding Systems</b>	Initiatives established by an organization to incentivize achievement and stimulate motivation among employees at both individual and group levels.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Reward system which consists of financial and non-financial rewards has become essential to organizations in managing employees' performance (Noorazem, Sabri, & Nazir, 2021). Kurdi, Alshurideh, and Alnaser (2020) assert that high performance and loyalty can be determined by certain reward systems. Reward systems are important to organizations because they motivate employees, improve performance, attract and retain talent, support professional development, increase job satisfaction and align individual and organizational goals (Victor and Hoole, 2017). Nguyen and Malik (2020) opine that implementing reward systems in an organization boosts employee engagement, reduces employee turnover, enhances employer branding to attract high caliber candidates, improves customer service, and fosters culture of appreciation and positive workplace environment.

Anku, Amewugah and Glover (2018) affirm that reward system plays an essential role in motivating workers to perform innovatively. Employee motivation is dependent on the inherent reward strategies in an organization (Orockakwa, 2018). Motivation catalyzes employee energies to accomplish given tasks that contribute to organizational growth (Pang & Lu, 2018). Naa, Okine, Yaw, Addeh, Olusola, Asare, and Addeh (2021) encourage organizations to understand the motivating need of each employee to improve performance. Reward is generally understood as the total amount of financial and non-financial compensation or total remuneration provided to an employee in return for labour or service rendered at work (Anku, Amewugah and Glover, 2018).

According to Armstrong (2020), reward systems consist of the interrelated processes and practices which combine to ensure that reward management is carried out effectively to the benefit of the organization and the people who work there. The effectiveness of any method of reward system engaged by the organization must be

aligned to the strategic goals of the organization and human resource management policy (Komolafe, 2021). The maintenance of reward practices and various designs as well as their implementation allows one to review motivation by evaluating each employee performance and how it assists an organization to improve its position (Kibe, 2018). According to Ojeleye, Bakare and Falola (2020), multiple variables including bonuses, cash incentives, increased salaries and wages, other cash rewards, serenity of physical work environment, training and development, and cordial working relationships have effect on employee performance.

According to Chukwuma, Agbanu, Agbo, and Ezenwa (2022), reward systems have a critical role in determining the organization's ability to attract high potential employees and to retain high performing ones to achieve greater levels of quality and performance. If an organization does not have a proper reward system, it will lead to problems such as low morale, unproductive performance, or high turnover rate among employees (Orockakwa, 2018). Anku, Amewugah, and Glover (2018) opine that incentive motivation originates from within the individual, an inclination, feeling content or happy, being proud or glad over something an employee has done while incentive personal growth motivation is conveyed to an employee by someone else or an organization and can be monetary or non-monetary.

Globally, countries employ various strategies to enhance performance, including performance management systems, professional development initiatives, and incentive-based approaches (OECD, 2020). In the United States, reward strategies emphasize a holistic and personalized approach that balances both financial and non-financial rewards to drive employee performance (Figueiredo, Margaça, García & Celia, 2025). Setting clear objectives, regularly evaluating employee outcomes to ensure accountability and efficiency, performance-based budgeting and merit-based promotions are strategies used in the United States to motivate employees and align their performance with organizational goals (Boyne, 2020). According to Jabes and Zussman (2008), the scenario in Canada regarding reward strategies is shifting towards "holistic total rewards" programs that integrate financial incentives with

significant non-monetary elements like well-being support, career development and flexibility. The public sector also employs a results-oriented management approach in Canada, emphasizing transparency and accountability to enhance employee performance (OECD, 2020). In Europe, in addition to base pay, companies have been using supplementary employee reward systems like performance-related pay, salaries in kind, supplementary social security contributions and financial participation schemes such as profit-sharing increasingly to reward performance and motivate employees (Alza, Lopez, Isusi, Fric & Demetriades, 2016). In other European countries, particularly in Scandinavia, emphasis is on the well-being and motivation of employees as key drivers of performance. Countries like Denmark, Sweden, and Norway implement comprehensive work-life balance policies, continuous professional development, and participatory management styles to foster high performance among employees (Christensen & Lægheid, 2020). In Asia, countries such as Singapore and South Korea have made significant strides in enhancing employee performance (Khalif and Bonareri, 2024). Singapore's public sector is renowned for its efficiency and low corruption levels, largely due to competency-based strategies for assessing and enhancing employee performance (Quah, 2021). South Korea uses performance-based incentives and career development programs to maintain high productivity levels among employees (Kim & Hong, 2022).

In Africa, employee performance faces unique challenges, including limited resources, political instability, and corruption (Khalif and Bonareri, 2024). Efforts to improve performance often focus on capacity building, anti-corruption measures, and reforms aimed at enhancing accountability and transparency. Rwanda's performance contracts referred to as "Imihigo", have led to significant enhancements in service delivery and accountability (World Bank, 2021). However, many African countries still struggle with inefficiencies and low motivation among employees (Afrobarometer, 2022). In the East African Community block, countries like Tanzania, Uganda, and Kenya are making efforts to improve employee performance. Initiatives such as performance contracts, capacity-building programs, and anti-

corruption campaigns are being implemented (Khalif and Bonareri, 2024). In Uganda, the Results-Oriented Management framework links individual performance with institutional goals to enhance service delivery (Kiwanuka, 2021). Tanzania's Big Results Now initiative focuses on key sectors to drive performance improvements and achieve national development goals (United Republic of Tanzania, 2021). The Kenyan Government is committed to implementing a comprehensive Performance Rewards and Sanctions Framework comprising financial and non-financial rewards through performance contracting and staff performance appraisal in Ministries, Departments and Agencies to ensure high levels of staff motivation on a sustainable basis (Public Service Commission Kenya, 2017).

Employee recognition may take the form of personal recognition or verbal appreciation by supervisors and co-workers (Liu, Yu, Guo & Li, 2022). Recognition is a powerful form of reward because it speaks to the employee in a language of meaning and personal context rather than generic financial rewards (Mugaa, Guyo, & Odhiambo, 2018). Employee recognition has positive effects on employee motivation, dedication and job satisfaction (Liu *et al.*, 2022). Recognition creates a deep-rooted and long-term ownership among the employees for the organization (Mugaa, Guyo, & Odhiambo, 2018). The practice of recognizing employees' performance fosters a work environment that values and appreciates employees' efforts (Khan, Chowdhury & Kang, 2022). Recognizing excellent performance openly builds motivation within the entire organization because when an employee witnesses others being rewarded for good performance, it becomes a chain reaction which spurs other employees to repeat positive actions so that their work will also be appreciated (Mugaa, Guyo, & Odhiambo, 2018).

Job security to an employee is that the job is not threatened and that the employee will be on the job for as long as he wants with no feeling or reasons whether objective or subjective that the job can be lost (Abolade, 2018). Darvishmotevali and Ali (2020) argue that job security boosts employee well-being, which in turn influences long-term performance. Cheng and Chan (2008) found that job security

positively impacts employees' mental and physical health. These conditions subsequently influence overall well-being and performance. Lowe (2020) contends that the foundation of healthy organizations is employee well-being. The causes of job insecurity can include lack of training, inability of workers to keep up with new trends in business, technology, poor attitude of management to employee welfare, economic challenges, lack of required skills, low level of education, poor attitude to work, insubordination, grievances, work under-load, work-overload, lack of discipline and working against the ethics of the organization (Abolade, 2018).

Promotion can encompass shifting employees to higher roles, increasing their pay, raising their status, or improving their facilities (Qalati, Zafar, Fan, Limón, & Khaskheli, 2022). It serves as a form of recognition for an employee's past performance and most companies consider promoting employees after they have spent a substantial amount of time, typically around three years (Karim, Bhuiyan, Nath & Latif, 2021). Promotion also serves as a means to transition employees from lower-tier positions to higher ones, often accompanied by increased compensation, broadening of job responsibilities and elevation of standing within the organizational hierarchy (Al-Khasawneh, Malkawi & Al-Garni, 2018). It can also entail assuming new job titles, greater responsibilities, a salary boost, expansion of benefits, increase in managerial authority, advanced roles characterized by more challenges, enhanced self-worth and elevated status thus motivating employees to deliver improved performance (Nyaga & Omuya, 2024).

Organizational culture provides directives for product quality, timeliness, safety and other environmental concerns (Nazir & Zamir, 2015). It delineates the responses and management practices of employees and leadership inside the organization (Mbuva, 2022). Umi, Hamidah, and Ika (2015) assert that organizational culture comprises a collection of norms and values established and enacted by a company to shape employee behavior and facilitate timely execution of tasks, thereby directing employees towards attainment of organizational objectives. It usually entails unwritten norms, behaviors, and beliefs that influence decision-making in leadership

and organizational structure (Mbuva, 2022). This stems from the organization's traditions, history, and the principles upheld by its leadership, including humility, integrity, service, and compassion (Kyazze, 2018). An effective company culture offers explicit guidance, inspires people, and shapes their choices and behaviors (Adam, Yuniarsih, Ahman, & Kusnendi, 2020).

## **1.2 Statement of the Research Problem**

Faith-Based Facilities were created to bridge the gap in providing quality and affordable healthcare services to the vulnerable populations (Gor, 2022). Many of them were established during colonial times by missionaries hence are among the oldest but dormant compared to other private and government facilities (Wanjiku, Kiiru & Muchangi, 2022). The facilities still face significant challenges that affect their overall performance and sustainability (Gor, 2022). Kinyanjui, Gachanja and Muchai (2015) reported declining technical efficiency scores of FBFs in Kenya. Similarly, Nyongesa, Onyango and Ombaka (2018) confirmed negative client perception on quality of health care to in-patients in FBFs in Kiambu and Nairobi Counties, an indication of challenges facing the facilities. Chen and Kao (2012) reported that FBFs face serious challenges due to lack of financial and technical assistance from partners, donors, and the government. Poor financing, incompetent employees, poor citizens and lack of cheap affordable insurances leads to uncompetitive salaries to attract well trained staff (Kinyanjui, Gachanja & Muchai, 2015). The little money earned from user fee from poor clients cannot sustain their operations (Wanjiku, Kiiru & Muchangi, 2022).

Kisio, Githui and Omurwa (2021) established that salaries, performance related incentives and allowances affect the financial performance of level 5 FBFs in Nairobi to a great extent. According to Gaturu (2018) most FBFs face challenges of poor regulation of activities, employment of less-qualified staff, and significant gaps in evaluating and monitoring the quality of care offered. Other challenges include poor staff retention, lack of development and motivation and brain drain (Sendeyo, 2009). The human resource challenges manifest in high staff turnover, imbalance in

terms and conditions of service compared to public service, migration to urban centers, over worked staff, inadequate human resource policies, lack of career development opportunities and amenities for families in rural arrears (Nyongesa, 2023; Mwema, Were & Ndeto, 2022). Nyongesa (2023) reported that lack of financial compensation, working environment, motivation, and job security were significant influencers of high turnover of health workers in FBFs. Njuguna (2018) established that inclusive decision-making involving all shareholders positively influenced the financial performance of FBFs in Central Kenya.

Ochodo, Oloko, and Yabs (2020) reported positive and significant correlation between focused research and the accomplishments of NHIF accredited hospitals in Kenya, suggesting that an enhanced focus strategy elevates facility performance levels. Wanjiku, Kiiru and Muchangi (2022) opine that FBFs do not provide employees with the necessary skills and are deficient in financial resources, personnel, assets, and infrastructure, which are crucial for enhancing their effectiveness. Majority of challenges facing FBFs are also linked to inadequate leadership prevalent in many of these organizations (Odhiambo & Kihara, 2018). Kiplangat (2018) affirm that recruitment and selection, training, employee education, compensation, and career development positively affect employee performance in FBFs in Kajiado. Oyoo, Mwadihi, and Musiega (2016) found that staffs leave Mukumu Mission Hospital in Kakamega County to other organizations quite often. Numerous hires never last over four months hence the facility relies significantly on locum staff thus elevating service delivery prices and client discontent when the outsourced specialists are occupied elsewhere (Oyoo *et al.*, 2016). Andove, Fwamba and Singoro (2019) reported statistically significant correlation between risk assessment control practices and financial performance in FBFs in Kakamega County. Oyoo, Juma and Miroga (2022) affirm that job advancement and career growth have significant impact on employee retention in FBFs in Kakamega County. This particular study therefore aimed to examine the impact of recognition, job security, promotion and organizational culture on employee performance in FBFs in Kakamega County.

### **1.3 Objectives of the Study**

The general objective of the study was to examine the effect of reward strategies on employee performance in Faith-Based Facilities in Kakamega County, Kenya.

The specific objectives of the study were:

- i. To determine the effect of recognition on employee performance in Faith-Based Facilities in Kakamega County, Kenya.
- ii. To assess the effect of job security on employee performance in Faith-Based Facilities in Kakamega County, Kenya.
- iii. To investigate the effect of promotion on employee performance in Faith-Based Facilities in Kakamega County, Kenya.
- iv. To establish the moderating role of organizational culture on the relationship between reward strategies and employee performance in Faith-Based Facilities in Kakamega County, Kenya.

### **1.4 Hypotheses of the Study**

The study sought to test the following hypotheses:

**H<sub>01</sub>:** Recognition has no significant effect on employee performance in Faith-Based Facilities in Kakamega County, Kenya.

**H<sub>02</sub>:** Job security has no significant effect on employee performance in Faith-Based Facilities in Kakamega County, Kenya.

**H<sub>03</sub>:** Promotion has no significant effect on employee performance in Faith-Based Facilities in Kakamega County, Kenya.

**H<sub>04</sub>:** Organizational culture has no significant moderating effect on the relationship between reward strategies and employee performance in Faith-Based Facilities in Kakamega County, Kenya.

### **1.5 Scope of the Study**

The study was carried out in Faith-Based Facilities in Kakamega County that are registered and licensed by Kenya Medical Practitioners and Dentists Council. The study excluded public and privately owned health facilities in Kakamega County. Faith-Based Facilities were chosen because various empirical studies reviewed documented several challenges facing such facilities hence this study sought to

investigate the effect of reward strategies and organizational culture on their performance. The study focused specifically on employee recognition, job security, promotion and organizational culture and their effect on employee performance. The target population consisted of all staff employed either on contract, part time or permanent basis in the FBFs.

### **1.6 Significance of the Study**

This study holds considerable significance for management teams of FBFs in Kakamega County as it provides valuable insights about reward strategies that are required to enhance employee performance. The churches sponsoring the facilities in Kakamega County are equipped with the necessary information to make well informed decisions on staff motivational strategies to improve performance and quality service provision to clients. The staff trade unions can rely on the study findings as a guide during collective bargaining processes with the facilities' owners on what is important to focus on regarding recognition, job security, promotion and organizational culture for the benefit of their members and work performance.

This research holds significance for the Christian Health Association of Kenya (CHAK), Kenya Conference of Catholic Bishops (KCCB) and Supreme Council of Kenya Muslims (SUPKEM) policy makers and planners for informed decision making as they consider formulation of new policies and regulations pertaining to human resource management in the FBFs. Above all, this study has the potential to make a valuable contribution to the existing body of literature and serve as a foundation for future research endeavors exploring the relationship between reward strategies, organizational culture and employee performance.

### **1.7 Limitations of the Study**

The subject of reward strategies is sensitive in many organizations hence challenges of cooperation with facility management teams and staff was experienced, however, both parties were reassured of the study purpose, confidentiality and anonymity. The purpose of the study was explained to them as academic in nature. Some employees

were initially unwilling to participate because of anxiety and fear of victimization but after closer engagement, explanation and persuasion, they finally accepted. Close interaction with participants was maintained to ensure high response rate.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter contains a review of related theoretical and empirical literature. This research was guided mainly by the Expectancy Theory, supported by Equity and Reinforcement Theories.

#### **2.2 Theoretical Review**

##### **2.2.1 Expectancy Theory**

Expectancy Theory has its roots in the work of Victor Harold Vroom in 1964 (Clayton, 2016). The theory states that an employee in a given organization will consciously perform a task or a job in exchange for rewards or incentives that are connected to the performance or outcome of such a task to meet certain needs. Expectancy theory suggests that an employee will be motivated to take some additional actions if the value he or she places on the prospective reward will meet its goal or need in the long run (Ogundare & Omotosho, 2022). The theory explains that an employee's behavior is motivated by anticipated results or consequences and the intensity of work is driven by the perception that employee's effort would lead to the desired outcome (Zajda, 2023). Expectancy theory argues that employees are faced with three components at which they make their decisions in the build-up to attaining the reward through their performance. These components are expectancy (E), instrumentality (I), and valence (V). Thus, the basic formula of motivation is given as  $(\text{force}) = V \times E$ . The force behind an employee's performance is a product of valence and expectancy (Ogundare & Omotosho, 2022).

Expectancy is the attitude of the employee by which he or she bases his journey toward performance and productivity. Instrumentality is the management that outlines the motivation in such a way that good performance is synonymous with a higher reward which may come in the form of promotion, irresistible remuneration, awards, prizes, or incentives. Valence is the guiding principle of the employee on the amount of value placed on the reward toward the individual goals or needs (Riggio, 2015). The application of this theory spurs and motivates employees to perform

better, efficiently, and productively in agreement with the organization's aim (Channel, 2021). Every worker engages in employment to satisfy a need, meet a set-out goal, or meet up with aspirations. Taking up a job in an organization indicates that there is an underlying psychological need to be met (Hopper, 2021).

Employers consider their workers and employees as one of the functional resources (Bussin, Serumaga-Zake, & Mohamed-Padayachee, 2019) that make the production come to reality. Employers and employees are two important factors that determine how production results in a positive outcome at any given period. Without these factors, other factors such as the machine, and the environment would be vague, and ineffective (Ogundare & Omotosho, 2022). Therefore, based on the Expectancy Theory, promotion and recognition are rewards that employees of FBFs look forward to achieving in return for their performance or productivity.

### **2.2.2 Equity Theory**

Equity Theory was developed by John Stacey Adams in 1963 and is primarily based on employees' comparisons with others. Equity can be defined as a ratio between the individual's job inputs such as effort or skill and job rewards such as pay or promotion (Ogolo & Ibinwangi, 2016). This theory explains that individuals strive for a sense of fairness in their personal and professional relationships and seek to balance the input and output they contribute to these connections (Main, 2024). In most cases, employees do compare the reward a given job situation gives them in relation to their input in the job, comparing the input-outcome ratios of other employees relevant to their job type and level (Ogolo & Ibinwangi, 2016). Employees may associate a certain reward with a particular effort but when they feel they have not been justly rewarded, they may resort to loafing or doing just enough to get by (Gashgari, 2016). It is highly likely that when employees realize they are over rewarded or under rewarded they will behave in a way that will induce other employees to change their input-outcome ratios (Kibe, 2018).

Employees expect to be paid equally for work done when compared to those in similar category, as well as treated equally in terms of other benefits (Bell, 2011).

When inequities persist, employees may decrease inputs by giving less time or doing less work, push for more output from the organization, go into survival mode, become resistant, become overly competitive or quit. These outcomes harm an organization's bottom line (Tanner, 2023). Significantly, how employees perceive transactions between them and employers may not always be in economic terms but sometimes involves relative justice. In certain cases, employees expect to be treated equally when compared to those of equal rank, particularly in terms of pay and recognition (Al-Zawahreh and Al-Madi, 2012). Based on the Equity Theory, FBFs employees expect fairness and relative justice in promotion, recognition and job security as rewards by the employer.

### **2.2.3 Reinforcement Theory**

Reinforcement Theory also known as Learning Theory is a motivation principle developed by Burrhus Frederic Skinner (1963) referring to the stimuli used to produce desired behaviors with different occurrences and schedules. The theory explains that behaviors are shaped by their consequences, and that individual behaviors can be changed through reinforcement, punishment and extinction (Wei & Yazdanifard, 2014). According to Watson (2012), reinforcement is a behavioural construct where control is achieved by manipulating the consequences of behavior. Rewards fiscally or non-monetarily assume a crucial role in propelling employees to feel as compelling and effective work drive (Wei & Yazdanifard, 2014). A negative reinforcement is the utilization of an outcome, for example, lost pay or a downgrade, to dishearten a worker from failing to meet expectations or carrying on upsettingly or unscrupulously (Asadullah, Juhdi, Islam, Ahmed & Abdullah, 2019). The power of praise in the workplace can move employees from apathy or resentment to happiness, productivity and positive reinforcement makes people feel appreciated and encouraged, which can be motivating and rewarding (Susanto, Lim, Linda, Tarigan, & Wijaya, 2021). A written recognition gives an employee a feeling of being part of a major family. Employee affirmation such as worker of-the-month or representative of-the-year assures workers that their endeavors don't go unnoticed. Tangible rewards like organization logo journal, pen,

or gift propel employees to greater performance (Asadullah *et al.*, 2019; Susanto *et al.*, 2021).

