
Total Reward and Employee Performance in Technical Institutions, A Case of Kiambu Institute of Science and Technology, Kiambu County, Kenya

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ABSTRACT

Employees are assets in any organization; the importance of an employee in institution is more significant because the industry is by nature manpower intensive. Most of the employee activity and behavior in the teaching sector involves direct contact with the students. Employee performance encompasses the activities related to a job and how well these activities are executed by employees. Every employee behavior or activity does not result in performance but their reactions to external environment. There is a need to ensure every employee is motivated and encouraged to get better performance. Accordingly, the project undertook to inquire on effects of total reward on employee's performance in technical institutions in Kenya, focusing on the Kiambu Institute of Science and Technology situated in the County of Kiambu, Kenya. Specifically, the project's focus was effects of financial rewards, non-financial incentives, work-life balance, and career development on employees' performance in technical institutions. The study is grounded on five theoretical underpinnings: Expectancy theory, Two Factor Theory, Work-family Enrichment Theory, Social Cognitive Theory, and the Social Exchange Theory. Descriptive research design was used in the study to assert how total reward influences the performance of employees in technical institutions. Target population comprised 362 employees at Kiambu Institute of Science and Technology in Kiambu County, Kenya. The tool used for collection of data was pre-tested for validity and reliability through a pilot study on five respondents drawn from the sample. Purposive and stratified purposeful sampling was employed to select study samples. The researcher applied Yamane's formula to generate the required sample size. Both closed and open-ended Questionnaires were used to elicit responses from the respondents. The research used SPSS computer software in undertaking analysis of the data. The research study found that total reward system had weak positive correlation with performance of employees ($r=0,021$, $N= 155$, $p < 0.05$). The study concludes that total rewards are essential for improved performance of employees as results of this project showed. These findings were important to the technical institutions in Kenya, if implemented could help in motivating the employees hence enhanced performance, the study suggest that studies to be done around work-life balance in rural and per-urban technical institutions.

Key Words: Total Reward, Employee Performance, Kiambu Institute of Science and Technology

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1. Introduction

In the present globalized sphere where interaction through revolutionized technology, stiff competition, and access to various communication systems, attracting qualified personnel and retaining them motivated is a serious challenge (Ongalo & Tari, 2015). Employers are demanding more from workers with minimal pay. In contrast, the workers, on the other hand, ask for more incentives to perform a task, thereby compelling organizations to innovate ways to strike a balance to attain improved performance (Singh, 2016). When employees are rewarded, Omollo and Oloko (2015) argue that they get the job done, surpass their target, and exceed their performance standards. Thus, employers get more than their expectations. Lin and Lo (2015), notes the need for balance between organisation's and employee's contribution in actualization of the organization's purpose hence, employee reward system. Fuller, Gross, Zullo and Valentine (2019) posit that in formulating a reward strategy or system, the anticipated organizational outputs vis-à-vis the performance that will invite rewards need to be defined as this would guide employee behavior in the actualization of the goal. Akhter, Raza, Ashraf, Ahmad, and Aslam (2016) say that a rewards system has a crucial part in pulling and preserving highly endowed employees, leading to the achievement of high levels of quality performance.

For example, in South Africa, many organizations still value systems where base pay and benefits are the significant components. The challenge with such traditional systems is that they do not align with the strategic business and are not responsive to business needs. (Bwowe & Marongwe, 2018). The traditional systems are anchored on occupancy and entitlement. Deployment of a total reward approach can result in systems of rewards that motivate employees while enhancing satisfaction (Howard, & Dougherty, 2004). Kamau (2012) advance that the retention of talented staff is now critical for managers in Kenya, and total reward has been cited as the best strategy for employee retention. According to Kirubi (2014), the utmost hindrance in the job market in Kenya is retaining employees, acknowledging that no organisation can be successful without dependable employees. Among the most prominent headaches executives encounter today is 'best people retention', (Conradie, 2012). Conradie further argues that workers are the contributors to an organization's uniquely competitive position, and hence retaining critical staff is a primary focus for organisations in East Africa

Kiambu Institute of Science and Technology (KIST) was founded in the year 1973 on a 'Harambee basis' (pooling together of resources for the common good) by the surrounding community. The Ministry of Higher Education accredits the Institute, Science and Technology under the TVET Act No. 29 of 2013 (Government of Kenya, 2013). The Institute has continually contributed to the Kenyan Economy and beyond by imparting skills compatible with the competitive work environment. KIST has implemented and is certified to ISO 9001:2015 International Standard as a benchmark for its service provision and aims to contribute to Kenya's industrialization as anchored in the blueprint (Vision 2030). Over the years, the KIST has actively taken part in various contests and trade fairs. KIST is situated along Nairobi – Kiambu road, fourteen kilometers from Nairobi City and one kilometer to Kiambu town within Kiambu County, Kenya (Mwaniki, 2015).