Wei & Yazdanifard (2014) concluded that positive reinforcement is seen to be the most effective way of motivating staffs to perform better in organizations. Punishment is applied to reduce or remove certain behavior. Those who are given penalty show better discipline. However, punishment is often not favoured as it may bring down some employees (Wei & Yazdanifard, 2014). A consequence-based technique is very effective in managing an individual or even a team of staff (Susanto *et al.*, 2021). According to Asadullah *et al.*, (2019), in a study to determine the effect of reinforcement and punishment on employee performance in Malaysia, reinforcement and punishment significantly influenced motivation, values, decision making, tackling conflicts and overall performance of the employee. Employee recognition, job security and promotion can provide positive reinforcement to enhance performance amongst FBFs employees. Job insecurity and lack of promotion can provide negative reinforcement to performance. Penalty can be used to deter behaviors such as absenteeism, lateness to work, unavailability at workplace to serve customers or unfriendliness to customers.

## **2.3 Conceptual Literature Review**

### **2.3.1 Reward Strategies**

#### **2.3.1.1 Employee Recognition**

Employee recognition is the open acknowledgment and praise of employee behavior or achievement (Sikira, Madaba, & Filbert, 2024). It is a judgement on a worker's contribution, in terms of the work process as well as dedication and motivation (Mounika, 2021). Workplace recognition motivates, provides a sense of accomplishment and make employees feel valued for their work (Amoatema & Kyeremah, 2016). Recognition not only boosts individual employee engagement, but has also been found to increase productivity and loyalty to the company, leading to higher retention (Mounika, 2021). Recognition can be monetary as well as non-monetary. It can involve either writing employees' names in the company's

newsletter, letters of commendation, extra time off or verbal appreciation (Hussain, Khaliq, Nisar, Kamboh, & Ali, 2019). Different organizations in diverse sectors and sizes have varied plans of acknowledgement and recognition based on their objectives (Rai, Ghosh, Chauhan, & Singh, 2018). According to Asaari, Desa and Subramaniam (2019), employee recognition and performance are closely associated because timely feedback is received when employees are recognized, effectively inspiring employees. Authentic and effective recognition systems should be prompt, regular, frequent, and spontaneous, as well as be in the correct location and context for the benefit of people providing and receiving (Cotton, Gifford, & Young, 2022).

### **2.3.1.2 Job Security**

Job security is the assurance based on the structure and nature of work that an individual will remain on his or her job for a longer period (Magaji, Akpa, & Ogundwin, 2021). Herrity (2023) affirm that job security assures an employee that he or she can continue working in their current job for the foreseeable future regardless of any external forces that might impact the business. Ofre and Andow (2022) state that job security gives the certainty that one's job will be kept without the possibility of being laid off. When employees are concerned and know that their jobs are secured, it helps to create a sort of certainty of income with respect to the future (Tripathi, 2018). Securing and retaining a job is the desire of most, if not every employee, especially in the face of high rates of unemployment occasioned by several factors like globalization, harsh economic conditions, high mobility of labour and technological advancements (Ofre & Andow, 2022). Job security is one of the creators of job satisfaction and commitment to the company which may result in the worker investing more time and effort into their companies (Chinyelu, 2018). The rules of an employment contract, collective bargaining agreement, or labour legislation that prohibits arbitrary termination might protect one's job and if not then employees are in significant danger of losing their employment when there is no job security (Tapi, 2020). Shoss, Jiang, and Probst (2018) assert that the impact of job insecurity extends beyond the workplace, adversely affecting employee behavior in non-work contexts, potentially influencing broader societal dynamics.

### **2.3.1.3 Promotion**

Ligare, Wanyama, and Aliata (2020) define job promotion as the advancement of an employee to a position of greater significance and compensation, effectively moving the employee up the hierarchical structure, hence augmenting their level of responsibility. Promotion possesses intrinsic motivating value, as it enhances an employee's prestige and authority within an organizational context (Saharuddin & Suleiman 2016). Employees have a strong desire for career advancement, enabling them to utilize their abilities and skills while gaining greater autonomy over their professional endeavors (Kobia, 2021). Employees who recognize their lack of promotion prospects will diminish their job effort, unless they perceive themselves as still being in contention for future advancement (Ligare *et al.*, 2020). Promotion is determined by seniority level or superior performance, competence, and merit, with seniority assessed based on the period of the employee's service in a specific job grade within the firm. Conversely, merit-based promotion is solely determined on performance, qualifications, experience, and skills (Kobia, 2021).

### **2.3.2 Organizational Culture**

According to Adam, Yuniarsih, Ahman, and Kusnendi (2020), organizational culture reflects the values, norms, beliefs, and practices that shape the identity and way of working of an organization. Abdullahi, Raman and Solarin (2021) explain that humans as social beings basically have the nature to socialize, work together, and need the presence of other humans hence the existence of an organization provides a forum that can gather or facilitate humans in socializing and working together. Organizational culture is a habit that lasts a long time and is used and applied in life work activities as one of the drivers for improving the quality of work of employees and company managers (Iskamto, 2023). In today's competitive business environment, creating a positive and strong organizational culture has become the main focus of organizations to improve employee performance (Jufrizen, Mukmin, Nurmala, & Jasin, 2021). Employees who feel connected to a strong positive organizational culture which is in line with their personal values tend to be more actively involved in their work, have high levels of job satisfaction, and contribute

productively to achieving organizational goals (Iskamto, 2023). Through a strong organizational culture, companies can inspire employees to adopt high performance standards, innovation, and customer orientation, which in turn can increase the firm's competitive advantage (Jufrizen 2021).

### **2.3.3 Employee Performance**

Performance is the ability of individuals or groups to provide satisfactory results where they work according to certain criteria that apply to a job (Duha, 2018). Chukwuma *et al.*, (2022) define employee performance as the degree to which an organizational member contributes to achieving the goals of the organization. Various factors influence performance level of employees such as physical working environment, standardized operating procedures and policies, meaningfulness in work done, equipment being used for doing the work, reward system, performance expectancies, performance feedback, skills, knowledge, attitudes, and behaviours (Okasheh, 2017). According to Asina (2018), employee performance is a continuous process with the primary goal of improving both individual and organizational performance. Sureephong, Dahlan, Chernbumroong and Tongpaeng (2020) assert that all organizations, whether public or private, need motivated employees to be effective and efficient in their functioning, in addition to other factors. Organizational employees are critical to its future development, success and they represent organization's image (Almawali, Adha Hafit & Hassan, 2021).

Kuswati (2020) identified employee performance indicators as effectiveness, efficiency, quality, timeliness, productivity and safety. Rokima and Tentama (2020) identified employee performance indicators as quantity of work, quality of the work, timeliness of completing work, timeliness of coming to work or punctuality in work, compliance with the rules, responsibility for work and towards superiors, responsibility for laws / regulation, job knowledge, initiative and dependability. According to Nguyen, Yandi & Mahaputra (2020) employee performance can be assessed from quality of work, work quantity, responsibility, cooperation and initiatives. This particular study focused on employee loyalty, job satisfaction, low

absenteeism, employee initiatives, staff collaboration, timeliness, service quality, efficiency and effectiveness.

Diamantidis and Chatzoglou (2018) during a study in Greece to investigate the impact of various rewards on performance established that job environment and management support exerted the most significant influence on job performance. Emelianova's (2019) study on the influence of reward systems on employee performance at Normet Limited in Finland found that employees exerted greater effort when provided with equitable rewards. A study by Ginbar (2020) in Addis Ababa that examined the impact of employee recognition, promotion, work conditions, and remuneration on employee performance revealed a positive and significant correlation between the whole incentive management system and employee performance. Hokororo (2020) in Tanzania evaluated the influence of reward system on employee performance in Rombo District Council and established that monetary awards, employee advancement and recognition significantly and positively affected employee performance.

It is of prime importance that employees are loyal to the organization and don't actively search for other alternative opportunities (Osho, 2023). According to Farrukh, Kalimuthu, Farrukh, and Khan (2020), employee loyalty is a commitment to the organization, dedication to work, and willingness to go beyond duties. It is widely accepted that employee loyalty positively impacts job performance and job satisfaction (Egenius, Triatmanto, & Natsir, 2020). Peretti and Igalens (2015) assert that loyalty is a strong tie that binds an employee to his / her organization even when it may not be economically sound for him / her to stay there. Loyalty increases employees' commitment to their work and encourages them to put in extra effort (Budrienė & Diskienė, 2020). The expression of loyalty can be in form of relation of trust, resistance to the adoption of opportunistic behaviour when faced with an outside job offer, significant length of service in the company, less inclination to search for outside job offers and a strong sense of belonging (Flory, Bonet, Guillon & Cezanne, 2014). The economic performance of organizations is more dependent

on the participation, commitment, and loyalty of their staff (Peretti and Igalens, 2015). Employee loyalty helps to create a sense of community in the workplace, leading to improved job satisfaction (Ateeq, Alzoraiki, Milhem, & Al-Absy, 2023). Book, Gatling, and Kim (2019) and Al Kurdi, Alshurideh, & Alnaser (2020) showed that loyalty is also associated with other positive outcomes, such as increased commitment, reduced turnover, and improved customer care. Employee loyalty may increase performance, boost team morale and productivity, and enhance customer service (Mahaputra & Saputra, 2021). Employee loyalty leads to increased profits, attracts top talent, employee retention, increased market share, improved organizational image and increased performance (Osho, 2023). Promoting a workplace loyalty culture also contributes to job happiness, as workers are more inclined to remain once they feel appreciated and valued (Haryanti & Zulganef, 2023).

Job satisfaction is a psychological state of how an individual feel towards work or feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and organizations (Kurniawaty, Ramly & Ramiawati, 2019). According to Ateeq *et al.*, (2019), various factors including job security, salary, job environment, career progression opportunities, and other benefits, such as flexible working and holidays, determine job satisfaction. Each employee has a different level of job satisfaction according to the wishes and value systems they adhere to. The higher the individual employee likes their job, the higher the level of satisfaction (Kurniawaty *et al.*, 2019). Ali, AlZgool, Alzoraiki, Milhem, and Al-Absy (2023) revealed that employees who feel satisfied with their jobs tend to be more productive and engaged in their work and are more likely to stay with their employer for longer. Organizations that focus on their employees' welfare are more likely to cultivate job satisfaction among its workforce and improve performance (Bin Ahmad, Jasimuddin & Kee, 2018).

The management approach in an organization involving lack of trust, independence, appreciation, respect, effective communication channels and supportive management

can significantly impact on job satisfaction (Kosec, Sekulic, Wilson-Gahan, Rostohar, Tusak & Bon, 2022). A workplace that promotes well-being and a pleasant atmosphere such as a clean and healthy work environment can enhance job satisfaction and reduce the likelihood of employees seeking opportunities elsewhere (Huang, Xie, Cheung, Zhou & Ying, (2021). Job satisfaction can be improved in practice by encouraging employees and making them encourage other employees, improving team cohesion, giving them access to information, giving them resources to perform their job efficiently, providing real-time feedback on job performance and providing them with opportunities to explore and show their skills and talents (Spagnoli, Haynes, Kovalchuk, Clark, Buono, & Balducci, 2020).

Team initiative is a behavior syndrome that results in a work group taking an active and self-starting approach toward achieving work goals and tasks and persisting in overcoming barriers and setbacks (Las-Hayas, Lisbona, & Palací, 2018). Working as a team may enhance the efficiency and effectiveness of an organization (Bokaii, 2023). Lisbona, Las Hayas, Palací & Frese (2021) determined in a study on initiative within work teams that individual and organizational performances are the primary results of personal initiative. They determined that demonstrating proactive behavior at the group level, or team initiative, necessitates an active and self-initiated approach to work objectives and tasks, along with persistence in overcoming obstacles and setbacks. Teamwork lead to increased challenge as well as the participation of employees, attainment of accomplishment and is related to higher work fulfillment as indicated by work attributes (Askari, Asghri, Gordji, Asgari, Filipe & Azar, 2020). According to Lisbona, Las-Hayas, Palaci, Bernabe, Morales, and Haslam (2020), team initiative can be understood as a shared team attribute that originates in the experiences, attitudes, perceptions, values, cognitions and behaviors that team members have in common.

Cooperation is a significant procedure for smoothing the activity of the association as group individuals redesign their aptitudes, information, and capacities by working in groups, and this influences hierarchical execution and adequacy (Lisbona *et al.*,

2021). An employee who works with others in a group is probably going to be more profitable when contrasted with different friends (Chawla & Jian, 2021). In teamwork, individuals work in a cooperative environment in the interest of a common goal by sharing knowledge, skills and being flexible enough to serve multiple roles with less conflict (Phina, Arinze, Chidi, & Chukwuma, 2018). Through cooperation, every employee would have the occasion to impart to others how to play out a specific undertaking stunningly hence more fulfillment and authoritative responsibility (Chawla & Jian, 2021). Kasaya and Munjuri (2018) in a study on the effect of employee involvement on job performance found that team participation in deciding how work should be done and granting them freedom to participate in decisions that affect their work life enhances job performance, job satisfaction, increases efficiency and boosts employer-employee relationship.

Absenteeism is an employee's intentional or habitual absence from work without prior permission (Kocakulah, Bryan, & Lynch, 2017). According to Van Vulpen (2023), effects of absenteeism include decreased productivity, increased costs, increased accidents, grievances / conflicts with co-workers, increased workload for co-workers, undesired overtime, lower quality work and poor customer care. Absenteeism does not just mean missing a day of work, however, partial shift absences consist of times when employees arrive late, leave early, and take longer breaks than scheduled in their day (Kocakulah *et al.*, 2017). Absenteeism can manifest in form of ghost workers involving employees who have died, retired, moved, or are permanently absent for some other reason but continue to receive the salary (Sayed, 2022).

Service quality is how good a product or service is, what should be done, how close and reliable in meeting the given specifications and expectations of a customer (Amran, Patappa, Seweng & Wahyu, 2019). According to Akhade, Jaju and Lakhe (2016), service quality is a measure of the degree of discrepancy between consumers' perceptions and expectations and dissatisfaction that occurs when expectations of the consumers are greater than actual performance of service

delivering organizations. Quality of service in principle is to keep customer promises so that those served continue to feel satisfied and expressed through words (Suryani, Wijayanto, Zulkarnain, & Alwie, 2023). Quality has a very close relationship with customer loyalty because quality provides an incentive for customers to undergo a strong relationship bond with the service provider organization (Apriyanti, 2019).

The total quality of a service consists of three main components namely: technical quality, functional quality, and corporate image (Suryani, Wijayanto, Zulkarnain, & Alwie, 2023). In the healthcare industry, technical quality refers to the technical accuracy of the medical diagnoses and procedures or the conformance to professional specifications while functional quality refers to the manner in which the health care service is delivered to the patients (Mishengo and Zulu, 2021). The quality of services in health care facilities can be improved by focusing on modernization of equipment, timeliness / responsiveness of care delivery, accuracy / reliability of performance, empathy, competency of staff, enhancement of interpersonal relationships and communication skills of staff in the facility (Akhade *et al.*, 2016). According to Amran *et al.*, (2019) in a study to investigate determinants of quality service in a hospital in Indonesia, tangibles, reliability, responsiveness, assurance and empathy, including dimensional beliefs have significant influence on patient satisfaction. Mishengo and Zulu (2021) investigated service quality in primary healthcare facilities in Mpulungu district in Zambia and established that service quality is affected by tangibles, empathy, responsiveness, timeliness, procedure handling, attentiveness, waiting time and privacy.

Timeliness is the ability to respond back to consumer requests effectively and on time. These include delivery times, ability to respond to requests, ability to provide services and respond to return requests in a timely manner (Jiang, Lai, Chang, Yuen, Li, Wang, Jiang, Lai, Chang, Yuen, Li, & Wang, 2021). Timeliness in health care is the system's capacity to provide care quickly after a need is recognized (Bennet, 2020). Timely delivery of appropriate care can help reduce mortality and morbidity for chronic conditions, such as kidney disease (Smart & Titus, 2011). Punctuality has

a large direct impact on customer satisfaction and customer loyalty (Daengs & Istanti, 2022). If overall performance and expectancies are on the identical level, clients will be happy or satisfied. Happy clients have a tendency to act positively and will purchase again the products or services offered (Chiguvi, 2016).

Effective service delivery has a specific goal of meeting with expectations of an end-product user. Effectiveness is often associated with efficiency, competence and the ability to bring about positive or desired effects (Nzenwata, 2020). According to World Health Organization (2020), quality of care is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with evidence-based professional knowledge. Effectiveness as an element of quality healthcare is explained as providing evidence-based healthcare services to those who need them while efficiency means maximizing the benefit of available resources and avoiding waste (Nzenwata, 2020).

## **2.4 Empirical Review**

### **2.4.1 Recognition and Employee Performance**

Employee recognition is the open acknowledgement and praise of employee behavior or achievement (Sikira, Madaba & Filbert, 2024). Social recognition, including the appreciation of exemplary work, compliments, endorsements, consideration, and formal accolades for personnel, significantly influences the organizational performance across many operations (Sitati, 2017). Appreciation is characterized as being significant and important to an individual or as a statement of gratitude towards an employee for their additional efforts within a business (Kouzes and Posner, 2017). Appreciation is a means by which individuals' express gratitude for others' accomplishments, characterized by an exuberant quality that conveys profound thankfulness. Appreciation can manifest as public, team, private, vocal, or written expressions of gratitude, which enhance employees' sense of value inside the organization (Noorazem *et al.*, 2021). Recognition acknowledges exceptional accomplishment and fosters motivation (Androitis, 2018).

Hussain, Khaliq, Nisar, Kamboh, and Ali (2019) in a study in Pakistan examining employee recognition, rewards, job stress, and their effects on performance, concluded that recognition and rewards positively influence employee performance, whereas job stress adversely affects it. This study did not consider effects of job security, promotion and organizational culture on performance. Mounika (2021) determined that in India, enhanced rewards and recognition correlate with increased motivation and happiness, perhaps leading to elevated performance and productivity among employees. This study did not look at direct correlation between rewards and employee performance. Mutisya, Were, and Wabala (2017) conducted a study to determine the impact of employee recognition on organizational performance at Nairobi Coca Cola Bottlers Limited, revealing that appreciated behavior, along with prompt feedback and guidance, contributed to an overall increase in the production of quality products by the organization. They concluded that employees want to be additionally recognized by a wall of fame or an employee of the month plaque for their good work. The study was not done in a healthcare facility and did not include other rewards like job security, promotion and organizational culture.

Apuko (2022) confirmed that employee recognition practice is a significant determinant of employee performance in a study involving employees of Homabay County Government. The study did not consider effects of job security and organizational culture on performance. Through a descriptive research design, Sikira, Madaba and Filbert (2024) assessed the impact of recognition on employee performance in Tanga Cement Company in Tanzania and explained that personal recognition fosters enhanced dedication while receipt of recognition letters validates hard work thus increasing job satisfaction and loyalty. Furthermore, recognition programmes lift employees' morale, influencing productivity and teamwork while public recognition fosters commitment, and positive perceptions of work, workplace, and colleagues are crucial for a positive work environment (Sikira *et al.*, 2024). The study employed a descriptive design instead of an explanatory design. Onyiego (2022) found positive relationship between employee recognition, career development practices, flexi-work schedules and employee performance at Kenyatta

University Teaching, Referral and Research Hospital in Kenya. The study was done at a public hospital and did not consider effects of job security and organizational culture on performance.

#### **2.4.2 Job Security and Employee Performance**

According to Gharib, Kahwaji and Elrasheed (2017), job security can be viewed as the employment certainty from organizations that employees will remain with them for a long period of time without being wrongly dismissed. Maryatmi (2020) opine that job security is the assurance in an employee's job continuity due to the general economic conditions in the country. The job safety in the workplace make employees enthusiastic in doing their job duties hence high employee performance as well as production of quality products (Ahmed, Haderi, Ahmad, Bin Jaaffar, Walter, & Al-Douis, 2017). Job security comes with a feeling of protection against things like layoffs, economic downfalls, and makes employees feel valued hence no stress and anxiety (Miles, 2022). According Ahmed *et al.*, (2017), aged and supervisory employees are more concerned about job continuation than young and lower level employees.

Economic, technological, societal and political upheavals have increasingly undermined the concept of secure employment (Yeves, Bargsted, Cortes, Merino & Cavada, 2019). A gradual change in basic assumptions toward work-life flexibility has led to significant changes in working conditions that in turn have fueled greater job insecurity (Benach, Vives, Amable, Vanroelen, Tarafa & Muntaner, 2014). This insecurity enhances the level of distress and concern among workers about their job and financial futures (Manendez-Espina, Llosa, Aquillo-Tomas, Rodriquez-Suarez, Saiz-Villar & Lahseras-Diez, 2019). Job insecurity may cause negative consequences in employees' wellbeing, attitudes toward their job, and behaviours at work (De Angelis, Mazzeti, & Guglielimi, 2022). The effects of job insecurity include adverse physical and mental health of employees (De Witte, Pienaar, & De Cuyper, 2016). Mental health problems resulting from job insecurity include depression, anxiety, psychological distress, burnout and emotional exhaustion (De Witte *et al.*, 2016). Physical health problems associated with job insecurity include

self-reported morbidity, back pain, headaches, and fatigue (Burgard, Brand, & House, 2009). Physiological changes have also been observed, including increases in blood pressure and decreases in Body Mass Index (De Angelis *et al.*, 2022).

Sah and Basnet (2025) in a study to examine the impact of job security on employee work performance, found a significant and positive relationship between job security and employee work performance of insurance companies in Nepal. The study involved employees of insurance firms and not healthcare workers. A different study by Al Nahyan *et al.*, (2024) on employee job security and job performance with focus on the mediating role of well-being and the moderating role of perceived organizational support and psychological capital, revealed a significant impact of perceived job security on employees' job performance and further confirmed a positive correlation between both employee well-being and job security with employee job performance. The study's moderating variable was not organizational culture as compared to this particular one. Darvishmotevali and Ali (2020) in another study on job insecurity, subjective well-being and job performance with focus on the moderating role of psychological capital found a positive correlation between job security and employees' job performance, primarily through an increase in subjective well-being. The study employed different independent and moderating variables compared to this particular study.

Umrani, Afsar, Khan and Ahmed (2019), in a different study to determine the role of job security, organizational support and job satisfaction on job performance among hospital physicians in Pakistan, discovered that job security and organizational support positively influenced employees' job performance. The study did not consider effects of promotion and organizational culture on performance. A study by Asfaw and Chang (2019) on the association between job insecurity and engagement of employees at work found that perceived job insecurity is associated with reduced engagement and this may be moderated by supervisor support. The study did not consider organizational culture as the moderator and performance as the outcome. Alajlouni and Nawafleh (2018) during a field study in public and private

organizations in Jordan to assess the impact of job security on organizational productivity found that employees who had little job satisfaction or were concerned over their job security or organizational justice caused lower organizational productivity. The study did not take place in healthcare industry.

### **2.4.3 Promotion and Employee Performance**

Promotion refers to the elevation in rank within an organization, coupled by an increase in responsibility (Ratemo, Bula & Makhamara, 2021). Advancing an employee from a subordinate position to a superior one engenders a sense of fulfillment (Njiraine, 2019). Promotion influences employee behavior and motivates individuals to utilize their skills constructively to advance (Ratemo *et al.*, 2021). Promotion enhances job satisfaction and motivation by offering increased salary, status, and responsibilities (Seward, 2019). Internal promotion entails elevating an employee within the organizational structure, hence augmenting their responsibilities and aiding in the retention of essential personnel (Njiraine, 2019). However, assigning the most desirable positions to external candidates may diminish employee motivation, resulting in decreased performance and lowered morale (Seward, 2019).

Noor and Silitonga (2018) utilized a descriptive research design to investigate the correlation between job promotion and employee performance at Harapan Mulia Berkah Tangerang Agency, Indonesia. The findings demonstrated that job promotion significantly influenced organizational commitment and performance. The study utilized a descriptive design instead of an explanatory design. Ligare *et al.*, (2020) aimed to determine the impact of job advancement on employee performance within the administrative police in Bungoma County, Kenya. The findings indicated a statistically significant positive correlation between job promotion and employee performance. The study recommended that organizations should rigorously follow their promotion policy, guarantee a fair promotion process, and promote people based on merit. The study involved police personnel instead of healthcare workers. Ratemo *et al.*, (2021) employed a survey research methodology to investigate the impact of job promotion methods on employee performance at the Kenya Forestry Research Institute in Muguga, Kenya. The findings demonstrated that job promotion

methods significantly influenced employee performance at the Kenya Forestry Research Institute. The target population involved non-healthcare workers.

In a study examining the impact of promotion and job satisfaction on employee performance in Indonesia, Razak, Sarpan, and Ramlan (2018) discovered that employee promotion significantly enhances performance and that promotion influences employee motivation to work, provided that the practice is appropriately aligned with employees' experience and skills. The survey used a descriptive design with a sample size of 50 government workers hence the results cannot be extrapolated to other populations. Njiraine (2019) employed a descriptive study design to examine the impact of employee training and internal promotion on employee performance at the University of Nairobi. The study's findings indicated that employee training and internal promotion, as human resource management methods, improve employee performance and augment organizational competitiveness. The study involved non-teaching staff of a public University as opposed to healthcare workers. Rinny, Purba, and Handiman (2020) did a study in Indonesia examining the correlation between job promotion and employee performance at Mercubuana University. The findings indicated that job promotion significantly influences job satisfaction and employee performance. A non-probability convenience sampling technique was used to select 77 participants hence the results cannot be applied to other populations.

Russen, Dawson, and Mudera (2021) investigated hotel managers' promotional processes, focusing on gender, organizational fairness, and perceived gender discrimination against women and anti-male bias. The study findings indicated that within the hotel sector, gender prejudice in promotional practices is most pronounced, with female employees receiving fewer promotional opportunities due to concerns about reverse discrimination. The survey indicated that a firm is regarded as equitable if it provides promotional opportunities for women, fosters a robust culture, and has high financial performance. The study adopted an experimental design with a sample size of 87 managers only in a non-healthcare

setup. When promotions are viewed as biased or influenced by variables unrelated to performance, issues will inevitably emerge in the organization's administration and management (Russen *et al.*, 2021).

#### **2.4.4 Reward Strategies, Organizational Culture and Employee Performance**

Olawuyi (2017) asserts that an employee's performance, whether high or negative, is driven by an underlying urge or motivation. The driving force behind an employee's engagement inside a business is the organizational culture (Muliaty, Basri, and Jasruddin, 2017). Organizational culture is defined as the shared values, beliefs, and norms that influence employees' emotions, thoughts, and behaviors in the workplace (Abdullahi *et al.*, 2021). Wardiah (2016) posits that organizational culture comprises the fundamental principles of the organization, which underpin the attitudes, behaviors, and actions of all its members. Organizational culture encompasses the behaviors of individuals inside organizations and comprises a set of norms that include beliefs, attitudes, core values, and shared behavioral patterns (Iskamto, 2023). Widodo (2017) contends that corporate culture indicates how duties or tasks may be executed by personnel. It may represent the fundamental or guiding concepts to which organizational employees are expected to conform without undue resistance. Olawuyi (2017) delineates the primary elements of corporate culture as behavioral patterns, ideas and ideologies, structure and control, and the decision-making process, integrated with prevailing leadership concepts. These components determine the primary strategy of the institution or organization and its probability of remaining in or exiting the market.

Organizational culture establishes a competitive advantage by delineating the organization's parameters about human interactions, experiences, and information processing capacities (Soomro & Shah, 2019). An effective organizational culture increases employees' motivation to pursue the organization's goals in a defined direction (Santoso & Soehari, 2020). A group of individuals cultivates and interprets identical methodologies, so culture inside organizations pertains to the characteristics, lifestyle, expertise, language, and social practices of individuals employed in the same organization (Onday, 2016). Consequently, organizational

culture is perceived as a shared symbolic system that encompasses accumulated cognitive outputs and subconscious mental mechanisms that support cultural manifestations, as posited by structuralists (Cherian, Gaikar, Paul, & Pech, 2021). The organizational culture may be a more critical determinant of an organization's future success or failure (Iskamto, 2023). Organizations possessing robust cultures are challenging to replicate and maintain a competitive advantage over those with weaker cultures (Cherian *et al.*, 2021). The organizational culture must be conducive to enable employees to conceive and implement solutions for enhancing customer-institution connections (Abane, Adamtey, & Ayim, 2022).

A study by Lau, Rahmat Aidil, and Mohd Zaainai Munshid (2020) in Malaysia emphasized that corporate culture influences and molds the attitudes and behaviors of all employees, significantly impacting their performance. The study involved office workers of multinational companies with a small sample size of 90 participants only. In another study, Gachagua and Kinyua (2022) investigated the relationship between adhocracy culture and company performance in level 5 hospitals in Kenya, concluding that adhocracy culture positively correlates with firm performance. The study was conducted in both public and private hospitals and only ten departmental heads per hospital participated as units of observation. Omukaga (2016) conducted a study to assess the impact of corporate culture on employee performance at AON Kenya, revealing a robust corporate culture that positively affects employee performance. The survey adopted a case study design with a sample size of 92 in non-hospital setting. In their 2022 study, Hung, Su, and Lou discovered that organizational hierarchy significantly enhances individual task performance.

A study conducted by Mugaa, Guyo, and Odhiambo (2018) aimed to determine the moderating effect of organizational culture on the relationship between reward systems and employee performance in large commercial banks in Nairobi County, Kenya, revealing that organizational culture significantly moderates the impact of financial rewards. The target population of the study included staff of commercial

banks in a cosmopolitan setting. Kirwa, Ngugi, and Ng’ethe (2024) investigated the moderating effect of organizational culture on the link between reward systems and teacher retention in public secondary schools in Kenya. The study adopted a cross-sectional design with teachers forming the target population and teacher retention as the dependent variable. The study indicated that although reward systems were crucial for teacher retention, their efficacy was considerably influenced by corporate culture. Njoroge, Bula, and Wanyoike (2020) conducted a study investigating the moderating influence of organizational culture on the link between organizational learning and employee performance in classified hospitality enterprises in Kenya. Organizational culture was found to considerably affect the link between organizational learning and employee performance. The independent variable was organizational learning instead of reward strategies in hospitality firms.

## **2.5 Summary of Research Gaps**

Different studies have examined the impact of either corporate governance practices, wage bill burden or internal central practices on financial performance of FBFs in different parts of Kenya. Some studies have also assessed the relationship between strategic choice programmes, human resource practices or reward management practices and employee performance in FBFs or public hospitals in Kenya. Other studies have examined the impact of reward systems on employee retention in different sectors. The researcher aimed to specifically investigate the effect of recognition, job security, promotion, and organizational culture on employee performance in FBFs in Kakamega County, Kenya. Table 2.1 delineates prior related studies and identifies the research gaps observed.

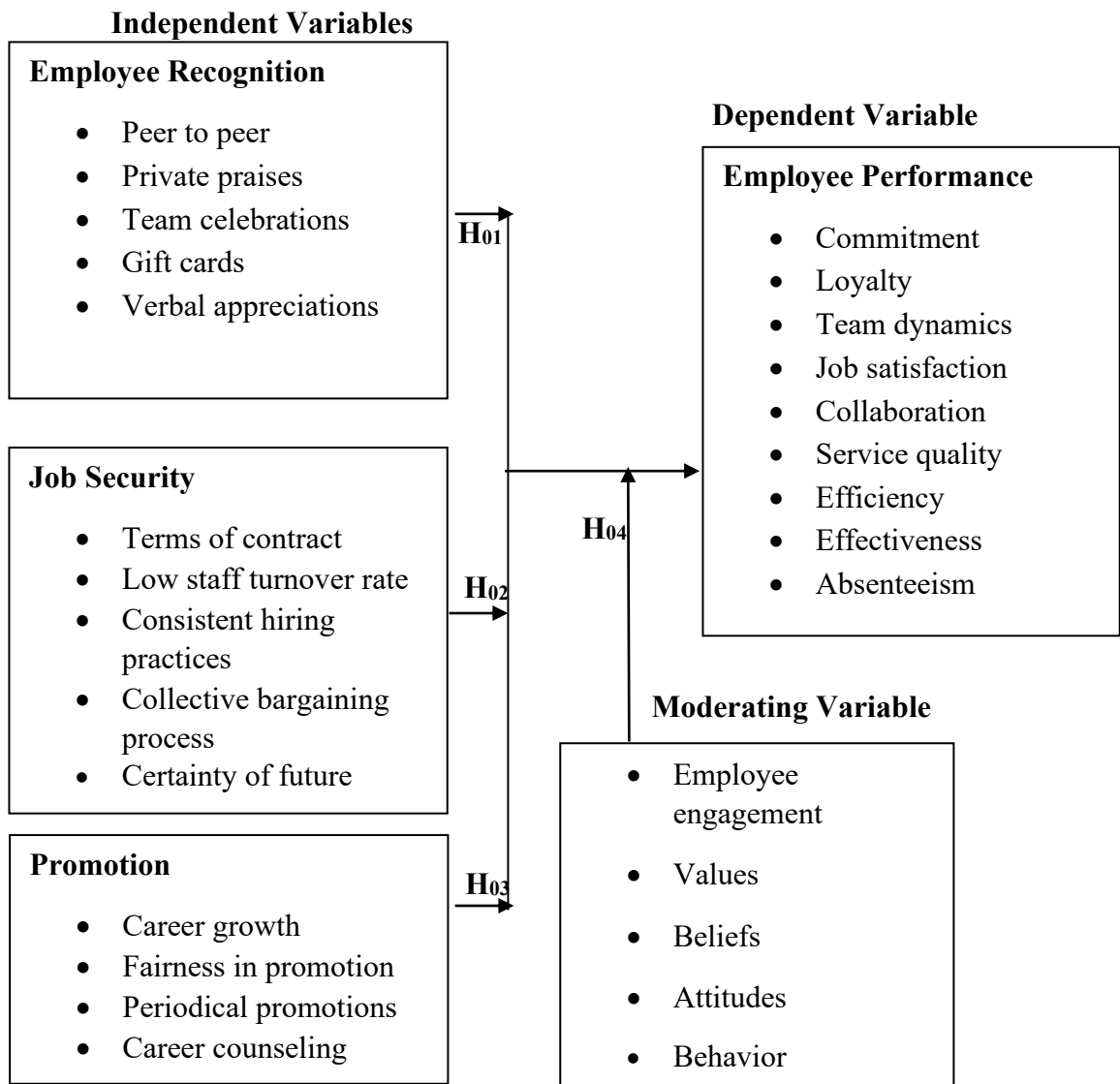
**Table 2.1: Research Gaps**

<b>Researcher</b>	<b>Title of the Study</b>	<b>Findings</b>	<b>Research Gap</b>
Njuguna (2018)	The role of corporate governance practices on financial performance of not-for profit faith-based hospitals in Central Kenya.	Inclusive decision-making involving all shareholders positively influenced financial performance of FBFs in Central Kenya.	Study did not consider effect of reward strategies and organizational culture on employee performance.
Njuguna (2021)	Strategic choice and performance of mission hospitals in Kiambu County Kenya.	Organizational structure, technology, leadership, and resource acquisition all had a significant positive effect on the performance of these hospitals.	Study did not consider effect of reward strategies and organizational culture on employee performance.
Kiplangat (2018)	The influence of human resource practices on performance of faith-based health facilities in Kajiado County.	Recruitment and selection, training, employee education, compensation, and career development positively affected employee performance in FBFs in Kajiado County	Study did not consider effect of recognition, job security and organizational culture on employee performance.
Kisio, Githui and Omurwa (2021)	Wage bill and financial performance of level 5 faith-based hospitals in Nairobi Kenya.	Basic salary and wage policy had positive effect while performance related incentives and allowances had negative inverse effect on financial performance.	Study did not consider effect of non-monetary rewards like recognition, job security, promotion and organizational culture on employee performance.
Oyoo, Juma & Miroga (2022)	Reward management practices and employee retention in FBFs in Kakamega County.	Job advancement and career growth had significant impact on employee retention in FBFs in Kakamega	Study did not assess effect of recognition, job security and organizational

		County.	culture on performance.
Andove, Fwamba & Singoro, (2019)	Internal central practices and financial performance of FBFs in Kakamega County.	Established a statistically significant correlation between risk assessment control practices and financial performance.	Study did not consider effect of recognition, job security, promotion and organizational culture on employee performance.
Mugaa, Guyo, & Odhiambo (2018)	Relationship between reward systems and employee performance in large commercial banks in Nairobi City County in Kenya: moderating effect of organizational culture.	Organizational culture significantly moderated financial rewards and recognition but did not have significant moderating effect on fringe benefits.	The study did not evaluate effect of job security and it was done in a non-hospital setting with the target population being bank employees.
Kirwa, Ngugi, & Ng'ethe (2024)	The moderating effect of organizational culture on the relationship between reward system and retention of teachers in public secondary schools in Kenya	Organizational culture had a significant influence on the relationship between reward system and teacher retention in public secondary schools in Kenya.	The study did not include job security as part of rewards and it looked at teacher retention instead of health care employees' performance.
Wanjiku, Kiiru, & Muchangi (2022)	Influence of Competencies, Resources, and Competitive Orientation on the Performance of Faith-Based Hospitals in Kenya	FBFs did not provide employees with the necessary skills and were deficient in financial resources, personnel, assets, and infrastructure, which were crucial for enhancing their effectiveness.	The study assessed the influence of competencies, resources, and competitive orientation on performance instead of rewards and organizational culture.

## 2.6 Conceptual Framework

A conceptual framework is defined as a hypothesized model identifying the concepts under study and their relationships (Moschis, 2024). The conceptual framework shown in Figure 2.1 relates the dependent, moderating and independent variables that guided the study.



**Figure 2.1: Conceptual Framework**

**Source: Adapted from Mugaa, Guyo & Odhiambo, (2018)**

### **2.6.1 Explanation of the Conceptual Framework**

Harmonized employee reward strategies instituted by the FBFs in Kakamega County were predicted to have effect on several employee performance attributes namely: commitment, loyalty, team dynamics, job satisfaction, collaboration, service quality, efficiency, effectiveness and absenteeism. These attributes reflect on employee's emotional and professional commitment to serve, interpersonal relationships, cooperation, collective work culture outcomes, productivity and quality of services delivered.

Recognition factors considered included peer to peer praises, private praises, team celebrations, gifts, and verbal appreciation. Recognition boosts employee morale, attitudes and motivates them to be more productive in the organization. Job security was expected to have influence on employee performance through contractual terms, consistent hiring practices, collective bargaining processes and certainty of future. Job security creates a feeling of protection against sudden layoffs, economic downfalls and makes employees feel valued hence reduced staff turnover.

Promotion strategies instituted by the facilities such as career growth, fairness in promotion, career counseling and periodical promotions were expected to influence employee performance. Promotion is evidence of recognition of employee performance. An employee promoted is considered to have a good performance on the job. Organizational culture was expected to either directly influence employee performance or play the moderation role on the relationship between reward strategies and employee performance. The organizational culture elements considered in the study included employee engagement, values, beliefs, attitudes and patterns of behavior shared in the institutions.

It was expected or hypothesized that reward strategies along its three stated dimensions namely recognition, job security and promotion together with organizational culture would influence employee performance in FBFs in Kakamega County.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter presents the research methodology adopted in conducting the study so as to examine the effects of reward strategies and organizational culture on employee performance in FBFs in Kakamega County, Kenya. This chapter describes the study area, research design, target population, sample size and sampling procedures, data collection instruments, data collection procedures, assessment of the validity and reliability of research instruments, measurement of variables, data analysis, data presentation and ethical considerations.

#### 3.2 Study Area

The study was conducted in Faith-Based Facilities in Kakamega County. Kakamega County is in western region of Kenya and covers an area of 3051.3 square kilometers with a population of 1,867,579 people according to the 2019 census. Kakamega County is bordered by other counties like Bungoma and Trans-Nzoia to the north, Uasin Gishu to the north-east, Nandi to the east, Vihiga to the south, Siaya to the south- west and Busia to the west (Kenya National Bureau of Statistics, 2022). The study excluded all public and private health facilities in the County.

#### 3.3 Research Design

A research design is a logical and systematic plan prepared for directing the collection, measurement and analysis of data (Khanday and Khanam, 2023). This study adopted an explanatory design. An explanatory study design is a systematic approach that aims to explain the "why" and "how" behind a phenomenon that has not been adequately studied by testing hypotheses and establishing causal relationships between variables (Akhtar, 2016). According to Mugenda and Mugenda (2019), an explanatory research design aims to establish cause and effect relationships among variables with the primary purpose of explaining a phenomenon. The adopted design was to help establish the effect of reward strategies and organizational culture on employee performance in FBFs in Kakamega County.