1.1 Statement of the Problem

To be competitive and improve performance every organization need to have efficient and effective strategies in different areas of operation. Productivity and success of the organization depends a lot on the employee performance and motivation. A comprehensive reward system is an effective management tool for motivating employee's particularly low performers, but also increasing job satisfaction particularly of high achievers. However in Technical Institutions, due to differences in personalities and personal preferences, some employees are

more motivated by financial rewards while others prefer non-financial rewards. Career and professional development of employees should be also taken into consideration. More-over, adequate rewards create a feeling in employees that they are valuable, and their efforts are recognized and appreciated by the management.

The foremost implication of this study is that traditional approaches to maximize productivity are effective in contemporary business environment. Thus, it is important for technical institutions to constantly retain and improve employees' motivation which requires an efficient reward system for all workforce, as employee motivation and employee performance varies and may decline with passage of time. Despite the government's commitment, employees' performance in TVET Institutions in Kenya has become the foremost problem. This has been precipitated by certain contributing factors that include lack of established financial and nonfinancial rewards systems, inability to have effective work-life balance, lack of recognition for good performance, and restrictions related to career development. The total reward system in organisations is a critical job part that can impact other dynamics as performance and commitment. Organisations worldwide more and more adopting and deploying total reward systems to maintain employee performance, which hitherto concentrated only on the reward aspects of pay, inducements, and benefits (Zhou and Hong 2008). Nevertheless, it has been appreciated that total reward also comprises non-cash elements of reward, including career development, working environment, recognition, and others.

Several studies, such as Akhter, Raza, Ashraf, Ahmad & Aslam (2016); Korir, Kipkebut (2016); Vincent, Alala, & Kiongera (2017); Wangechi, Kiragu, & Sang (2018); Riaz, Akhtar, Aslam (2018); and Fuller, Gross, Zullo, & Valentine (2019), focused on performance measurement, macroeconomic variables and how they affect organizations' operations, and community service and has bearing on the motivation of employees. Very few studies including Makhuzeni, & Barkhuizen (2015); Mabaso, & Dlamini (2018), and Kiruja, & Mukuru (2018), have focused on how the total rewards systems affect employee motivation. However, the relationship between total reward elements and the performance of employees has not been investigated regarding TVET institutions in Kenya and Kiambu County. Therefore, the project sought to bridge the identified study gap through investigating effects of total reward aspects of; financial, non-financial, work life balance and career development on employee performance at Kiambu Institute of Science and Technology (KIST) situate in Kiambu County, Kenya.

1.2 Objective of the Study

The study investigated the relationship of Total rewards and employees' performance in Technical and Vocational Institutions in Kenya a case KIST in Kiambu County, Kenya Specific objectives of the study were:

- i. To determine whether financial rewards has influence on employees' performance in TVET Institutions, a case of KIST
- ii. To establish on the effects of non-financial rewards on employees' performance in TVET Institutions, a case of KIST
- iii. To assess the effect of work-life balance to employees' performance in TVET Institutions, a case of KIST
- iv. To establish the effects of career development on employees' performance in TVET Institutions, a case of KIST

2.0 Literature Review

2.1 Theoretical Framework

2.1.1 Expectancy Theory

Victor Vroom is credited as the first proponent of the valency-Instrumentality-Expectancy (theory in 1964. Vroom advances valency to represent Value, Instrumentality belief that what we do will lead to something else while expectancy is the chance that effort leads to particular outcome. Modern valency theory is founded on this principle that actions are premised on the expectation of favourable results, thereby pitting the organisation and employee in a bi-polar situation. On the one hand, employees expect to be rewarded employee to their expectations; while the organization expects employees to perform to the expectations of executives on the other hand. Porter and Lawler, in 1973, advanced the theory into a model following Vroom's ideas, arguing that the value of the reward to individuals determines the effort exerted in their job and the likelihood that the rewards depend on effort. According to the theory, the greater the reward's value, the higher the likelihood to receive the rewards depends exerted effort in a given situation (Tahir, Mehmood & Ramzan, 2013). This theory assumes that individuals make conscious decisions at the start of their effort. But it has been proved that individuals make decisions after performing their activities and try to rationalize their decisions later on. The relevance of this theory to the study is that; it clarifies connection between independent variable financial rewards and the dependent performance for employees of TVET Institutions in Kenya.

2.1.2 Two Factor Theory

This theory also referred to as the dual factor or motivation-hygiene theory was first advanced in 1959 by Fredrick Herzberg and revised in 2002. The theory argues that hygiene factors include interpersonal relations, supervision, salary, job security, among others. The absence of these factors in an organization does not imply the organisation's employees are dissatisfied, nor do these factors imply employees are satisfied or motivated (Tan & Waheed, 2011). Understanding employees' behaviour during their jobs is complex (Herzberg, 2002). The performance of employees could be resultant from feeling such as progress, success, growth attributable to motivation. This theory offers a solid link concerning rewards and employees' performance in TVET institutions. This theory accentuated the significance of job enrichment through increased responsibilities, employee involvement, and a sense of achievement (Hyun, & Oh, 2011). According to Herzberg, meeting the hygiene factors should not be accorded much prominence as this will to heavy reliance on financial rewards by employees. It may bring inhibitions to the long-term success of an organization. Organizations ought to prominently project inherently stimulating tasks, empower employees who attain certain level of ability, recognition as these are true motivators and have a long-term positive impact on employee task performance. This theory has given too much emphasis on job enrichment and has totally ignored job satisfaction of the workers. It didn't attach much importance to financial rewards, status or interpersonal relationships which are generally held as great motivators and reviewed by the study. This theory supports the view that non-financial rewards as an independent variable in the study, just as financial rewards, are essential in the enhancement of employees' performance in TVET institutions

2.1.3 Work-Family Enrichment Theory

The theory also referred to as work-family facilitation and advanced by Greenhaus and Powell (2006), details an interface at work-life where partaking in one role enhances performance in another role. Facilitation or enrichment may happen when an employee's involvement in a role

result in personality enrichment or benefit that may trigger the employee's improvement or involvement in other roles. The enrichment can happen in either work-family or family-work direction. Family-work enrichment materializes when involvement at the family level results in the positivity of mood and feeling of success, which can aid a person in coping better at the job. In contrast, work-family enrichment occurs when an employee's involvement at work gives rise to benefits as skills that have an affirmative effect at the family level. Work-family has been established to have an impact on job and family satisfaction, among others. Enrichment theory techniques like total quality management, teams and quality circles create incentives for peer surveillance, which can lead to lower job satisfaction. This theory anchors work-life balance as an independent variable in the study, which influences performance, as the dependent variable, of TVET employees in Kenya.

2.1.4 Bandura's Social Cognitive Theory

Albert Bandura advanced this theory as the social learning theory. It puts forward that people's interaction with their environment and learning from others become key determinants to their careers path. On further development, the theory proposed that one's learnt beliefs on the outcome of particular behaviour affect their expectation thus their decision-making. Under this model, the interface between one's ability to achieve the expected outcome and the actual outcome motivates one's career choices. The theory emphasizes self-efficacy; a person's belief in their capability to actualize an action that produces the desired outcome. It suggests that *outcome expectation* and *efficacy expectation* are learnt behaviours picked through observing the environment. Outcome expectation is the anticipation that action will produce a result while efficacy expectation is the belief that a person can successfully perform an action Expectation.