### **3.4 Target Population**

A population refers to an entire group of objects or individuals having a common observable characteristic (Riya, 2023). A target population refers to a specific subset or segment within the larger population who possesses specific characteristics or meets certain criteria (Bhandari, 2022). The population of interest to this study comprised of 685 employees according to human resource data availed by administrators in 27 FBFs in Kakamega County. The individual employees formed the unit of analysis. Kakamega County has 374 health facilities spread across its 12 sub-counties and 27(7.2%) of these are FBFs, 194(51.9%) are public, 5(1.3%) under NGO's and 148(39.6%) are private. The 27 FBFs are distributed across all the sub-counties namely: Butere 2, Ikolomani 3, Khwisero 4, Likuyani 1, Lugari 3, Lurambi 2, Malava 2, Matungu 2, Mumias East 1, Mumias West 3, Navakholo 2 and Shinyalu 2 (Kenya National Bureau of Statistics, 2022). Table 3.1 summarizes the registered facilities and number of staff at each FBF in Kakamega County (Kenya Gazette Notice No. 786, 2020; Faith Based Facilities Kakamega County, 2024). The study population included all staff in the FBFs from the top administrators or Chief Executive Officers to the low cadre support staff.

**Table 3.1 Target population**

<b>Sub-County</b>	<b>Facility</b>	<b>Sponsor</b>	<b>Staff No.</b>
Mumias	St. Mary's Mission Hospital	Catholic	166
West	Jamia Medical Centre	SUPKEM	29
	Musanda Dispensary	ACK	11
Mumias East	Ahmadiyya Muslim Hospital	SUPKEM	26
Shinyalu	St. Elizabeth Mission Hospital	Catholic	147
	Lirhanda Health Centre	CHAK	8
Malava	St. Martha's Chimoi Dispensary	Catholic	8
	Chebwai Dispensary	SDA	6
Ikolomani	St. Pius Musoli Health Centre	Catholic	19
	St. Monica Eregi Health Centre	Catholic	16
	Bushiangala Health Centre	CoG	7
Lurambi	St Anne Eshisiru Dispensary	Catholic	4
	Ematsayi Mission Health Centre	CHAK	6
Navakholo	Ingotse Dispensary	CoG	17
	St. Joseph's Lutaso Dispensary	Catholic	8
Butere	Masaba Dispensary	ACK	5
	Apostles Dispensary	ACoC	5
Khwisero	Mwihila Mission Hospital	CoG	107
	Namasoli Health Centre	ACK	20
	Mundoli Health Centre	CoG	14
	Emalindi Health Centre	Catholic	17
Lugari	St. Charles Lwanga	Catholic	5
	St. Mary's Mautuma	Catholic	5
	St. Andrews Orthodox Clinic	Orthodox	4
Matungu	St. Paul's Ejinja Dispensary	Catholic	8
	St. Mary's Bulimbo Clinic	Catholic	11
Likuyani	Soysambu Dispensary	ACK	6
<b>TOTAL</b>			<b>685</b>

**Source: Kenya Gazette No. 786, (2020); FBFs Kakamega County, (2024)**

### **3.5 Sample Size and Sampling Procedures**

Martínez-Mesa, González-Chica, Duquia, Bonamigo, and Bastos (2016) define sample as a finite part or subset of participants drawn from the target population. The sample size was determined using Fisher's formula as explained in Mugenda and Mugenda (2019) as shown in the equation below:

$$n = \frac{pqZ^2}{d^2}$$

Where n = desired sample size; Z = required confidence level, whose value was 1.96 at 95%; p = proportion of target population estimated to have the characteristics that was measured, which was assumed to be 50%. A proportion of 50% was a sufficient and reliable size, particularly when the proportion of the target population assumed to have characteristic of interest was unknown. q = 1-p; d = allowable error, which was set at 5%. Hence the sample size was:  $[0.5 \times 0.5 \times 1.96^2] \div [0.05^2] = 384$ . Since the target population was less than 10,000, adjustment of the sample size using formula below was done according to Mugenda and Mugenda (2019).

$$nf = n \div [1 + (n/N)]$$

Where nf = desired sample size when the population is less than 10,000

n = desired sample when the population is more than 10000 = (384)

N = estimate of the population size

Thus,  $nf = 384 \div [1 + (384/685)] = 246$ .

The number of staff at each FBF was available hence the proportion of staff per facility included in the study was determined as shown in Table 3.2. Stratified sampling method was applied at each facility since the study population was not homogenous as it consisted of different cadres. The employees at each facility were grouped into different strata according to their profession or cadre followed by random sampling technique to identify the specific participants from top administrators to support staff.

**Table 3.2: Facility sample size allocation**

<b>Sub-County</b>	<b>Facility</b>	<b>No. of Staff (n)</b>	<b>Ratio (n÷685)</b>	<b>No. Sampled (Ratio×246)</b>
Mumias West	St. Mary's Mission	166	0.2423	60
	Jamia Medical Centre	29	0.0423	10
	Musanda Dispensary	11	0.0161	4
Mumias East	Ahmadiyya Muslim	26	0.0379	9
Shinyalu	St. Elizabeth Mission	147	0.2145	53
	Lirhanda H. Centre	8	0.0117	3
Malava	Chimoi Dispensary	8	0.0117	3
	Chebwai Dispensary	6	0.0087	2
Ikolomani	Musoli H. Centre	19	0.0277	7
	Eregi H. Centre	16	0.0233	6
	Bushiangala H. Centre	7	0.0102	3
Lurambi	Eshisiru Dispensary	4	0.0058	1
	Ematsayi H. Centre	6	0.0087	2
Navakholo	Ingotse H. Centre	17	0.0248	6
	Lutaso Dispensary	8	0.0117	3
Butere	Masaba Dispensary	5	0.0073	2
	Apostles Dispensary	5	0.0073	2
Khwisero	Mwihila Hospital	107	0.1562	38
	Namasoli H. Centre	20	0.0292	7
	Mundoli H. Centre	14	0.0204	5
	Emalindi H. Centre	17	0.0248	6
Lugari	St. Charles Lwanga	5	0.0073	2
	St. Marys Mautuma	5	0.0072	2
	St. Andrews Clinic	4	0.0058	1
Matungu	St. Paul's Ejinja	8	0.0117	3
	St. Mary's Bulimbo	11	0.0161	4
Likuyani	Soysambu Dispensary	6	0.0087	2
<b>TOTAL</b>		<b>685</b>	<b>1.00</b>	<b>246</b>

**Source: Researcher, 2024**

### **3.6 Data Collection Instruments**

The researcher used a pre-tested questionnaire with both open-ended and closed-ended questions as an instrument of data collection from the sampled respondents. The questionnaire assisted in collection of both quantitative and qualitative data.

### **3.6.1 Questionnaire**

A questionnaire is a structured series of questions presented to respondents during an interview, accompanied by clear instructions detailing the sequence and selection criteria (Kuphanga, 2024). The questionnaire was the most appropriate research tool for this study as it allowed the researcher to collect information from a large sample with diverse backgrounds at a low cost. In developing the questionnaire, the researcher adopted Likert scale of rating for example: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. An open ended question was included after each set of questions for every objective for respondents to voluntarily offer additional information where necessary.

### **3.7 Data Collection Procedures**

The researcher secured authorization from the Directorate of Postgraduate Studies at Masinde Muliro University of Science and Technology and the National Council for Science, Technology and Innovation (NACOSTI). The researcher and two assistants visited 27 FBFs in Kakamega County and obtained permission from the leadership of each facility prior to sampling participants. Consent was acquired from each participant prior to administering the self-completion questionnaire. Sufficient time was allotted for responders to complete the surveys, and clarifications were provided as needed. The initial component of the instrument collected socio-demographic information, while the following sections explored the respondents' perspectives on the study's specific aims. Participants received explicit instructions on how to reply in each area. Data collection took place in August 2024. A total of 246 questionnaires were disseminated and effectively monitored to ensure an adequate response rate. The idea of anonymity was upheld, and the obtained data was managed with confidentiality.

### **3.8 Pilot Study**

A pilot study was done in July 2024 at Maseno Mission Hospital in Vihiga County, Kenya prior to the main study. The purpose of the pilot test was to establish accuracy and appropriateness of the research instrument and design. Junyong (2017) affirms that a pilot study is conducted on a smaller scale than the main or full scale study and

is important for improvement of the quality and efficiency of the main study. Mugenda and Mugenda (2019) recommend 5-10% of the sample size for piloting. The questionnaire was tested on 10% of the sample size, thus 24 respondents (10% of 246) were used to ensure the questionnaire was relevant and effective. A larger pilot study (10%) is more likely to uncover unforeseen operational and logistical problems in the design, offer more opportunities to identify ambiguous questions, recruitment difficulties or issues with data collection protocols than a smaller (5%) pilot study (Mugenda and Mugenda, 2019).

### **3.8.1 Reliability of Research Instruments**

Kubai (2019) defines reliability as the degree of consistency or dependability of a construct's measure. The test-retest method, which entails administering questionnaires to different respondent groups at various intervals, was employed to evaluate the reliability of the study instrument (Aldridge, Dovey & Wade, 2017). A pilot research was conducted among the personnel of Maseno Mission Hospital in Vihiga County. The approach employed involved administering questionnaires to an initial batch of 12 respondents, subsequently followed by administering identical questionnaires to a second cohort of 12 individuals. The two outcomes were subsequently analyzed for association to identify inconsistencies. Cronbach's Alpha coefficient ( $\alpha$ ) was employed to assess the internal consistency among items. Cronbach's Alpha coefficient quantifies the internal consistency or dependability among various objects, measurements, or evaluations. Bujang, Omar, Foo, and Hon (2024) assert that research instruments must possess reliability of 0.70 or above.

### **3.8.2 Validity of Research Instruments**

Validity refers to the degree to which an instrument accurately measures its intended construct (Kubai, 2019). Validity is assessed by comparing measurements to values that closely approximate the genuine value. Inadequate validity diminishes the capacity to delineate correlations between data variables in study. The content and construct validity of the questionnaire was ascertained by soliciting insights of supervisors with expertise in the subject. The researcher additionally sought input from other professionals with pertinent experience to critique and offer

recommendations on the questionnaire. This enabled essential review and upgrade of the study instrument, thus improving its validity.

### **3.9 Measurement of Variables**

The variables were assessed utilizing nominal and ordinal scales. Closed-ended questions featuring five interval Likert scale responses were utilized. The degree of consensus was categorized as highly agree, agree, neutral, disagree, and strongly disagree. Ordinal scale measurement classifies elements and arranges them in a specific order. Consequently, the figures in the ordinal scale denote relative rank or sequence among variables (Bhat, 2022). This study employed nominal measurement of variables, wherein numbers were assigned solely for identification purposes and not for comparative analysis of the measured variables. An interval scale of measurement was employed to collect personal data from respondents. The independent variables were recognition, job security, and promotion, with organizational culture serving as a moderator between the incentive systems and employee performance, the dependent variable.

### **3.10 Data Analysis**

Dawit (2022) defined data analysis as the process of collecting, converting, cleansing, and modeling data to extract essential information. Following data collection, the questionnaires were assessed for completeness and consistency. Data cleanup was conducted, involving editing, coding, and tabulation to detect any anomalies in the responses. Following this, particular numerical values were assigned to the responses for additional analysis. Individual employees formed the unit of analysis. Quantitative data analysis was performed using Statistical Package for Social Sciences (SPSS) version 24 software to generate descriptive and inferential statistics. The qualitative data derived from open-ended questions was thematically categorized and presented in narrative style. The descriptive statistics generated included frequencies and percentages for a concise summary of the complete dataset. Pearson correlation and simple linear regression analyses were

performed as inferential statistical methods. A multiple regression analysis was performed based on the subsequent regression equation:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon$$

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where: Y = the dependent variable (Employee Performance)

$\beta_0$  = the constant

$\beta_1, \beta_2, \beta_3$  = independent variable coefficients

X = the independent variables

$X_1$  = Recognition

$X_2$  = Job security

$X_3$  = Promotion

$\varepsilon$  = Error term assumed to have mean zero and independent across time period.

The moderating effect of organizational culture was tested for through multivariate regression without moderating followed by the multivariate regression with interaction term

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y = \alpha + \beta_1 X_1 M + \beta_2 X_2 M + \beta_3 X_3 M + \varepsilon$$

M = Organizational culture

XM = interaction between independent variable and organizational culture

The hypothesis testing utilized multivariate regression analysis to assess independent factors in relation to employee performance outcomes. The sub-constructs of each independent variable were aggregated by calculating their mean. The null hypothesis was rejected when the p-value was below 0.05 and accepted when it above 0.05.

### **3.10.1 Diagnostic Tests**

The analysis included tests for autocorrelation, multi-collinearity, normality and heteroscedasticity. The normality test determines if data set is well modeled by normal distribution. The researcher performed Shapiro-Wilk and Kolmogorov-Smimov tests to assess normality. Both tests yielded results greater than the 0.05 significance level, indicating normal distribution. Multi-collinearity refers to a linear relationship among the independent variables which makes some of the significant variables under study to be statistically insignificant (Young, 2017). Multi-collinearity increases variance of the regression coefficients making them unstable hence difficult to interpret (Keith, 2015). The analysis obtained values of Variance Inflation Factor (VIF) ranging between 1.544 and 2.375 indicating no collinearity between the variables. In the linear regression model, it is assumed that the variance of error terms should be constant and independent of each other failure to which heteroscedasticity is present.

### **3.11 Ethical Considerations**

The researcher sought and obtained approval by Directorate of Postgraduate Studies, Masinde Muliro University of Science and Technology. The researcher applied for and obtained a research permit from National Commission for Science, Technology and Innovation (NACOSTI). The next step involved visiting each FBF in the County to obtain authorization from the administrators before engaging the sampled respondents. Permission was then obtained from each respondent beforehand by explaining the nature and purpose of the study. All the respondents were assured of confidentiality and secrecy of the information collected. The principle of anonymity was observed by avoiding written names or personal identification numbers on the questionnaires except for serialization during editing.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

This chapter presents the findings of the study focusing on the relationship between reward strategies, organizational culture and employee performance in Faith-Based Facilities in Kakamega County. The chapter provides a detailed examination of the findings from various statistical analyses, including descriptive statistics, correlation and regression analyses, which were used to assess the effects of recognition, job security, promotion, and organizational culture on employee performance. Additionally, it discusses the testing of the study's hypotheses, highlighting whether they were accepted or rejected based on the results obtained.

#### 4.2 Response Rate

The response rate for the study was 225 out of 246, representing a return rate of 91.46% which was deemed sufficient. According to Mugenda and Mugenda (2019), a response rate of 60% is good and appropriate for quantitative analysis. The high response rate obtained suggests a strong level of engagement and cooperation from the participants.

#### 4.3 Pilot Results

The reliability of the test questionnaire was assessed, as indicated in Table 4.1.

**Table 4.1: Reliability table**

Variable	No. of Items	Cronbach's Alpha
Employee Recognition	11	0.904
Job Security	9	0.851
Promotion	9	0.916
Organizational Culture	10	0.783
Employee Performance	19	0.903

**Source: Research Data, (2024)**

A total of 24 participants from Maseno Mission Hospital in Vihiga County participated in the pilot trial. Participants from this hospital did not engage in the concluding study. The researcher engaged collaboratively with the participants, which enabled the discovery of certain limits in the questionnaire. The highlighted limitations encompassed vague directions and imprecise terminology that could lead to misinterpretation. The insights gained informed the necessary adjustments to the questionnaire before the primary study. The Cronbach's Alpha coefficient values ranged from 0.783 to 0.916, thereby meeting the statistical criterion of a minimum of 0.7 (Bujang, Omar, Foo & Hon, 2024). The questionnaire was thus deemed reliable for assessing the five factors of the study.

#### 4.4 Descriptive Analysis

Descriptive results were represented using frequency and percentage computations.

##### 4.4.1 Demographic Characteristics of Respondents

###### 4.4.1.1 Gender of Respondents

**Table 4.2: Gender of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Female	140	62.22	62.22
Male	85	37.78	100.00
<b>Total</b>	<b>225</b>	<b>100.00</b>	

**Source: Research Data, (2024)**

Table 4.2 shows that about two thirds of the respondents 140(62.22%) were female while 85(37.78%) were male. This distribution suggests a higher female representation in the study population but is in conformity with the one third gender rule.

#### 4.4.1.2 Age of Respondents

**Table 4.3: Age of respondents**

Age Group (Years)	Frequency	Percent	Cumulative Percent
18-25	23	10.22	10.22
26-35	113	50.22	60.44
36-45	50	22.22	82.66
46-55	28	12.45	95.11
56-65	11	4.89	100.00
<b>Total</b>	<b>225</b>	<b>100.00</b>	

**Source: Research Data, (2024)**

Table 4.3 shows that half of the respondents 113 (50.22%) were aged 26-35 years, 50 (22.22%) 36-45 years, 28 (12.45%) 46-55 years, 23 (10.22%) 18-25 years and 11 (4.89%) 56-65 years. This infers that most of the respondents 186 (82.66%) were below 45 years of age suggesting that a large portion of the study population were relatively energetic young adults.

#### 4.4.1.3 Level of Education

**Table 4.4: Level of education of respondents**

Level of Education	Frequency	Percent	Cumulative Percent
Primary	16	7.11	7.11
Secondary	25	11.11	18.22
College diploma	141	62.67	80.89
Undergraduate	39	17.33	98.22
Post-graduate	4	1.78	100.00
<b>Total</b>	<b>225</b>	<b>100.00</b>	

**Source: Research Data, (2024)**

Table 4.4 shows that nearly two thirds of the respondents 141(62.67%) had college diploma, 39(17.33%) undergraduate, 25(11.11%) secondary, 16(7.11%) primary and 4(1.78%) post-graduate level of education. This implies that majority of the

respondents 184(81.78%) were highly educated either at technical / vocational college or university level indicating a professionally trained study population armed with appropriate skills for health care service provision.

#### 4.4.1.4 Marital Status

**Table 4.5: Marital status of respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Married	153	68.00	68.00
Single / never married	54	24.00	92.00
Separated	11	4.89	96.89
Divorced	2	0.89	97.78
Widowed	5	2.22	100.00
<b>Total</b>	<b>225</b>	<b>100.00</b>	

**Source: Research Data, (2024)**

Table 4.5 demonstrates that majority of the respondents 153(68.00%) were married, 54(24.00%) single / never married, 11(4.89%) separated, 5(2.22%) widowed and 2(0.89%) divorced. This means that majority of the respondents were in marital relationships, a union encouraged by all the faith groups sponsoring the facilities constituting the study population.

#### 4.4.1.5 Job Positions

Table 4.6 shows that about one third of the respondents 68(30.22%) were nurses, 22(9.78%) clinical officers, 20(8.89%) laboratory technologists, 10(4.44%) pharmaceutical technologists, 5(2.22%) peer educators, 3(1.33%) theatre technologists, 3(1.33%) physiotherapists, 2(0.8%) nutritionists, 2(0.89%) HIV testing service (HTS) counselors, 2(0.89%) orthopaedic technologists, 1(0.45%) medical officer, 1(0.45%) social worker, 1(0.45%) radiology technologist, 1(0.45%) longitudinal officer, 1(0.44%) psychological counselor, 1(0.44%) mortician, 1(0.44%) medical engineer, 1(0.44%) dental technologist, 1(0.44%) records officer, 15(6.67%) management staff and 64(28.45%) administration staff. About two thirds of the respondents 146(64.84%) were technical health staff with nurses 68(30.22%)

being the single largest professional group which is indicative of nurses being a common cadre with crucial frontline roles at each FBF irrespective of facility level.

**Table 4.6: Job positions of respondents**

<b>Job Position</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Frequency</b>
Nurse	68	30.22	30.22
Administration staff	64	28.45	58.67
Clinical Officer	22	9.78	68.45
Laboratory Technologist	20	8.89	77.34
Management Staff	15	6.67	84.01
Pharmaceutical Technologist	9	4.00	88.01
Peer Educator	5	2.22	90.23
Theatre Technologist	3	1.33	91.56
Physiotherapist	3	1.33	92.89
Nutritionist	2	0.89	93.78
HTS Counselor	2	0.89	94.67
Orthopaedic Technologist	2	0.89	95.56
Medical Officer	1	0.45	96.01
Pharmacist	1	0.45	96.46
Social Worker	1	0.45	96.91
Radiology Technologist	1	0.45	97.36
Longitudinal Officer	1	0.44	97.80
Psychological Counselor	1	0.44	98.24
Mortician	1	0.44	98.68
Medical Engineer	1	0.44	99.12
Dental Technologist	1	0.44	99.56
Health Records Officer	1	0.44	100.00
<b>TOTAL</b>	<b>225</b>	<b>100.00</b>	

**Source: Research Data, (2024)**

#### 4.4.1.6 Period Worked

**Table 4.7: Period worked**

<b>Years Worked</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Below 5 years	130	57.78	57.78
5 – 9 years	61	27.11	84.89
10 – 14 years	12	5.33	90.22
15 – 19 years	12	5.33	95.56
20 years and above	10	4.45	100.00
<b>Total</b>	<b>225</b>	<b>100.00</b>	

**Source: Research Data, (2024)**

Table 4.7 shows that more than half of the respondents 130(57.78%) had worked for less than 5 years, 61(27.11%) for 5-9 years, 12(5.33%) for 10-14 years, 12(5.33%) for 15-19 years and 10(4.45%) for 20 years and above. This implies that majority of the respondents 181(84.89%) had worked for less than 10 years demonstrating a workforce with few years working / professional experiences or high turnover rate at the FBFs.