Outcome expectation and efficacy expectation eventually drives one's career process. According to the theory people are attracted to a career in areas they are likely to succeed in as their either have required skills or can learn. Likewise, people will abstain from career paths that require skills they think they don't have or can't learn. Indulgence in these elements can assist the managers of an organisation expand skills that employees think they need to increase their self-efficacy relating to job ultimately. Social cognitive theory focuses so much on cognitive aspects and abilities that it ignores other factors like biological and hormonal influences of which they at times plays a role in decision making of a person. This theory will be used in the study to scrutinize on the correlation between career development which is an independent variable and the study's dependent variable performance of TVET employees

2.1.5 Social Exchange Theory

The theory was advanced by American behavioral scientists Thibaut and Kelley in 1959). It assumes that responsibilities result from exchanges between parties engaged in a shared interdependence that progress into common, trusting, and loyal relation governed by rules of exchange action from a party in the setup is reciprocated by a reaction by the other party (Yan, Wang, Chen, & Zhang, 2016). Cropanzano, Anthony, Daniels, & Hall (2017) contend that employees immerse themselves into role execution to pay for their organisation's earnings. When resources are not forthcoming from the organisation, the employees may disconnect with their job

Employees trade their energies with resources and them that get more significant incomes will be duty-bound to exert more outstanding efforts in their job. The effort devoted by an individual in their job performance depends on the social emotional as well as economic, or otherwise; resources gotten from the firm (Cook, Cheshire, Rice, & Nakagawa, 2013). Social exchange theory believes people behave in a certain way to establish trust and intimacy. This assumption

is most related to romantic relationships. But not every relationship has these goals. When two people aren't concerned with establishing trust and intimacy, then it calls into question how they measure the benefits and costs to themselves or their motivations for the interaction. The theory is applied to this study in underscoring those employees who are satisfied with rewards become more engaged and perform better through eminence management, optimal assignment, employee wellbeing, safety, and capability.

2.2 Empirical Review

2.2.1 Financial Rewards and Employee performance

The financial rewards are monetary incentives packaged in the form of a salary, wages, or commission that an employee earns for efforts towards realizing the employer's objective (Glover, & Reay, 2015). Losina, Smith Isiskin, Klara, Michl, Deshpande & Katz argue that an employer gives an employee financial reward aligned to a good performance of organizational goals. When an employee contributes to actualizing the organisation's goal, this is typically followed by a reward. The financial rewards given are all extrinsic and promoters for employees to achieve beyond their job expectations (Voorberg, Jilke, Tummers, & Bekkers, 2018). Lindley (2018) states that organizations' different varieties of rewards to motivate employees for improving their performance include; pay and allowances, output associated pay, and other perquisites like bonus and profit-sharing. Moreover, Farrar, Hausserman, & Rennie (2019) argue that the pay level is an essential feature in the employer-employee connection and insist that the level and distribution of pay can significantly influence the efficacy of performance within an organisation workforce. Various scholars have argued that employee satisfaction is crucial in ensuring organisational performance and competitiveness.

Akhter, Raza, Ashraf, Ahmad, & Aslam (2016), established that employers should appraise employees and offer financial incentives to those with positive performance records. A study investigating the role of rewards in job satisfaction among employee of Nyeri County Government, Wangechi, Kiragu, and Sang (2018) inferred existence of association between financial rewards and employees' at work. Fuller, Gross, Zullo, & Valentine (2019), found that employers can use financial rewards as an effective tool to stimulate employees to perform effectively. The study argues that human resource managers should set performance targets for employees and offer financial incentives if and when these targets are accomplished. In a study to investigate effect of financial and non financial rewards to organizational performance and commitment by employee of Nakuru County Universities, Korir & Kipkebut (2016) pointed to the existence of weak positive relation ($r=0.344$, $p<0.000$); further a weak correlation ($r=0.249$, $p<0.008$) between financial rewards and commitment. Based on the study, financial reward management substantially affected employee performance and commitment. The study focused on Universities in Nakuru County which are dissimilar to TVET Institutions. This current intended cover the contextual gap by focusing on the correlation between financial rewards and employees' performance in KIST, Kiambu County.

Research that sought to underpin the impact of compensation to employees' work performance among the employees of Nakuru County Government by Sheila & Josephat (2015) adopted a stratified random sampling technique. Further it adopted open ended and closed questions a questionnaire and interview schedules to collect primary data. The findings alluded to a strong relation between financial rewards and employees' performance. Whereas the research was conducted among county government employees in Nakuru County, the current research focused on investigating the effects of financial reward on performance of employees in TVET particular prominence being to KIST in Kiambu County. Wambugu & Ombui (2013) studying on the effect of reward strategy on employee performance at Kabete Technical Training

Institute, Nairobi used descriptive research design with both primary and secondary data and elicited responses from 159 participants through stratified sampling. The findings from the study revealed a strong correlation between strategies of rewards and performance. Further, the study inferred that need for personal achievement influenced performance and offered a choice; employees preferred training opportunities and promotion as rewards strategies. The study focused on Kabete Technical Training Institute in Nairobi County. In contrast, this study was undertaken in KIST, in Kiambu County, using stratified sampling to elicit responses from the targeted respondents.

2.2.2 Nonfinancial rewards and employees' performance

Non-financial rewards are those rewards that do not constitute an employee's regular pay Schlechter, Thompson, & Bussin (2015). These rewards have little or no monetary implication to the organisation yet have substantial weight to the employee. The employee has social, emotional, and psychological needs over and above the financial needs. Nonfinancial enticements are very influential motivators in satisfying these needs, motivating employees to work performance (Fifher, 2015). Haider, Aamir, Hamid, & Hashim (2015) argue that nonfinancial rewards motivate and connect the employee more than money and are more crucial. Singh (2016) argues that rewards are perceived differently by different individuals. Such are the triggers of satisfaction that lead to more effort being exerted by the employee owing to the motivation that it brings about. The most common nonfinancial rewards include; status, organizational culture, job enrichment, job security, employee recognition programs, employee participation, and employee empowerment (Dinah, Dishon, & Henry, 2016). Involving the employees by giving them more autonomy and power in decision-making regarding issues relating to the organisation contribute to employees' feeling of importance, leading to optimal performance (Kilimo, Namusonge, Makokha, & Nyagechi, 2016).

Previous studies on nonfinancial rewards indicated inherently motivated employees are more committed to their job to the extent that their work has intrinsically rewarding tasks (Chelangat, & Gachunga, 2016). Nonfinancial enticements such as acknowledgment of a job well-executed rank high in motivating employee performance, and the urge to feel appreciated is deep-rooted in all employees (Ndungu, 2017). Good performance can be acknowledged through regular progress meetings with individual employees, job enlargement, and detailing the organisation's achievements to employees (Fisher, 2015). Findings from research on influence of nonfinancial reward on employee performance in the education sector, Pakistan (Tausif, 2012) concluded that nonfinancial incentives are strong instigators of satisfaction for public sector employees in Pakistan. The study deployed descriptive survey design and a random sampling technique to collect data. Results showed that the satisfaction of individual employees rises with advancement in age where the older workers were more content than the younger workers. Further, its results indicated that the age difference had a bearing between employee reward strategies and job satisfaction. However, by focusing on the specific demographic attributes of the respondents, the study fell short of highlighting the general influence of nonfinancial incentives on specific performance indicators. As such, the current study seek the shortfalls by looking into the influence of nonfinancial rewards on employees' performance in KIST, in Kiambu County

Erratul Shela, Faithza Jamian, Munira MohdJidi & Norlida Zakirai (2016) sought to explain dynamics influencing performance in Islam religious council in Malaysia. The result indicated a significant relation between nonfinancial and financial rewards to performance. Additionally, it indicated that nonfinancial rewards influenced employees' performance more than financial incentives. However, owing to the location of the study, which was on the Islamic Religious

Council in Malaysia, the current research seek to look into the influence on nonfinancial rewards to employees' performance in KIST, one of the TVET Institutions in Kiambu County.

2.2.3 Work-life balance and employees' performance

Work -life balance could be defined to be the aptitude to realize perfect stability between an individual's private and working facets of life (Boamah, &Laschinger, 2016). It is a notion where the perfect stability of an employee enhances performance and leads to satisfying work where both the employer and employee are accountable (Deery, & Jago, 2015). The Modern working world poses many challenges to employees. Mas Machua, Beebegal Mirabent, & Alegre (2016) posit that while some careers permit flexibility between private and working life, many demand major cutbacks on leisure and family. Notwithstanding the worldwide quest for work-life balance, very few organisations have established the concept for their employees. Employees' dissatisfaction globally attests to how far from attaining the concepts organisations are (Sirgy, & Lee, 2018).