#### 4.4.1.7 Terms of Employment

**Table 4.8: Terms of employment of respondents**

<b>Employment Terms</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Casual	12	5.33	5.33
Locum / Part Time	15	6.67	12.00
Contract	187	83.11	95.11
Permanent	11	4.89	100.00
<b>Total</b>	<b>225</b>	<b>100.00</b>	

**Source: Research Data, (2024)**

Table 4.8 demonstrates that majority of the respondents 187(83.11%) were serving on contract, 15(6.67%) on locum / part time, 12(5.33%) as casuals and 11(4.89%) on permanent terms. This means that majority of respondents were on short term contracts suggesting a reliance on renewable short term labor engagements.

#### 4.4.1.8 Monthly Salary

**Table 4.9: Monthly salary of respondents**

<b>Monthly Salary (Kshs)</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Below 10,000	48	21.34	21.34
11,000-30,000	113	50.22	71.56
31,000-50,000	52	23.11	94.67
51,000-70,000	8	3.56	98.11
71,000-100,000	2	0.89	99.11
Above 100,000	2	0.89	100.00
<b>Total</b>	<b>225</b>	<b>100.00</b>	

**Source: Research Data, (2024)**

Table 4.9 shows that half of the respondents 113(50.22%) earned monthly salary of Kshs. 11,000-30,000, 52(23.11%) Kshs. 31,000-50,000, 48(21.33%) Kshs. below Kshs. 10,000, 8(3.56%) Kshs. 51,000-70,000, 2(0.89%) Kshs. 71,000-100,000 and 2(0.89%) above Kshs. 100,000. This implies that majority of the respondents 213(94.67%) earned consolidated monthly salary below Kshs. 50,000 hence FBFs in Kakamega County comparatively remunerated at slightly lower scale compared to public service.

#### 4.4.2 Employee Recognition Practices in FBFs in Kakamega County

**Table 4.10: Employee recognition practices in FBFs in Kakamega County**

<b>Employee Recognition</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>N(%)</b>	<b>N(%)</b>	<b>N(%)</b>	<b>N(%)</b>	<b>N(%)</b>
Staffs praise one another when a colleague performs well.	19(8.44)	29(12.89)	22(9.78)	118(52.45)	37(16.44)
				M=3.56 SD=1.144	
A letter of recognition is given to staff performing well	46(20.44)	85(37.78)	51(22.67)	33(14.67)	10(4.44)
				M=2.43 SD=1.116	
Name of staff of the month or year is normally publicized	49(21.78)	93(41.33)	42(18.67)	31(13.78)	10(4.44)
				M=2.37 SD=1.107	
A staff party is organized after successful performance	54(24.00)	82(36.45)	30(13.33)	49(21.78)	10(4.44)
				M=2.46 SD=1.199	
A gift card is given to staff who perform well at work	52(23.11)	82(36.45)	41(18.22)	41(18.22)	9(4.00)
				M=2.39 SD=1.148	
Staffs are given verbal appreciation on good performance	30(13.33)	43(19.11)	33(14.67)	96(42.67)	23(10.22)
				M=3.21 SD=1.228	
Yearly bonus is given to staffs after good performance	70(31.11)	71(31.56)	37(16.44)	35(15.56)	12(5.33)
				M=2.31 SD=1.225	
A cash reward is given to any staff that performs well.	51(22.66)	71(31.56)	60(26.67)	31(13.78)	12(5.33)
				M=2.19 SD=1.102	
A reward of time off is given to staff that performs well	70(31.11)	93(41.33)	35(15.56)	20(8.89)	7(3.11)
				M=2.07 SD=1.022	
A sponsored trip is given to any staff that performs well	87(38.67)	99(44.00)	18(8.00)	16(7.11)	5(2.22)
				M=1.89 SD=0.978	
The facility has a policy to guide employee recognition	41(18.22)	58(25.78)	51(22.67)	41(18.22)	34(15.1)
				M=2.81 SD=1.317	

**Source: Research Data, (2024)**

The findings on employee recognition practices revealed mixed perceptions among respondents as shown in Table 4.10. Staff praising one another when a colleague performs well had a relatively high mean (M) of 3.56 and standard deviation (SD) of 1.144, suggesting that peer-to-peer informal recognition was more common than formal recognition practices. Verbal appreciation from management had a moderate mean of 3.21 (SD = 1.228), indicating that it was present but may not have been consistently applied. The more formal recognition methods like giving a letter of recognition (M = 2.43, SD = 1.116) or publicizing the "staff of the month" (M = 2.37, SD = 1.107), scored lower, highlighting a gap in structured and visible employee acknowledgment practices.

The findings also showed that material or tangible rewards were infrequently used for recognition. Statements regarding gift cards (M = 2.39, SD = 1.148), yearly bonuses (M = 2.31, SD = 1.225), cash rewards (M = 2.19, SD = 1.102), time-off rewards (M = 2.07, SD = 1.022), staff party (M = 2.46, SD = 1.199) and sponsored trips (M = 1.89, SD = 0.978) all recorded mean scores below 2.5, reflecting disagreement or neutrality among respondents. This suggests that tangible reward systems were either rare or inconsistently implemented. The relatively low mean for the existence of a formal policy to guide employee recognition (M = 2.81, SD = 1.317) points to a lack of institutional frameworks to standardize recognition practices, possibly leading to ad hoc or subjective recognition efforts. Overall, these findings suggest that while interpersonal forms of appreciation such as verbal praises, were somewhat present, the lack of structured, policy-driven, and material recognition mechanisms could potentially undermine employee motivation and performance. These findings highlight a critical gap between informal and formal recognition strategies in FBFs in Kakamega County. Strengthening formal recognition policies and introducing more visible and tangible rewards could enhance employees' sense of value or appreciation and contribute significantly to better performance outcomes. Thus, employee recognition remains an important strategic area that FBFs should prioritize to foster a motivated and high-performing workforce.

#### 4.4.3 Job Security Practices in FBFs in Kakamega County

**Table 4.11: Job security practices in FBFs in Kakamega County**

<b>Job Security Statements</b>	<b>1 N(%)</b>	<b>2 N(%)</b>	<b>3 N(%)</b>	<b>4 N(%)</b>	<b>5 N(%)</b>
I want to continue with this job as much I can.	19(8.44)	34(15.11)	52(23.11)	91(40.44)	29(12.89)
			M=3.32 SD=1.139		
I do feel secure in my current job position.	19(8.44)	73(32.44)	61(27.11)	55(24.44)	17(7.56)
			M=2.91 SD=1.098		
I can work for my current employer until normal retirement.	28(12.44)	56(24.89)	53(23.56)	64(28.44)	24(10.67)
			M=3.00 SD=1.210		
I signed a job contract on appointment at this hospital.	8(3.56)	21(9.33)	12(5.33)	106(47.11)	78(34.67)
			M=4.00 SD=1.048		
I have all hospital rules / regulations that I have to respect.	4(1.78)	7(3.11)	8(3.56)	122(54.22)	84(37.33)
			M=4.23 SD=0.804		
If my current job position is abolished, I would be offered another job in this hospital.	51(22.67)	57(25.33)	73(32.44)	31(13.78)	13(5.78)
			M=2.56 SD=1.153		
My job is secure regardless of any economic challenge.	33(14.67)	61(27.11)	56(24.89)	53(23.56)	22(9.78)
			M=2.88 SD=1.214		
I have no stress / worry about my job.	51(22.67)	71(31.56)	60(26.67)	31(13.78)	12(5.33)
			M=2.49 SD=1.142		
Management respect employment policies on job security.	33(14.67)	35(15.56)	39(17.33)	83(36.89)	35(15.56)
			M=3.26 SD=1.299		

**Source: Research Data, (2024)**

The aim of this section was to gain insight into the employees' feelings of job security, the presence of contractual agreements, adherence to hospital regulations, and management's commitment to upholding job security policies. The findings in Table 4.11 shows that employees generally recognized the existence of formal

employment procedures, as evidenced by the high mean scores for signing a job contract ( $M = 4.00$ ,  $SD = 1.048$ ) and the acknowledgment of hospital rules and regulations ( $M = 4.23$ ,  $SD = 0.0.804$ ). These findings suggest that the facilities had established clear employment frameworks that contribute to the institutionalization of job security practices. Despite the formal procedures, employees' feelings of actual job security appear moderate, with lower mean scores for statements such as feeling secure in their current position ( $M = 2.91$ ,  $SD = 1.098$ ) and belief that they could work until normal retirement ( $M = 3.00$ ,  $SD = 1.210$ ). This implies that although systems are in place, personal perceptions of long-term security are not equally strong among the staff.

The findings further revealed more concerns regarding job continuity and emotional stability related to job security. Respondents expressed lower agreement on being offered alternative positions if their current roles were abolished ( $M = 2.56$ ,  $SD = 1.153$ ) and on feeling secure regardless of economic challenges ( $M = 2.88$ ,  $SD = 1.214$ ). Respondents disagreed with statement on having no stress and worry about job security, as reflected by a mean of 2.49 ( $SD = 1.142$ ). These findings suggest that while formal mechanisms exist, there is a gap between policy existence and employee experience, where uncertainty about job continuity and external economic factors undermines overall feelings of job security.

Management's respect for employment policies scored moderately ( $M = 3.26$ ,  $SD = 1.299$ ), indicating that employees acknowledge some adherence to formal job security policies but still perceive inconsistencies or gaps in their application. Overall, these findings highlight that although structural elements of job security were present, employee perceptions of actual job stability and future assurance remain an area of concern. This is supported by qualitative comments provided by respondents about general lack of job security, delayed salaries / arrears, short term contracts hence difficulty in undertaking long term personal projects, abrupt contract termination by one person and biased decisions by some administrators.

#### 4.4.4 Promotion Practices in FBFs in Kakamega County

**Table 4.12: Promotion practices in FBFs in Kakamega County**

Promotion Statement	1 N(%)	2 N(%)	3 N(%)	4 N(%)	5 N(%)
Staff promotions are done regularly at this hospital.	75(33.33)	75(33.33)	45(20.00)	27(12.00)	3(1.34)
	M=2.14 SD=1.057				
I am contented with how promotions are carried out.	60(26.67)	71(31.55)	61(27.11)	29(12.89)	4(1.78)
	M=2.30 SD=1.058				
There is fairness on how promotions are done.	47(20.89)	70(31.11)	64(28.45)	34(15.11)	10(4.44)
	M=2.52 SD=1.114				
There is a clear career growth structure for all staff.	50(22.22)	67(29.78)	55(24.44)	42(18.67)	11(4.89)
	M=2.54 SD=1.169				
Vacancy for promotion is normally advertised internally.	55(24.44)	58(25.78)	50(22.22)	56(24.89)	6(2.67)
	M=2.54 SD=1.183				
Interview is done for a vacant position before promotion.	41(18.22)	49(21.78)	54(24.00)	63(28.00)	18(8.00)
	M=2.86 SD=1.227				
Promotion is only done according to supervisor's recommendation.	36(16.00)	41(18.22)	73(32.45)	46(20.44)	29(12.89)
	M=2.96 SD=1.244				

**Source: Research Data, (2024)**

This section aimed to understand employees' perceptions regarding the frequency, fairness, transparency, and structure of promotional opportunities within the FBFs. The findings in Table 4.12 revealed generally low mean scores for most promotion-related statements, indicating a perception of dissatisfaction among employees regarding promotion practices. The statement "Staff promotions are done regularly

at this hospital" recorded a low mean score of 2.14 (SD = 1.057), suggesting that staff perceive promotions as infrequent. Similarly, contentment with the way promotions are carried out was low (M = 2.30, SD = 1.058), pointing to a general sense of disapproval among the employees regarding promotion processes. This dissatisfaction is further echoed by perceptions of fairness in promotions, which scored moderately low (M = 2.52, SD = 1.114), implying that many employees viewed the promotional processes as lacking in fairness and transparency.

The existence of a clear career growth structure (M = 2.54, SD = 1.169) was rated relatively low, highlighting an unmet need for a structured career development guide. The mean score for internal advertisement of promotion vacancy (M = 2.54, SD = 1.183) also suggested that opportunities for promotion might not always be communicated effectively within the facilities. Conducting interviews for promotions, a procedural aspect (M = 2.86, SD = 1.227) received a slightly higher mean, suggesting that when promotions occur, they tend to follow standard procedure, even if the process leading up to them is perceived as limited or unfair. The statement "Promotion is only done according to supervisor's recommendation" had the highest mean score (M = 2.96, SD = 1.244), which could imply a heavy reliance on supervisory evaluations rather than open competitive processes. This dependence on supervisors' recommendations may contribute to perceptions of bias or favoritism, further fueling employee dissatisfaction with promotion practices.

The qualitative comments provided by respondents included lack of universal and regular promotion to all staff in all the facilities except when replacement is needed mostly at supervisory level due to an exit. Respondents commented on selective promotions to perceived liked persons, lack of job descriptions for staff and lack of promotion policy. Overall, the findings suggest a critical need for FBFs in Kakamega County to enhance transparency, fairness, relative justice and frequency of promotion practices, which is likely to positively influence employee motivation, job satisfaction, and performance.

#### 4.4.5 Organizational Culture Practices in FBFs in Kakamega County

**Table 4.13: Organizational culture practices in FBFs in Kakamega County**

<b>Organizational Culture Practices</b>	<b>1 N(%)</b>	<b>2 N(%)</b>	<b>3 N(%)</b>	<b>4 N(%)</b>	<b>5 N(%)</b>
Staffs in this facility have a unique working culture.	12(5.33)	29(12.89)	30(13.33)	127(56.45)	27(12.00)
				M = 3.56 SD = 1.761	
Every staff is focused on service delivery to clients.	8(3.56)	7(3.11)	12(5.33)	143(63.56)	55(24.44)
				M = 4.02 SD = 0.863	
Staffs here have some set norms and beliefs regarding work.	13(5.78)	33(14.67)	50(22.22)	111(49.33)	18(8.00)
				M = 3.38 SD = 1.021	
There are good communication channels between staff and management.	16(7.11)	42(18.67)	30(13.33)	100(44.45)	37(16.44)
				M = 3.43 SD = 1.176	
Staffs are consulted by management during decision making.	35(15.56)	55(24.44)	42(18.67)	66(29.33)	27(12.00)
				M = 2.96 SD = 1.283	
This facility has core values regarding work for staff.	13(5.78)	28(12.44)	26(11.55)	123(54.67)	35(15.56)
				M = 3.59 SD = 1.071	
Staff disputes are resolved amicably by management.	16(7.11)	38(16.89)	39(17.34)	99(44.00)	33(14.66)
				M = 3.41 SD = 1.141	
Disciplinary issues are handled as per labour laws.	21(9.33)	33(14.67)	43(19.11)	96(42.67)	32(14.22)
				M = 3.36 SD = 1.174	
Staffs have a trade union to represent their interest.	70(31.11)	56(24.89)	48(21.33)	33(14.67)	18(8.00)
				M = 2.40 SD = 1.284	
Attire or badges with facility logo for easy identification are given to staff	24(10.67)	36(16.00)	10(4.44)	92(40.89)	63(28.00)
				M = 3.56 SD = 1.330	

**Source: Research Data, (2024)**

This section aimed to assess employees' perceptions about shared values, communication practices, staff involvement in decision-making, conflict resolution and staff representation. The findings in Table 4.13 show that certain aspects of organizational culture were relatively strong. The statement "Every staff is focused on service delivery to clients" received the highest mean score ( $M = 4.02$ ,  $SD = 0.863$ ), indicating existence of a strong client-centered focus among employees. The presence of core values regarding work ( $M = 3.59$ ,  $SD = 1.071$ ), presence of set norms and beliefs regarding work ( $M = 3.38$ ,  $SD = 1.021$ ) and a unique working culture ( $M = 3.56$ ,  $SD = 1.761$ ) were also rated positively. These findings suggest that employees identified with the organizational mission and shared values, which are important in building a cohesive culture that can enhance motivation and performance. The mean scores for communication channels ( $M = 3.43$ ,  $SD = 1.176$ ) and dispute resolution ( $M = 3.41$ ,  $SD = 1.141$ ) were moderate, suggesting that while there are efforts toward effective communication and conflict management, inconsistencies may still exist requiring improvement. Staff consultation in decision-making ( $M = 2.96$ ,  $SD = 1.283$ ) received a relatively lower mean score, indicating that employees may not feel fully involved in important organizational decisions. This lack of involvement can weaken employee commitment and diminish trust in management.

The aspects related to staff representation and identification were rated lower. The existence of a trade union to represent staff interests had a low mean score ( $M = 2.40$ ,  $SD = 1.284$ ), reflecting a gap in formal employee bargaining structures. Although staff were provided with attires or badges bearing the facility logo ( $M = 3.56$ ,  $SD = 1.33$ ), this symbolic aspect alone may not sufficiently foster a strong sense of belonging if not supported by participatory and inclusivity gestures. Respondents commented that: staff consultations occur during decision making but finally their input is not considered; staff dispute resolution ends in termination or transfer; lack of effective communication channels with management; ineffective management styles; lack of trade union for staff representation; organizational culture based on faith doctrine and lack of staff identification cards. Overall, while

the foundation of organizational culture in the FBFs appeared positive in terms of focus on service provision and core values, more deliberate efforts are needed to improve employee involvement, communication, and representation to fully harness the benefits of a strong organizational culture.

#### 4.4.6 Employee Performance in FBFs in Kakamega County

**Table 4.14: Employee performance in FBFs in Kakamega County**

<b>Employee Performance Statement</b>	<b>1 N(%)</b>	<b>2 N(%)</b>	<b>3 N(%)</b>	<b>4 N(%)</b>	<b>5 N(%)</b>
Staffs are loyal to this facility.	7(3.11)	10(4.44)	25(11.11)	139(61.78)	44(19.56)
			M = 3.88 SD = 0.871		
Staffs are dedicated and committed to their work.	4(1.78)	5(2.22)	7(3.11)	140(62.22)	69(30.67)
			M = 4.17 SD = 0.747		
Staffs are willing to put an extra effort or go beyond work for the facility.	6(2.67)	4(1.78)	20(8.89)	136(60.44)	59(26.22)
			M = 4.05 SD = 0.814		
Staffs love working at this facility.	12(5.33)	25(11.11)	38(16.89)	102(45.33)	48(21.34)
			M = 3.64 SD = 1.094		
Staffs are not willing to look for another job elsewhere.	51(22.67)	57(25.33)	81(36.00)	27(12.00)	9(4.00)
			M = 2.48 SD = 1.090		
Some staffs have worked for many years in this facility.	10(4.44)	15(6.67)	28(12.44)	108(48.00)	64(28.45)
			M = 3.90 SD = 1.034		
Staffs feel satisfied with their current jobs.	25(11.11)	50(22.22)	68(30.23)	72(32.00)	10(4.44)
			M = 2.98 SD = 1.081		
There is teamwork amongst staff in this facility	18(8.00)	20(8.89)	17(7.55)	125(55.56)	45(20.00)
			M = 3.72 SD = 1.127		
Staffs interact socially well in the facility.	8(3.56)	23(10.22)	23(10.22)	124(55.11)	47(20.89)
			M = 3.78 SD = 1.001		
Staffs apply skills acquired during training in their current jobs.	8(3.56)	11(4.89)	12(5.33)	129(57.33)	65(28.89)
			M = 4.04 SD = 0.928		
The facility offers effective services to clients.	10(4.44)	14(6.22)	13(5.78)	128(56.89)	60(26.67)
			M = 4.02 SD = 0.988		
Unauthorized absenteeism is common amongst staff.	76(33.78)	89(39.56)	20(8.89)	28(12.44)	12(5.33)
			M = 2.03 SD = 1.177		

Staffs take personal initiatives to do their work.	9(4.00)	27(12.00)	22(9.78)	133(59.11)	34(15.11)
	M = 3.70 SD = 0.999				
Staffs cooperate with other while at work to perform duties.	8(3.55)	14(6.22)	9(4.00)	143(63.56)	51(22.67)
	M = 3.92 SD = 0.915				
Customers are offered services within the shortest time possible.	7(3.11)	11(4.89)	11(4.89)	139(61.78)	57(25.33)
	M = 4.02 SD = 0.884				
The facility provides quality services to customers.	6(2.67)	7(3.11)	18(8.00)	130(57.78)	64(28.44)
	M = 4.06 SD = 0.853				
Customers are happy with services offered at the facility.	7(3.11)	13(5.78)	31(13.78)	113(50.22)	61(27.11)
	M = 3.92 SD = 0.958				
The facility provides efficient services to patients.	6(2.67)	13(5.78)	15(6.67)	129(57.33)	62(27.55)
	M = 3.99 SD = 0.904				
Staffs are fully engaged while at work.	7(3.11)	13(5.78)	16(7.11)	123(54.67)	66(29.33)
	M = 3.94 SD = 0.938				

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**Source: Research Data, (2024)**

The study sought to evaluate the general staff performance in FBFs in Kakamega County, by examining various indicators of employee commitment, satisfaction, teamwork, service delivery and client satisfaction. The findings in Table 4.14 show that employee commitment and willingness to perform were generally strong across the facilities. Statements such as "Staffs are committed to their work" (M = 4.17, SD = 0.747), "Staffs are willing to put an extra effort for the facility" (M = 4.05, SD = 0.814), and "Staffs apply skills acquired in training to do their work" (M = 4.04, SD = 0.928) received some of the highest mean scores, suggesting a workforce highly dedicated and professionally engaged. The perceptions that the facilities offered effective (M = 4.02, SD = 0.988), quality (M = 4.06, SD = 0.853), and efficient services (M = 3.99, SD = 0.904) indicated strong employee performance translating into positive service outcomes for clients.

However, some responses revealed potential concerns that call for managements' attention. The statement "Staffs are not willing to look for another job elsewhere" received a relatively low mean score ( $M = 2.48$ ,  $SD = 1.090$ ), suggesting that despite high commitment levels, many respondents were open to leaving the hospitals if better opportunities arose. Similarly, satisfaction with current jobs had a neutral mean score ( $M = 2.98$ ,  $SD = 1.081$ ), implying that respondents were open minded to better offers elsewhere. Unauthorized absenteeism, though not widespread ( $M = 2.03$ ,  $SD = 1.177$ ), still existed and could negatively affect overall team productivity if not addressed.

The findings on teamwork and social interaction among staff were largely positive. Respondents reported good cooperation at work ( $M = 3.92$ ,  $SD = 0.915$ ), strong teamwork ( $M = 3.72$ ,  $SD = 1.127$ ), and fairly healthy social interactions ( $M = 3.78$ ,  $SD = 1.001$ ). In addition, clients being generally happy with the services offered ( $M = 3.92$ ,  $SD = 0.958$ ), reinforced the idea that staff collaboration contributed to positive client experiences. The final general comments provided by respondents included: focused staff to work in spite of some shortcomings; enthusiastic staff; presence of teamwork; lack of some important equipment and commodities in some facilities; low staff morale in some facilities; lack of incentives for staff; inappropriate management styles and the need for benchmarking in other facilities for performance improvement. Overall, the findings indicated a motivated workforce committed to excellent service delivery, but with underlying issues around job satisfaction and retention that facilities may need to proactively address to sustain high levels of performance.

#### **4.5 Inferential Analysis**

Correlation analysis based on recognition, job security, promotion, organizational culture and employee performance was done. Linear regression analysis was then done on the independent and moderating variables and finally multiple regression.

## 4.5.1 Assumptions of Regression

### 4.5.1.1 Autocorrelation

The Durbin-Watson statistic was employed to verify the assumption of autocorrelation or observational independence (Turner *et al.*, 2021). It was presumed that the observations in the data were independent, so the value of one could not influence the value of another. The Durbin-Watson statistic also pertains to the concept of error independence (Flatt & Jacobs, 2019). This statistic ranges from 0 to 4, with a value near 2 signifying no association among the residuals. A score of 0 signifies a robust positive correlation, whereas a value of 4 denotes a significant negative correlation. The calculated value was 1.767, approximating 2, signifying the absence of serial correlation.

### 4.5.1.2 Multi-collinearity Test

**Table 4.15: Multi-collinearity test statistic**

Variable	Sig.	Value of Tolerance	Variance Inflation Factor
Employee Recognition	.000	.580	1.724
Job Security	.003	.421	2.375
Promotion	.005	.477	2.098
Organizational Culture	.000	.648	1.544

**Source: Research Data, (2024)**

The premise that data must not exhibit multicollinearity indicates that two independent variables should remain uncorrelated. The variance inflation factor (VIF) was employed to assess multicollinearity. Multi-collinearity elevates the variance of the predicted regression coefficient for an independent variable, as assessed by the VIF (Vatcheva *et al.*, 2016). A VIF score of 1 indicates the absence of multicollinearity among the variables, whereas a score approaching 10 or higher signifies substantial multicollinearity, hence violating the assumption. The data indicated that tolerance values varied from 0.421 to 0.648, all below 1, while the VIF ranged from 1.544 to 2.375, remaining beneath the threshold of 10, as presented in Table 4.15. This indicates that the variables were not significantly

associated, thus multi-collinearity was absent. The variables were therefore appropriate for multiple regression analysis.

#### 4.5.1.3 Normality Test

**Table 4.16: Test of Normality**

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Recognition	.072	225	.507	.985	225	.081
Job Security	.070	225	.109	.987	225	.065
Staff Promotion	.049	225	.200	.983	225	.108
Organ. Culture	.079	225	.302	.971	225	.300

**Source: Research Data, (2024)**

The study used statistical tests to assess the actual degree of departure from normality. The statistical tests used were Shapiro-Wilk and Kolmogorov-Smirnov. The Shapiro-Wilk test relies on correlation between data and corresponding normal scores. The study performed Shapiro-Wilk test first followed by Kolmogorov-Smirnov test. Both tests yielded results greater than the 0.05 significance level, indicating normal distribution as shown in Table 4.16. The normality test confirmed that data on reward strategies, organizational culture and employee performance was normally distributed, the variance within each group was equal or homogeneous and observations within each group were independent. Hence, the requirements for linear regression analysis and ANOVA test were achieved for valid results applicable in inference drawing.

#### 4.5.1.4 Heteroscedasticity Test

**Table 4.17: Breusch-Pagan / Cook-Weisberg test for heteroscedasticity**

Ho: Constant variance		
Variable: fitted values of Employee Performance		
chi2(1)	=	0.582
Prob > chi2	=	0.5255

**Source: Research Data, (2024)**

The regression model posits that homoscedasticity occurs when the error variance is constant across all levels of the predictor variables. If the variance of error varies at different values of the predictor variable, this demonstrates heteroscedasticity. Homoscedasticity can skew findings and undermine analysis, resulting in a predominance of type I errors. The study employed the Breusch-Pagan test to assess whether the variance of regression errors is contingent upon the values of the independent variable. The test presumes the existence of homoscedasticity when the test statistic yields a p-value beyond .05 ( $p > 0.05$ ) (Breusch & Pagan, 1979). The reported value was 0.5255, exceeding 0.05 as indicated in Table 4.17; therefore, heteroscedasticity was absent. This indicates that the assumption of homoscedasticity was satisfied, rendering the data suitable for regression analysis.

#### **4.6 Correlation Analysis**

To analyze the degree of relationship between compensation systems, organizational culture, and employee performance, Pearson Product Moment correlation analysis was performed. The correlation coefficient ( $r$ ) runs from 0 to +1, indicating the absence of correlation and perfect correlation, respectively. The correlation coefficient ( $r$ ) measures the extent of the linear link between two variables.

**Table 4.18: Pearson correlation analysis**

		<b>Perform ance</b>	<b>Recogni tion</b>	<b>Job Security</b>	<b>Promo tion</b>	<b>Organizatio nal Culture</b>
<b>Performance</b>	Pearson Correlation	1	.390**	.506**	.324**	.544**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	225	225	225	225	225
<b>Recognition</b>	Pearson Correlation	.390**	1	.555**	.670**	.482**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	225	225	225	225	225
<b>Job Security</b>	Pearson Correlation	.506**	.555**	1	.720**	.595**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	225	225	225	225	225
<b>Promotion</b>	Pearson Correlation	.324**	.670**	.720**	1	.548**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	225	225	225	225	225
<b>Organizational Culture</b>	Pearson Correlation	.544**	.482**	.595**	.548**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	225	225	225	225	225

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

**Source: Research Data, (2024)**

The findings in Table 4.18 at 0.01 significance level indicate that all variables exhibited a positive and statistically significant correlation with employee performance. The link between organizational culture and employee performance was notably favorable ( $r = .544, p < .01$ ). The strong positive correlation coefficient ( $r$ ) suggest a strong association in the same direction between the two variables. This indicates that a robust and favorable workplace culture in FBFs proportionately improved employee performance. This finding aligns with that of Hung, Su, and

Lou (2022), who identified a positive correlation among all characteristics of organizational culture and work performance. The finding is also in agreement with that of Gachagua and Kinyua (2022) who found out that adhocracy culture was positively correlated with firm performance. Job security also had a strong positive correlation with employee performance ( $r = .506, p = .000 < .01$ ). The strong positive correlation coefficient ( $r$ ) suggest a strong association in the same direction between the two variables. This indicates that improvement in employees' feeling of job security correspondingly increased employee performance. This finding concurs with that of Al Nahyan *et al.*, (2024) and Thilaka and Ramawickrama (2021) who found positive correlation between job security and employee job performance. It also agrees with Darvishmotevali and Ali (2020) who established a positive correlation between job security and employees' job performance. Ofre and Andow (2022) too established a positive correlation between the dependent and independent variables while investigating effect of job security on employee performance.

Employee recognition showed a moderate but significant positive correlation with performance ( $r = .390, p = .000 < .01$ ). The moderate positive correlation coefficient ( $r$ ) suggest a moderate association in the same direction between the two variables. This implies that acknowledging an employee boosts motivation and subsequently enhances work performance. This finding concurs with that of Muhati and Mukhamara (2023) who investigated the effect of reward systems on employee performance at Technical University of Kenya, Nairobi City County and obtained strong positive and significant correlation between recognition and employee performance. Staff promotion exhibited a slightly lower correlation with employee performance ( $r = .324, p = .000 < .01$ ). The moderate positive correlation coefficient ( $r$ ) suggest a moderate association in the same direction between the two variables. This suggests that while promotion contributes to improved performance, other factors like recognition, job security and organizational culture might have a stronger immediate influence on employee behavior and output. This finding concurs with that of Ratemo *et al.*, (2022) and Ligare *et al.*, (2020) who established positive correlation between promotion and staff performance. The finding is

further in agreement with Njiraine (2019) who also established a positive correlation between promotion and employee performance. Additionally, strong inter-correlations were also observed among the independent variables. Job security and staff promotion were highly correlated ( $r = .720, p = .000 < .01$ ) as well as promotion and employee recognition ( $r = .670, p = .000 < .01$ ). This interrelationship points to the interconnected nature of human resource practices at the facilities, where improvement in one area may positively influence another area thus ultimately contributing to enhanced overall employee performance.

#### **4.7 Regression Analysis**

The research aimed to investigate the impact of reward schemes and organizational culture on employee performance in FBFs within Kakamega County. The study aimed to evaluate the impact of employee recognition, examine the influence of job security, and investigate the effect of promotion on employee performance in FBFs within Kakamega County. The research additionally evaluated the possible moderating influence of organizational culture on reward strategies and employee performance in FBFs within Kakamega County. Linear regression analysis was employed to evaluate the hypotheses and ascertain any statistically significant association between the variables and employee performance. The results have been provided in accordance with the established objectives.

##### **4.7.1 Effect of Recognition on Employee Performance in FBFs in Kakamega County**

The first objective of this study was to determine the effect of recognition on employee performance in Faith-Based Facilities in Kakamega County.

**Table 4.19: Effect of recognition on employee performance in FBFs in Kakamega County**

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.390 <sup>a</sup>	.152	.148	.53734	.152	39.967	1	223	.000

a. Predictors: (Constant), Recognition. Durbin-Watson = 1.767

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.540	1	11.540	39.967	.000 <sup>b</sup>
	Residual	64.387	223	.289		
	Total	75.927	224			

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

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.948	.124		23.812	.000
	Recognition	.265	.042	.390	6.322	.000

a. Dependent Variable: Performance

**Source: Research Data, (2024)**

Table 4.19 displays the regression model analyzing recognition practices in relation to employee performance. The coefficient of determination,  $R^2$ , is 0.152, and  $R$  is 0.390 at a significance level of 0.05, showing the model's adequacy. The model indicates that recognition methods account for 15.2% of the variance in employee performance. This is a substantial positive correlation between recognition and employee performance in FBFs in Kakamega County. The ANOVA results substantiate the significance of the regression model relating employee performance to recognition practices ( $F(1, 223) = 39.967, p = .000$ ). The unstandardized coefficient ( $B = .265$ ) signifies that a one-unit variation in employee recognition results in a .265-unit alteration in employee performance, and this conclusion is statistically significant.

Consequently, the null hypothesis  $H_{01}$ , which posits that recognition does not significantly influence employee performance in Faith-Based Facilities in Kakamega County, is rejected. This indicates that employee appreciation is a crucial factor influencing employee performance in Faith-Based Facilities in Kakamega County. The derived regression model for recognition is  $Y = 2.948 + 0.265X_1$ .

The finding above concurs with other theoretical literature as well as past empirical studies. The finding is in agreement with Hussain *et al.*, (2019) study in Pakistan which sought to determine the impact of employee recognition, rewards and job stress on performance. It established that recognition and rewards had a positive impact on employee performance. The finding further concurs with Mounika (2021) whose study investigated the impact of reward and recognition on employees' performance in India and found that the better the rewards and recognition, the higher the levels of motivation, satisfaction and the greater the levels of performance and productivity.

Similar finding was established by Mutisya, Were and Wabala (2017) whose study sought to establish the influence of employee recognition on organizational performance in Nairobi Coca Cola Bottlers Limited. It found that valued behavior, immediate feedback and guidance led to overall higher production of quality products. This study finding supports that of Apuko (2022) which sought to determine the effect of non-monetary rewards on employee performance in Homabay County Government and established that employee recognition practice is a significant determinant of employee performance. The finding further supports the views of Andriotis (2018) and Sitati (2017) that recognition whether through verbal praise, written appreciation, or formal honors, significantly influences employee performance.

However, some studies reviewed earlier had weaknesses. For example, Sikira, Madaba and Filbert (2024) used a descriptive research design to assess the impact of recognition on employee performance in Tanga Cement Company in Tanzania

which may pose a risk of certain level of bias due to lack of statistical tests. Asaari, Desa and Subramaniam (2019) utilized census sample of only 50 employees which was too low thus making global generalization of results difficult. Mounika (2021) applied non-probability convenience sample of only 50 respondents thereby limiting the generalizability of the results to the wider population. Amoatema and Kyeremah (2016) purposively chose and limited their study to Ghanaian Universities thus limiting the option of generalizability to other regions. Moreover, the studies by Sikira *et al.*, (2024), Asaari *et al.*, (2019), Mounika (2021) and Amoatema and Kyeremah (2016) were done in other sectors such as energy, education, mining and public sector whose contexts differ from and not related to health sector.

#### **4.7.2 Effect of Job Security on Employee Performance in FBFs in Kakamega County**

The second objective of the study sought to assess the effect of job security on employee performance in Faith-Based Facilities in Kakamega County. Table 4.20 displays the regression model analyzing the relationship between job security and employee performance.

**Table 4.20: Effect of job security on employee performance in FBFs in Kakamega County**

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.506 <sup>a</sup>	.256	.253	.50318	.256	76.877	1	223	.000
a. Predictors: (Constant), Job Security. Durbin-Watson = 1.872									
<b>ANOVA<sup>a</sup></b>									
Model			Sum of Squares	df	Mean Square	F			Sig.
1	Regression		19.465	1	19.465	76.877			.000 <sup>b</sup>
	Residual		56.462	223	.253				
	Total		75.927	224					
a. Dependent Variable: Performance									
b. Predictors: (Constant), Job Security									
<b>Coefficients<sup>a</sup></b>									
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.			
1	(Constant)	2.789	.140		19.860	.000			
	Job Security	.290	.043	.414	6.801	.000			
a. Dependent Variable: Performance									

**Source: Research Data, (2024)**

The coefficient of determination,  $R^2$ , is 0.256, and  $R$  is 0.506 at a 0.05 level of significance, showing the model's adequacy. The model indicates that job security accounts for 25.6% of the variance in employee performance. This indicates a favorable and significant correlation between job security and employee performance. The ANOVA results substantiate the significance of the regression model relating employee performance to job security ( $F(1, 223) = 76.877, p = .000$ ), as the  $p$ -value is below 0.05. The unstandardized coefficient ( $B = .290$ ) indicates that a one-unit alteration in perceived job security procedures results in a .290-unit variation in employee performance, and this difference is statistically significant.

Consequently, the null hypothesis  $H_0$ , which posits that job security does not significantly influence employee performance in Faith-Based Facilities in

Kakamega County, is rejected. Job security is a crucial factor influencing employee performance in Faith-Based Facilities in Kakamega County. The derived regression model for job security is  $Y = 2.789 + 0.290X_2$ .

The aforementioned finding aligns with the research conducted by Sah and Basnet (2025), which investigated the influence of job security on employee performance in Nepalese insurance firms, revealing a substantial positive correlation between the two variables. The discovery aligns with the study by Al Nahyan *et al.*, (2024) about employee job security and job performance, emphasizing the mediating influence of well-being and the moderating effects of perceived organizational support and psychological capital. The findings indicated a substantial influence of perceived job security on employee performance. The study's findings further corroborate those of Darvishmotevali and Ali (2020) about work instability, subjective well-being, and job performance, emphasizing the moderating impact of psychological capital. It demonstrated a positive association between job stability and employee performance via an enhancement in subjective well-being.

Likewise, the finding aligns with Umrani *et al.*, (2019) in a separate study examining the influence of job security, organizational support, and job satisfaction on job performance among hospital physicians in Pakistan. It was determined that job security and organizational support favorably impacted employees' job performance. Magaji, Akpa, and Ogundwin (2021) conducted a study utilizing survey design on career advancement, job security, and staff retention in selected private universities in Nigeria, yielding analogous results. A comparable conclusion was reached by Ofre and Andow (2022) in their survey-based study on the impact of job security on employee performance at Berger Construction Company in Nigeria. The present study's findings align with those of Chinyelu (2018), who utilized Victor Vroom's Expectancy Theory to examine job security and employee performance in Nigeria's private sector. He demonstrated that job security is nearly non-existent in the Nigerian private sector; but, when employees are guaranteed job security, their devotion to the firm significantly enhances their performance.

Thilaka and Ramawickrama (2021) employed a deductive research approach and census sampling method with a sample of 100 technical assistants to examine the impact of reward systems, job security, and training on job performance within an irrigation department in Sri Lanka. Although their findings were consistent, the methodology utilized constrained the potential for global generalizability due to the limited sample size.

#### 4.7.3 Effect of Promotion on Employee Performance in FBFs in Kakamega County, Kenya

**Table 4.21: Effect of promotion on employee performance in FBFs in Kakamega County**

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.324 <sup>a</sup>	.105	.101	.55201	.105	26.171	1	223	.000

a. Predictors: (Constant), Promotion. Durbin-Watson =1.848

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.975	1	7.975	26.171	.000 <sup>b</sup>
	Residual	67.952	223	.305		
	Total	75.927	224			

a. Dependent Variable: Performance

b. Predictors: (Constant), Staff Promotion

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3.151	.113		27.902	.000
	Promotion	.211	.041	.324	5.116	.000

a. Dependent Variable: Performance

**Source: Research Data, (2024)**

The third objective of the study sought to investigate the effect of promotion on employee performance in Faith-Based Facilities in Kakamega County. Table 4.21 illustrates the regression model correlating promotion with employee performance.

The coefficient of determination,  $R^2$ , is 0.105, and  $R$  is 0.324, showing the model's fit at a significance level of 0.05. The model indicates that promotion accounts for 10.5% of the variance in employee performance. This indicates a substantial positive correlation between promotion and employee performance. The ANOVA results substantiate the significance of the regression model relating employee performance to promotion ( $F(1, 223) = 26.171, p = .000$ ), as the  $p$ -value is below 0.05. The unstandardized coefficient ( $B = .211$ ) indicates that a one-unit alteration in promotion methods results in a .211-unit alteration in employee performance, and this difference is statistically significant.

Consequently, the null hypothesis  $H_{03}$ , which posits that promotion has no substantial impact on staff performance in Faith-Based Facilities in Kakamega County, is rejected. This indicates that promotion is a crucial factor influencing employee performance in FBFs in Kakamega County. The fitted regression model for promotion from the results is  $Y = 3.151 + 0.211X_3$ .