Competing private and work responsibilities have in recent years assumed more relevance owing to change in demographics and the workplace, such as; more and more women in formal workplaces, technological advancement, and changed structure in the family (Chan Kalliath, Brough, Siu, O'Driscoll & Timms, 2016). In countering the competition and conflict arising there from, organisations are progressively demanded to formulate varied practices to facilitate employees to meet both their personal and work-related commitments (Derks, Bakker, Peters, & Van Wingerden, 2016). Work-life balance has received substantial attention from various research scholars, employers, workers, and governments since the turn of the 21st century. Most human resource Management writings have received substantial attention from various research scholars, employers, workers, governments since the turn of the 21st Century. Most human resource management works have centered on support for work-life arrangements; studies as by Rani & Mariappan (2011) and Kim (2014) advancing that the organization sees these arrangements as a privilege. Strategies on work-life balance seem mixed and marginal (Lee, Back, & Chan, 2015). However, these themes are yet to be studied in TVET institutions, and, as much as there is an increase in studies on work-life balance, literature on the TVET sector in Kenya rather lags behind the mainstream work.

Mas-Machua, Berbegal-Mirabent, & Alegre (2016) studied the link between work-life balance and organisation pride and job satisfaction. The study employed a survey design, and a questionnaire to elicit responses from 374 workers in a Spanish pharmaceutical organisation. Findings from the study showed the existence of positive correlation between organisation pride and satisfaction. The study concluded that the attention of the organisation should be on work-life balance to enhance organisational pride and job satisfaction. They attempted to assist organisations in using their employee more effectively through bridging gaps in work-life, organisational pride, and job satisfaction literature. This research study investigated the consequence of work-life balance on employee's performance in KIST, Kiambu, Kenya.

A work-family enrichment and satisfaction, mediating role of self-efficacy and work-life balance study by Chan Kalliath, Brough, Siu, O'Driscoll & Timms, (2016) empirically authenticated self-efficacy aspect by means of a work - life interface based on respondent sample of 234 employees in Australia. According to the study, work-family had a positive correlation to self-efficacy that positively influenced work – life balance with the study primary's focus as work-family enrichment, with results falling short of providing a clear link between the work-family and performance of the employee. The study interrogated outcome of work-life balance on the performance of employees in TVET institutions, particularly KIST, in Kiambu County.



Kithae & Keino (2016) explored how work – life balance influenced employees performance in tele-communication sector in Kenya. Three levels of employees dealing directly with management of organisations were targeted. Responses were sought from 390 management staff of Safaricom, Airtel and Telkom and were sampled using a stratified random sample. The findings showed that working hours, family responsibilities, vacations and family work conflict negatively impacted employee performance. The current research investigated how work-life balance affects employees’ performance in TVET Institution, particularly in KIST in Kiambu County. Ndombi, Wanyama, & Wafula (2018) undertook a study on the affiliation between work-life balance and employees’ performance in telecommunication firms in Eldoret, Kenya, using descriptive study design on a target respondent comprising 151 employees. The finding concluded existence of a positive and statistically important relationship between leave policy and employee performance. The researcher concluded that work-life balance aspects had a statistically significant bearing on employee performance in telecommunication firms in Eldoret. However, the current research study focused on how the highlighted work – life balance indicators affect employees’ performance in TVET Institutions in Kenya, particularly KIST in Kiambu County.