The aforementioned finding aligns with that of Noor and Silitonga (2018), who employed a descriptive research approach to investigate the correlation between job promotion and staff performance at the Harapan Mulia Berkah Tangerang Agency in Indonesia. It was determined that job promotion significantly influenced organizational commitment and performance. Ligare *et al.*, (2020) investigated the impact of job promotion on employee performance within the administration police in Bungoma County, Kenya, and identified a statistically significant positive correlation between the two variables. They advocated for rigorous compliance with the promotion policy, an equitable promotion procedure, and merit-based promotions. Ratemo *et al.*, (2021) discovered analogous findings while examining the impact of job promotion policies on employee performance at the Kenya Forestry Research Institute in Muguga, Kenya.

The results of Razak, Sarpan, and Ramlan (2018) in their investigation of the impact of promotion and job satisfaction on employee performance in Indonesia align with

the findings of the present study. They asserted that promotion influences employee incentive to perform, provided it is executed effectively in alignment with individuals' experience and talents. Njiraine (2019) further concurs, employing a descriptive study design to examine the impact of employee training and internal promotion on performance at the University of Nairobi. The study demonstrated that employee training and internal promotion improve employee performance and organizational competitiveness. Further agreement is found in the research conducted by Rinny, Purba, and Handiman (2020), which examined the correlation between job promotion and employee performance at Mercubuana University, Indonesia. Their research yielded findings analogous to those of the current study.

Other empirical studies reviewed had various weaknesses. For example, Garba and Idris (2021) utilized non-probability random sampling technique to select 20 participants to investigate the effect of promotion on job satisfaction and performance in tertiary institutions in Sokoto state, Nigeria. The non-probability sampling technique and small sample size limits the generalizability to the larger population. Saharuddin and Sulaiman (2016) used 91 employees chosen by census method to investigate the effect of promotion and compensation toward working productivity in the department of water and mineral resources in Indonesia. The small sample is a hindrance to generalizing the finding to the larger global population. Muhati and Mukhamara (2023) utilized descriptive survey design and stratified random sampling method to investigate the effect of promotion on employee performance at the Technical University of Kenya, Nairobi with Equity Theory as guiding theory. The use of descriptive survey design poses a risk of bias because of lack of statistical tests. None of the previous studies quoted above took place in a health sector set up unlike the current study.

#### **4.7.4 Multiple Regression Analysis**

Multiple regression analysis was then done to determine the combined effect of all independent variables on employee performance. The analysis was also necessary before assessing the moderating effect of organizational culture.

**Table 4.22: Multiple regression model**

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.451 <sup>a</sup>	.204	.193	.47614	.204	18.860	3	221	.000

a. Predictors: (Constant), Staff Promotion, Employee Recognition, Job Security  
b. Durbin-Watson =1.767

<b>ANOVA</b>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1 Regression	12.827	3	4.276	18.860	.000 <sup>b</sup>	
Residual	50.104	221	.227			
Total	62.931	224				

a. Dependent Variable: Performance  
b. Predictors: (Constant), Recognition, Job Security, Promotion.

<b>Coefficients</b>						
Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	
1 Constant	2.606	.151		17.215	.000	
Recognition	.152	.051	.235	2.968	.003	
Job Security	.295	.058	.423	5.051	.000	
Promotion	-.104	.059	-.172	-1.768	.078	

a. Dependent Variable: Performance

**Source: Research Data, (2024)**

Table 4.22 displays the summary of the multiple regression model on all independent variables in relation to employee performance. The table indicates that the coefficient of determination, R Square, is .204, and R is .451 at a significance level of 0.05. The model indicates that recognition, job security and promotion all account for 20.4% of the variance in employee performance. This indicates a positive and significant correlation between all independent variables and employee performance. The F-change statistic ( $F(3, 221) = 18.860, p = .000$ ) further corroborates that the regression model concerning employee performance in relation to recognition, job security, and promotion is statistically significant, given the p-value is below 0.05. This indicates that the predictors collectively exert a substantial influence on the variation in employee performance. The unstandardized

coefficients indicate that job stability ( $B = .295$ ,  $p = .000$ ) and employee recognition ( $B = .152$ ,  $p = .003$ ) are substantial positive predictors of employee performance.

The fitted multiple regression equation for the independent variables is:  $Y = 2.606 + .152X_1 + .295X_2 - .104 X_3$ . It demonstrates that when recognition, job security and promotion are at zero, the employee performance will be 2.606. Holding employee recognition and promotion constant, a one-unit increase in job stability results in a .295-unit increase in employee performance, and this difference is statistically significant. Holding job security and promotion constant, a one-unit increase in employee recognition results in a .152-unit increase in employee performance, and this difference is statistically significant. This indicates that when individuals experience greater job stability and receive increased recognition, their performance typically enhances. Promotion exhibits a negative albeit statistically insignificant correlation with performance ( $B = -0.104$ ,  $p = .078$ ). This indicates that when employee recognition and job stability are held constant, a unit increase in promotion results in -0.104 change in employee performance but this difference is statistically insignificant.

This finding concurs with that of Sah and Basnet (2025) who examined the impact of job security on employee work performance in insurance companies in Nepal and found significant and positive relationship between job security and employee work performance. It also conforms to that of Hokororo (2020) in Tanzania who evaluated the influence of reward system on employee performance in Rombo District Council and established that employee advancement and recognition significantly and positively affected employee performance. It further agrees with the study by Ginbar (2020) in Addis Ababa that examined the impact of employee recognition, promotion, work conditions, and remuneration on employee performance thus revealing a positive and significant correlation between the whole incentive management system and employee performance. Langat (2021) while investigating the influence of reward system on employee performance in the public

sector in Kenya, obtained similar results that employee recognition has positive effect on employee performance.

#### **4.7.5 Moderating Role of Organizational Culture on Reward Strategies and Employee Performance in FBFs in Kakamega County**

The final objective of the study sought to establish the moderating role of organizational culture on the relationship between reward strategies and employee performance in Faith-Based Facilities in Kakamega County. The moderation effect was tested through multivariate regression without moderation followed by multivariate regression with interaction term “XM”.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y = \alpha + \beta_1 X_1 M + \beta_2 X_2 M + \beta_3 X_3 M + \varepsilon$$

X = Independent variables

M = Organizational culture

**Table 4.23: Moderating effect of organizational culture on reward strategies and employee performance in FBFs in Kakamega County**

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.517 <sup>a</sup>	.267	.257	.45682	.267	26.853	3	221	.000
a. Predictors: (Constant), X <sub>1M</sub> , X <sub>2M</sub> , X <sub>3M</sub>									
<b>ANOVA<sup>a</sup></b>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	16.812	3	5.604	26.853	.000 <sup>b</sup>			
	Residual	46.119	221	.209					
	Total	62.931	224						
a. Dependent Variable: Performance									
b. Predictors: (Constant), X <sub>1M</sub> , X <sub>2M</sub> , X <sub>3M</sub>									
<b>Coefficients<sup>a</sup></b>									
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.			
1	(Constant)	2.961	.090		32.936	.000			
	X <sub>1M</sub>	.035	.014	.274	2.596	.010			
	X <sub>2M</sub>	.067	.014	.540	4.745	.000			
	X <sub>3M</sub>	-.038	.016	-.306	-2.363	.019			
a. Dependent Variable: Performance									

**Source: Research Data, (2024)**

Table 4.23 displays the summary of the regression analysis model. The interaction terms X<sub>1M</sub>, X<sub>2M</sub>, and X<sub>3M</sub>, represent the moderating effect of organizational culture on the independent variables. The coefficient of determination, R<sup>2</sup>, is 0.267, and R is 0.517 at a significance level of 0.05. The moderated model indicates that the interaction between reward techniques and corporate culture accounts for 26.7% of the variance in employee performance. This is a substantial positive correlation between the interaction terms of reward systems, corporate culture, and employee performance. The F change value (F (3, 221) = 26.853, p = .000) indicates that the

addition of interaction factors substantially enhanced the model's explanatory capacity.

The unstandardized coefficient values indicate that all the three interaction terms significantly affect employee performance. The interaction between recognition and organizational culture ( $X_1M$ ) is positive and significant ( $B = .035$ ,  $p = .010$ ), indicating that organizational culture amplifies the impact of recognition on performance. The unstandardized coefficient demonstrates that a one-unit increase in the interaction between organizational culture and recognition ( $X_1M$ ) results in a 0.035-unit increase in employee performance. The interaction between job security and organizational culture ( $X_2M$ ) is both positive and significant ( $B = .067$ ,  $p = .000$ ), suggesting that a supportive organizational culture amplifies the impact of job security on employee performance. The unstandardized coefficient indicates that a one-unit increase in the interaction between organizational culture and job security ( $X_2M$ ) leads to a 0.067-unit enhancement in employee performance. The interaction between promotion and organizational culture ( $X_3M$ ) is significant but negative ( $B = -.038$ ,  $p = .019$ ), indicating that organizational culture negatively moderates promotion. The negative unstandardized coefficient indicates that a one-unit increase in the interaction between organizational culture and promotion ( $X_3M$ ) leads to a 0.038-unit decrease in employee performance.

The fitted regression equation for the moderation is  $Y = .035X_1M + .067X_2M - .038X_3M$ . The results indicate that corporate culture significantly moderates the effectiveness of diverse reward strategies on employee performance.

The aforementioned finding aligns with the research conducted by Mugaa, Guyo, and Odhiambo (2018), which examined the impact of financial incentives on employee performance in large commercial banks within Nairobi City County, Kenya. Their study employed a positivist research ethic utilizing a descriptive research design and determined that organizational culture served as a positively significant moderating variable between financial rewards and performance. The

present study's findings align with those of Kirwa, Ngugi, and Ng'ethe (2024), who examined the moderating influence of organizational culture on the link between reward systems and teacher retention in public secondary schools in Kenya. The research indicated that although reward systems were crucial for teacher retention, their efficacy was substantially influenced by organizational culture. The present study's findings align with those of Hung, Su, and Lou (2022), who examined the influence of organizational culture on individual work, with national culture of cost-strain firms serving as a moderator. The research indicated that hierarchy within corporate culture significantly enhances task performance. Nevertheless, the study employed purposeful sampling, which significantly undermines the generalizability of the conclusions.

Lau, Rahmat Aidil & Mohd Zaainai Munshid (2020) examined the influence of organizational culture on employee performance within multinational firms in Sarawak, Malaysia. The research employed a quantitative correlational methodology and identified a substantial correlation between corporate culture and employee performance. The primary distinction in this study was the employment of organizational culture as an independent variable rather than as a moderator, as is the case in the current study. Abane *et al.*, (2022), in their investigation of the impact of organizational culture within Ghana's local government sector, employed a descriptive cross-sectional design and stratified sampling techniques, revealing a negative yet statistically significant correlation between adaptability culture and employee productivity, in contrast to the present study. Organizational culture was found to significantly moderate the relationship between organizational learning and employee performance in classified hospitality firms in Kenya (Njoroge, Bula, and Wanyoike, 2020). The current study's findings are in line with these findings. While the previous study used a cross-sectional approach for both descriptive and explanatory research, the present study relies solely on an explanatory design.

#### **4.7.6 Summary of Hypotheses Tests**

The study established that the independent and moderating variables had significant effects hence all the null hypotheses were rejected and alternative hypotheses accepted.

**H<sub>A1</sub>**: Recognition has significant effect on employee performance in Faith-Based Facilities in Kakamega County, Kenya.

**H<sub>A2</sub>**: Job security has significant effect on employee performance in Faith-Based Facilities in Kakamega County, Kenya.

**H<sub>A3</sub>**: Promotion has significant effect on employee performance in Faith-Based Facilities in Kakamega County, Kenya.

**H<sub>A4</sub>**: Organizational culture has significant effect on the relationship between reward strategies and employee performance in Faith-Based Facilities in Kakamega County, Kenya

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter provides a summary of the study findings based on the specific research objectives. It also contains the conclusions and recommendations drawn from the findings.

#### 5.2 Summary of Major Findings

The study sought to examine the effects of reward strategies and organizational culture on employee performance in Faith-Based Facilities in Kakamega County. The study established that employee performance is attained through combined effects of employee recognition, job security, promotion and organizational culture.

##### 5.2.1 Employee Recognition

Employee recognition had a moderate positive correlation ( $r = .390$ ) with employee performance and a significant positive effect on employee performance both at linear ( $R^2 = .152$ ,  $B = .265$ ,  $p = .000$ ) and multiple regressions ( $B = .152$ ;  $p = .003$ ).

##### 5.2.2 Job Security

Job security had a strong positive correlation ( $r = .506$ ) with employee performance and a significant positive effect on employee performance both at linear ( $R^2 = .256$ ,  $B = .290$ ,  $p = .000$ ) and multiple regressions ( $B = .295$ ,  $p = .000$ ).

##### 5.2.3 Promotion

Promotion had a moderate positive correlation ( $r = .324$ ) with employee performance and a significant positive effect on employee performance at linear regression ( $R^2 = .105$ ,  $B = .211$ ,  $p = .000$ ) but insignificant negative effect at multiple regression ( $B = -.104$ ,  $p = .078$ ).

#### **5.2.4 Organizational Culture**

Organizational culture had a strong positive correlation ( $r = .544$ ) with employee performance and a significant positive moderation effect on recognition ( $B = .035$ ,  $p = .010$ ) and job security ( $B = .067$ ,  $p = .000$ ) but a significant negative moderation effect on promotion ( $B = -.038$ ,  $p = .019$ )

#### **5.3 Conclusions**

The study concludes that recognition has significant positive effect on employee performance hence a significant predictor of employee performance in Faith-Based Facilities in Kakamega County. This indicates that recognizing employees' contributions significantly enhances their motivation, job satisfaction, job performance and improved service delivery in FBFs.

The study concludes that job security has significant positive effect on employee performance hence is a significant determinant of employee performance in Faith-Based Facilities in Kakamega County. This finding highlights the critical role that job security plays in fostering a committed and effective workforce.

The study concludes that promotion has significant positive effect on employee performance hence a significant predictor of employee performance in Faith-Based Facilities in Kakamega County only at linear regression but insignificant negative effect at multiple regression. This finding suggests that promotion practices at FBFs in Kakamega County require review and rigorous compliance with promotion policy.

The findings demonstrated that organizational culture significantly moderated the relationship between reward strategies and employee performance. The study concludes that the effectiveness of reward strategies in improving performance is enhanced when a supportive and collaborative organizational culture is in place.

#### **5.4 Recommendations**

Based on the study findings and conclusions, the following recommendations were formulated.

1. Faith-Based Facilities in Kakamega County should strengthen formal recognition practices by introducing visible and tangible rewards aimed at enhancing employee motivation for optimal performance.
2. Faith-Based Facilities in Kakamega County should adhere to the structural elements of job security to improve employee perceptions on job stability and future assurance for optimal employee performance.
3. Faith-Based Facilities in Kakamega County should rigorously comply with promotion practices / policy to enhance perception of fairness, transparency, equity and merit based promotions for optimal employee performance.
4. Faith-Based Facilities in Kakamega County should continuously promote organizational culture of employee involvement, communication, inclusivity and representation to enhance positive staff attitude and behavior for optimal performance.

#### **5.5 Contribution to Theory**

The study confirmed that employee recognition, job security and promotion are critical determinants of employee performance and that organizational culture moderate the relationships between recognition, job security, promotion and employee performance in Faith-Based Facilities just like it has been established by other studies for other workplaces. A supportive organizational culture is critical in enhancing the effect of other reward strategies at workplace. Reward strategies act synergistically with each other to influence employee performance.

#### **5.6 Suggestions for Further Research**

The study was conducted in Faith-Based Facilities in Kakamega County however, there are other health facilities privately owned for profit making and others by Non-Governmental Organizations. A further study is recommended to include such facilities to test the same variables. A longitudinal study to explore how changes in

recognition, job security, promotion and organizational culture over time in Faith-Based Facilities that could provide more conclusive evidence on the effectiveness of reward strategies is suggested.

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**APPENDICES**  
**APPENDIX I: INTRODUCTORY LETTER**

Aroko Faith Adhiambo

BHR/G/01-55336/2020

Dear Sir / Madam

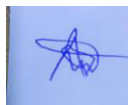
**RE: ACADEMIC RESEARCH THESIS**

I am a student studying Master of Science in Human Resource Management, Masinde Muliro University of Science and Technology. I would like to conduct a study on the REWARD STRATEGIES, ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE IN FAITH-BASED FACILITIES IN KAKAMEGA COUNTY, KENYA. A questionnaire has been designed for collection of data towards the same.

I am writing to seek your permission to allow me to collect information about the above-mentioned research topic. I guarantee that I will adhere to ethical principles of confidentiality and will share the study outcomes and reports once done.

Your assistance and cooperation will be highly appreciated.

Yours faithfully,



**Aroko Faith Adhiambo**

**BHR/G/01-55336/2020**

**APPENDIX II**  
**RESPONDENT CONSENT FORM**

**Dear Respondent,**

This questionnaire is designed to investigate the “*Reward Strategies, Organizational Culture and Employee Performance in Faith-Based Facilities in Kakamega County, Kenya*”. The information you shall give shall remain confidential and your name or ID number should not be written on this paper. This research work is only for academic purpose. The questionnaire is designed such that you can answer the questions by yourself but feel free to ask any questions or clarifications if need be. Kindly submit back this questionnaire form after completion.

**Do you agree to participate in this study? Yes ( )      No ( )**

Thank you,



**Faith A. Aroko**

**BHR/G/01-55336/2020**

### APPENDIX III: Questionnaire

## QUESTIONNAIRE ON REWARD STRATEGIES, ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE IN FAITH-BASED FACILITIES IN KAKAMEGA COUNTY, KENYA

### Instructions

Please respond to the questions by ticking (√) in the box provided or writing in the spaces provided where applicable. Don't write your name or ID number on this form.

### Section A: Socio-Demographic Information

1. What is your gender?

Male ( )

Female ( )

2. What is your age group?

18 to 25 years ( )

26 to 35 years ( )

36 to 45 years ( )

46 to 55 years ( )

56 to 65 years ( )

3. What is the highest level of education you have completed?

Primary level ( )

Secondary level ( )

College / diploma ( )

Undergraduate ( )

Postgraduate ( )

4. What is your marital status?

Single/never married ( )

Married ( )

Separated ( )

Divorced ( )

Widowed ( )

5. What is your job position?

- Medical Officer ( )
- Clinical Officer ( )
- Nurse ( )
- Pharmaceutical Technologist ( )
- Laboratory Technologist ( )
- Nutritionist ( )
- Management staff ( )
- Administration staff ( )
- Others, specify.....

6. How long have you worked at the facility?

- Below 5 years ( )
- 5 - 9 years ( )
- 10 - 14 years ( )
- 15 – 19 years ( )
- 20 years & above ( )

7. Please indicate your employment terms in the facility?

- Casual ( )
- Locum / Part time ( )
- Contract ( )
- Permanent ( )

8. Please indicate your gross monthly salary? (**Ksh**)

- Below 10,000 ( )
- 11,000 - 30,000 ( )
- 31,000 - 50,000 ( )
- 51,000 - 70,000 ( )
- 71, 000 - 100,000 ( )
- Above 100,000 ( )

**Section B: Employee Recognition**

This section contains statements relating to employee recognition by management in this facility. To what extent do you agree with the following statement relating to employee recognition by management at this facility? **1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5 =Strongly Agree.** Please tick (√) only ONE response each row.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Staffs praise one another when a colleague performs well.					
2. A letter of recognition is given to staff performing well.					
3. Name of staff of the month or year is normally publicized.					
4. A staff party is organized after successful performance.					
5. A gift card is given to staff who perform well at work.					
6. Staffs are given verbal appreciation on good performance.					
7. Yearly bonus is given to staff after good performance.					
8. A cash reward is given to any staff that performs well.					
9. A reward of “time off” is given to any staff that performs well.					
10. A sponsored trip is given to any staff that performs well.					
11. The facility has a policy to guide employee recognition.					
12. State any other reward given to staff and not listed above..... .....					

**Section C: Job Security**

This section contains statements relating to job security in this facility. To what extent do you agree with the following statement relating to job security in this facility? **1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5 =Strongly Agree.** Please tick (√) only ONE response each row.

Statement	1	2	3	4	5
1. I want to continue with this job as much as I can.					
2. I do feel secure in my current job position.					
3. I can work for my current employer until normal retirement.					
4. I signed a job contract on appointment at this facility.					
5. I have all hospital rules/regulations that I have to respect.					
6. If my current job position is abolished, I would be offered another job in this hospital.					
7. My job is secure regardless of any economic challenge.					
8. I have no stress or worry about my job.					
9. Management of this facility respect employment policies on job security.					
10. Any other comments as regards job security in this facility?..... .....					

**SECTION D: Staff Promotion**

This section contains statements regarding staff promotion in this facility. To what extent do you agree with the following statements relating to staff promotion in this facility? **1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5 =Strongly Agree.** Please tick (√) only ONE response each row.

Statement	1	2	3	4	5
1. Staff promotions are done regularly at this hospital.					
2. I am contented with how promotions are carried out.					
3. There is fairness on how promotions are done.					
4. There is a clear career growth structure for all staff.					
5. Vacancy for promotion is normally advertised internally.					
6. Interview is done for a vacant position before promotion.					
7. Promotion is only done according to supervisor's recommendation.					
10. Any other comments as regards staff promotion in this facility?.....					

**SECTION E: Organizational Culture**

This section contains statements regarding relating to working culture in this facility. To what extent do you agree with the following statements relating to working culture in this facility? **1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5 =Strongly Agree.** Please tick (√) only ONE response each row.

Statement	1	2	3	4	5
1. Staffs in this facility have a unique working culture.					
2. Every staff is focused on service delivery to clients.					
3. Staffs have set norms and beliefs regarding work.					
4. There are good communication channels between staff and management.					
5. Staffs are consulted by management during decision making.					
6. This facility has core values regarding work for staff.					
7. Staff disputes are resolved amicably by management.					
8. Disciplinary issues are handled as per labour laws.					
9. Staffs have a trade union to represent their interest.					
10. Attires or badges with facility logo for easy identification are given to staff.					
11. Any other comments as regards working culture in this facility.....					

**SECTION F: Staff Performance**

This section contains statements relating to staff performance in this facility. To what extent do you agree with the following statements relating to staff performance in this facility? 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. Please tick (√) only ONE response each row.

Statement	1	2	3	4	5
1. Staffs are loyal to this facility.					
2. Staffs are dedicated and committed to their work.					
3. Staffs are willing to put an extra effort or go beyond work for the facility					
4. Staffs love working at this facility.					
5. Staffs are not willing to look for another job elsewhere.					
6. Some staffs have worked for many years in this facility.					
7. Staffs feel satisfied with their current jobs.					
8. There is teamwork amongst staff in this facility.					
9. Staffs interact socially well in this facility.					
10. Staffs apply skills acquired during training in their current jobs.					
11. The facility offers effective services to clients.					
12. Unauthorized absenteeism is common amongst staff.					
13. Staffs take personal initiatives to do their work.					
14. Staff co-operate with each other while at work to perform duties.					
15. Customers are offered services within the shortest time possible..					
16. The facility provides quality services to customers.					
17. Customers are usually happy with services offered at					

the facility.					
18. The facility provides efficient services to patients.					
19. Staffs are fully engaged while at work.					
20. Any other comments as regards staff performance in this facility..... .....					

**Thank you for participating in this Study.**

**THE END**

## APPENDIX IV: PROPOSAL APPROVAL BY MMUST



MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

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E-mail: [director@mmust.ac.ke](mailto:director@mmust.ac.ke)  
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P.O Box 190  
Kakamega – 50100  
Kenya

Directorate of Postgraduate Studies

Ref: MMU/COR: 509099

13<sup>th</sup> March, 2025

Aroko Faith Adhiambo  
HBR/G/01-55336/2020  
P.O Box 190-50100,  
KAKAMEGA.

Dear Ms. Aroko

**RE: APPROVAL OF PROPOSAL**

I am pleased to inform you that the Directorate of Postgraduate Studies has considered and approved your Masters proposal entitled "*Effects of Reward Strategies and Organizational Culture on Employee Performance in Faith-Based Hospitals in Kakamega County, Kenya*" and appointed the following as supervisors:

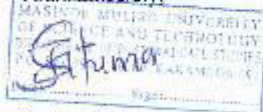
1. *Dr. Dishon Wanjere* - SOBE, MMUST
2. *Dr. Rosemary Nanyama* - SOBE, MMUST

You are required to submit through your supervisor(s) progress reports every three months to the Director Postgraduate Studies. Such reports should be copied to the following: Chairman, School of Business and Economics Graduate Studies Committee and Chairman, Business Administration and Management Department. Kindly adhere to research ethics consideration in conducting research.

It is the policy and regulations of the University that you observe a deadline of two years from the date of registration to complete your Master's thesis. Do not hesitate to consult this office in case of any problem encountered in the course of your work.

We wish you the best in your research and hope the study will make original contribution to knowledge.

Yours Sincerely,



Dr. Jane Situma  
DEPUTY DIRECTOR, DIRECTORATE OF POSTGRADUATE STUDIES

## APPENDIX V: APPROVAL BY NACOSTI



REPUBLIC OF KENYA



NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 298098

Date of Issue: 02/April/2025

**RESEARCH LICENSE**



This is to Certify that Ms. FAITH ADHIAMBRO AROKO of Masinde Muliro University of Science and Technology, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kakamega on the topic: EFFECTS OF REWARD STRATEGIES ON EMPLOYEE PERFORMANCE IN FAITH BASED HOSPITALS IN KAKAMEGA COUNTY, KENYA for the period ending : 02/April/2026.

License No: NACOSTI/P/25/417732

298098

Applicant Identification Number

Director General  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION

Verification QR Code



NOTE: This is a computer generated license. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

**APPENDIX VI: APPROVAL BY ST. ELIZABETH HOSPITAL, MUKUMU**




DIOCESE OF KAKAMEGA  
 ST. ELIZABETH MISSION HOSPITAL, MUKUMU  
 P. O. BOX 127 - 50100  
 KAKAMEGA

Email: stelizabethmukumu@gmail.com

"OUR HEALTH OUR PROMISE"

**DATA COLLECTION CONCENT FORM**

I, Faith Aroko..... consent that the data I will collect from this facility will not be used for any other reason but only for the purpose it is meant for which is investigating effects of reward strategies on Employee performance in Faith-Based Hospitals in Kakamega County - Kenya.

Signed: Name Faith Aroko..... Sign ..... Date 19/8/2024  
 Data Collector

Hospital Administrator ..... Sr. ..... Date 19/8/2024



**APPENDIX VII: APPROVAL BY ST. MARY'S MISSION HOSPITAL, MUMIAS**



CATHOLIC DIOCESE OF KAKAMEGA  
**ST. MARY'S MISSION HOSPITAL MUMIAS**

P.O. BOX 250 – 50102 Mumias / +254 726 712 382 / +254 789 712 382

22-08-2024.

Aroko Faith Adhiambo,  
Masinde Muliro University of Science and Technology,  
P.O. Box 190,  
**KAKAMEGA.**

Dear Faith,

**RE: DATA COLLECTION FOR ACADEMIC RESEARCH.**

Greetings from Catholic Diocese of Kakamega St. Mary's Mission Hospital Mumias.

We write to acknowledge receipt of your letter dated August 12, 2024 on the above reference matter.

We are pleased to inform you that your request has been granted. You will be required to observe the rules and regulations of the facility during the data collection process.

Thank you for choosing St. Mary's Mission Hospital Mumias as your academic data collection facility.

Yours Sincerely,

Sr. Janet Nduku  
**HOSPITAL ADMINISTRATOR**



Page 1 of 1

E-MAIL: [info@stmarysmissonhospitalmumias.org](mailto:info@stmarysmissonhospitalmumias.org) WEBSITE: [www.stmarysmissonhospitalmumias.org](http://www.stmarysmissonhospitalmumias.org)

**APPENDIX VII: APPROVAL BY MWIHILA MISSION HOSPITAL**

Aroko Faith Adhiambo,  
Masinde Muliro University of Science and Technology,  
P. O. Box 190-50100,  
KAKAMEGA.  
12<sup>th</sup> August, 2024.

To:  
Administrator / In-charge,  
Mwihila Mission Hospital,  
P.O. Box 8-50135,  
KHWISERO.

Dear Sir / Madam,

**RE: DATA COLLECTION FOR ACADEMIC RESEARCH**

I am a student at Masinde Muliro University of Science and Technology taking Master of Science in Human Resource Management. I am conducting a study on the *"Effects of Reward Strategies on Employee Performance in Faith-Based Hospitals in Kakamega County, Kenya"*. A self-administered questionnaire has been designed for collection of data towards the same

I am writing to seek your permission to collect data on the above-stated research topic from some of your staff. I guarantee that ethical principles of confidentiality and anonymity will be adhered to. The final report will be shared with your office too. Your assistance is highly needed for the success of this study.

Yours faithfully,



Aroko Faith Adhiambo  
BHR/G/01-55336/2020



Read and approved for  
Research study data  
collection  
Paul Adhiambo  
PP

**APPROVAL BY NAMASOLI HEALTH CENTRE**

Aroko Faith Adhiambo,  
Masinde Muliro University of Science and Technology,  
P. O. Box 190-50100,  
KAKAMEGA.  
12<sup>th</sup> August, 2024.

To:  
Administrator / In-charge,

ACK NAMASOLI

HOSPITAL

Dear Sir / Madam,

**RE: DATA COLLECTION FOR ACADEMIC RESEARCH**

I am a student at Masinde Muliro University of Science and Technology taking Master of Science in Human Resource Management. I am conducting a study on the *"Effects of Reward Strategies on Employee Performance in Faith-Based Hospitals in Kakamega County, Kenya"*. A self-administered questionnaire has been designed for collection of data towards the same.

I am writing to seek your permission to collect data on the above-stated research topic from some of your staff. The number of participants required from your facility is 10 (Ten). I guarantee that ethical principles of confidentiality and anonymity will be adhered to. The final report will be shared with your office too. Your assistance is highly needed for the success of this study.

Yours faithfully,

Aroko Faith Adhiambo  
BHR/G/01-55336/2020



**APPROVAL BY ST. JOSEPH'S LUTASO DISPENSARY**

Aroko Faith Adhiambo,  
Masinde Muliro University of Science and Technology,  
P. O. Box 190-50100,  
KAKAMEGA.  
12<sup>th</sup> August, 2024.

To:  
Administrator / In-charge,

ST. JOSEPH'S LUTASO  
MISSION HOSPITAL

Dear Sir / Madam,

**RE: DATA COLLECTION FOR ACADEMIC RESEARCH**

I am a student at Masinde Muliro University of Science and Technology taking Master of Science in Human Resource Management. I am conducting a study on the *"Effects of Reward Strategies on Employee Performance in Faith-Based Hospitals in Kakamega County, Kenya"*. A self-administered questionnaire has been designed for collection of data towards the same.

I am writing to seek your permission to collect data on the above-stated research topic from some of your staff. The number of participants required from your facility is 3. I guarantee that ethical principles of confidentiality and anonymity will be adhered to. The final report will be shared with your office too. Your assistance is highly needed for the success of this study.

Yours faithfully,



Aroko Faith Adhiambo  
BHR/G/01-55336/2020



study approval; the permission granted

**APPROVAL BY ST. ANNE ESHISIRU DISPENSARY**

Aroko Faith Achiambo,  
Masinde Muliro University of Science and Technology,  
P. O. Box 190-50100,  
KAKAMEGA.  
12<sup>th</sup> August, 2024.

ST. ANNE'S DISPENSARY  
P.O. BOX 190-50100  
KAKAMEGA

To:  
Administrator / In-charge,

ST. ANNE'S DISPENSARY

ESHERU

ST. ANNE'S DISPENSARY  
P.O. BOX 190-50100  
KAKAMEGA  
DATE: 19/8/2024

PHILIS MONTASA  
PHILIS

Permission granted

ST. ANNE'S DISPENSARY  
P.O. BOX 190-50100  
KAKAMEGA

Dear Sir / Madam,

**RE: DATA COLLECTION FOR ACADEMIC RESEARCH**

I am a student at Masinde Muliro University of Science and Technology taking Master of Science in Human Resource Management. I am conducting a study on the *"Effects of Reward Strategies on Employee Performance in Faith-Based Hospitals in Kakamega County, Kenya"*. A self-administered questionnaire has been designed for collection of data towards the same.

I am writing to seek your permission to collect data on the above-stated research topic from some of your staff. The number of participants required from your facility is 2. I guarantee that ethical principles of confidentiality and anonymity will be adhered to. The final report will be shared with your office too. Your assistance is highly needed for the success of this study.

Yours faithfully,

Aroko Faith Achiambo  
BHR/C/01-55336/2020

**APPROVAL BY INGOTSE HEALTH CENTRE**

Aroko Faith Adhiambo,  
Masinde Muliro University of Science and Technology,  
P. O. Box 190-50100,  
KAKAMEGA.  
12<sup>th</sup> August, 2024.

To:  
Administrator / In-charge,

WAGOTSE MISSION HEALTH  
CENTRE

Dear Sir / Madam,

**RE: DATA COLLECTION FOR ACADEMIC RESEARCH**

I am a student at Masinde Muliro University of Science and Technology taking Master of Science in Human Resource Management. I am conducting a study on the *"Effects of Reward Strategies on Employee Performance in Faith-Based Hospitals in Kakamega County, Kenya"*. A self-administered questionnaire has been designed for collection of data towards the same.

I am writing to seek your permission to collect data on the above-stated research topic from some of your staff. The number of participants required from your facility is 8.

I guarantee that ethical principles of confidentiality and anonymity will be adhered to. The final report will be shared with your office too. Your assistance is highly needed for the success of this study.

Yours faithfully,



Aroko Faith Adhiambo  
BHR/G/01-55336/2020



**APPROVAL BY ST. MONICA'S EREGI HEALTH CENTRE**

Aroko Faith Adhiambo,  
Masinde Muliro University of Science and Technology,  
P. O. Box 190-50100,  
KAKAMEGA,  
12<sup>th</sup> August, 2024.

To:  
Administrator / In-charge,  
ST. MONICA EREGI  
HEALTH CENTRE

Dear Sir / Madam,

**RE: DATA COLLECTION FOR ACADEMIC RESEARCH**

I am a student at Masinde Muliro University of Science and Technology taking Master of Science in Human Resource Management. I am conducting a study on the *"Effects of Reward Strategies on Employee Performance in Faith-Based Hospitals in Kakamega County, Kenya"*. A self-administered questionnaire has been designed for collection of data towards the same.

I am writing to seek your permission to collect data on the above-stated research topic from some of your staff. The number of participants required from your facility is 8. I guarantee that ethical principles of confidentiality and anonymity will be adhered to. The final report will be shared with your office too. Your assistance is highly needed for the success of this study.

Yours faithfully,

  
Aroko Faith Adhiambo  
BHR/G/01-55336/2020

Request is approved  
Sr. Calame Wesooga  
RCO  
STW



**APPROVAL BY ST. PIUS X MUSOLI HEALTH CENTRE**

Aroko Faith Adhiambo,  
Masinde Muliro University of Science and Technology,  
P. O. Box 190-50100,  
KAKAMEGA.  
12<sup>th</sup> August, 2024.

To:  
Administrator / In-charge.

ST. Pius X MUSOLI  
HEALTH CENTRE

Dear Sir / Madam,

**RE: DATA COLLECTION FOR ACADEMIC RESEARCH**

I am a student at Masinde Muliro University of Science and Technology taking Master of Science in Human Resource Management. I am conducting a study on the "*Effects of Reward Strategies on Employee Performance in Faith-Based Hospitals in Kakamega County, Kenya*". A self-administered questionnaire has been designed for collection of data towards the same.

I am writing to seek your permission to collect data on the above-stated research topic from some of your staff. The number of participants required from your facility is 10. I guarantee that ethical principles of confidentiality and anonymity will be adhered to. The final report will be shared with your office too. Your assistance is highly needed for the success of this study.

Yours faithfully,

  
Aroko Faith Adhiambo  
BHR/G/01-55336/2020

Approved by  
SA ESTHER KHANAHI  
Facility IIC.



**APPROVAL BY BUSHIANGALA HEALTH CENTRE**

Aroko Faith Adhiambo,  
Masinde Muliro University of Science and Technology,  
P. O. Box 190-50100,  
KAKAMEGA,  
12<sup>th</sup> August, 2024.

To:  
Administrator / In-charge-  
BUSHANGALA MISSION  
HOSPITAL

Dear Sir / Madam,

**RE: DATA COLLECTION FOR ACADEMIC RESEARCH**

I am a student at Masinde Muliro University of Science and Technology taking Master of Science in Human Resource Management. I am conducting a study on the "*Effects of Reward Strategies on Employee Performance in Faith-Based Hospitals in Kakamega County, Kenya*". A self-administered questionnaire has been designed for collection of data towards the same.

I am writing to seek your permission to collect data on the above-stated research topic from some of your staff. The number of participants required from your facility is 2. I guarantee that ethical principles of confidentiality and anonymity will be adhered to. The final report will be shared with your office too. Your assistance is highly needed for the success of this study.

Yours faithfully,

  
Aroko Faith Adhiambo  
BHRC/01-55336/2020

The letter is approved



**APPROVAL BY JAMIA HEALTH CENTRE, MUMIAS**

Aroko Faith Adhiambo,  
Masinde Muliro University of Science and Technology,  
P. O. Box 190-50100,  
KAKAMEGA.  
12<sup>th</sup> August, 2024.

To:  
Administrator / In-charge,  
Jamia Medical Centre,  
P.O. Box 574-50102,  
MUMIAS.

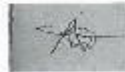
Dear Sir / Madam,

**RE: DATA COLLECTION FOR ACADEMIC RESEARCH**

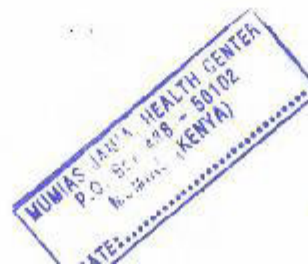
I am a student at Masinde Muliro University of Science and Technology taking Master of Science in Human Resource Management. I am conducting a study on the "*Effects of Reward Strategies on Employee Performance in Faith-Based Hospitals in Kakamega County, Kenya*". A self-administered questionnaire has been designed for collection of data towards the same.

I am writing to seek your permission to collect data on the above-stated research topic from some of your staff. I guarantee that ethical principles of confidentiality and anonymity will be adhered to. The final report will be shared with your office too. Your assistance is highly needed for the success of this study.

Yours faithfully,



Aroko Faith Adhiambo  
BHR/G/01-55336/2020



Received  
D. P. M.  
14/08/2024

**APPROVAL BY ACK MUSANDA DISPENSARY**

~~ACK DIOCESE OF~~

ACK MUSANDA DISPENSARY  
P.O. BOX 93-50125  
MUSANDA

AROXO FAITH ADHIAMBO  
MAGINDE MULIRO UNIVERSITY OF SCIENCE & TECHNOLOGY  
P.O. BOX 190  
KAKAMEGA

DEAR FAITH:

RE: DATA COLLECTION FOR ACADEMIC RESEARCH

G. ACK MUSANDA PARISH greatly honoured to participate in the data collection for the above research

Your request for the data collection has been well received and access granted

Thank you for also choosing us to do research in our facility.

Yours faithfully



MAWBA PETER

In charge

ACK MUSANDA CLINIC  
DATE 24/8/2024

APPROVAL BY ACK MASABA DISPENSARY



**ACK DIOCESE OF BUTERE**  
**ACK MASABA DISPENSARY**

P.O BOX: 25 - 50191 BUTERE MOBILE NO.: 04000 EMAIL: [ackmasaba@gmail.com](mailto:ackmasaba@gmail.com)

PX:.....

AROKO FAITH ADHAMBO,  
MASIMBE MULIRO UNIVERSITY  
P.O BOX 190,  
KAKAMEGA.



Dear Faith,

RE: DATA COLLECTION FOR ACADEMIC RESEARCH

We write to acknowledge receipt of your letter dated 12, 2024 on the above reference matter.

We are pleased to inform you that your request has been granted. You will be required to observe the rules and regulations of the facility during the data collection process.

Thank you for choosing ACK MASABA Dispensary as your academic data collection facility.

Yours Sincerely

NERIA ITAMBO  
NURSE INCHARGE

Doctor's Sgn: *[Signature]*

Your Health Our Concern!



**APPROVAL BY MASENO MISSION HOSPITAL FOR PILOT STUDY**

# ACK MASENO MISSION HOSPITAL

Diocese of Maseno North  
P.O. Box 116 – 40105, Maseno  
Tel: 0710 442 874, Email: msnmission@gmail.com

Date: 22<sup>nd</sup> July, 2024.

TO WHOM IT MAY CONCERN.

**Re: FAITH AROKO, BHR/G/01-55336/2020**

This is to confirm that the above mentioned has been granted permission to conduct a pilot study on 23 respondents on the research topic “Effects of reward strategies on employee performance in Faith Based Hospitals in Kakamega County, Kenya” on 1<sup>st</sup> August, 2024 at ACK Maseno Mission Hospital.

Yours Faithfully

for  

**Githuku Joseph,**  
Hospital Administrator.