2.3.4 Career development and employees’ performance

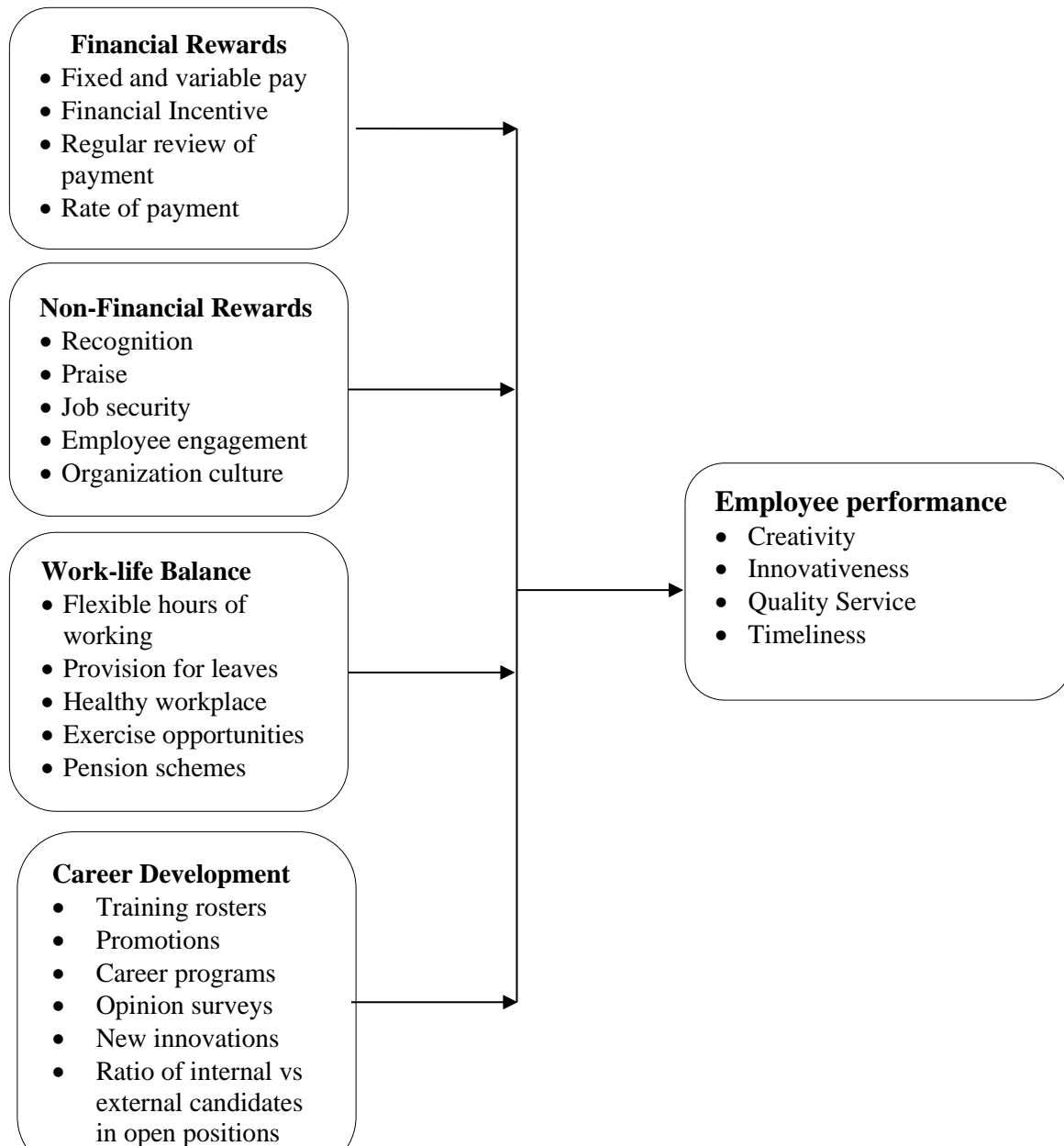
Career development refers to progressively advancing one's career on inter or intra-organizational settings (Charity, 2015). Career development encompasses the life-long tasks geared towards improving one’s career. Rendering to Ghosh, & Reio (2013), career development involves acquiring new skills through training, career change within the same organisation, upward mobility, and all-out into business. Career development defines the work identity and income potential of employees, which in turn impacts the employees' lifestyles. This work identity-income-lifestyle interface matrix aligns with specific learning programs, which focus on mentorship and coaching Asfaw, Argaw, & Bayissa(2015). Studies have been conducted regarding career development, the benefits of employee development to an organisation, and its influence on employee performance. Falola, Osibanjo & Ojo (2014) researched on employee performance, effective training and organization competitiveness in banking sector in Nigeria. Results concluded that workers who received self-development training exhibited higher satisfaction levels than those without such training. The study concluded existence of a strong correlation between training & development, performance and competitive advantage of employee.

Ibidunn, Osibanjo, Adeniji, Salau, & Falola (2015) investigated the correlation between talent retention and performance in bank employees in Nigeria and asserted that career development is a systematic process of achieving employee goals through agency workforce developments. The findings inferred the object of career development as to enhance job performance, equip the employee to take advantage of job opportunities, and fulfill organisation goals for an effective workforce. Moreover, a study by Mwandih, Iravo, & Sakwa (2019), investigating the correlation between intra organization career opportunities and performance by civil servants in Vihiga County government, Kenya, established that career development is significant to both employees and employers as it is mutually beneficial and gives rise to imperious outcomes for both. Further, the findings study established that to maintain a competitive advantage, an organization needs talented and productive employees who need career development to hone their competencies.

2.3 Conceptual Framework

Independent variables

Dependent variable



Source: Researcher (2021)

Figure 1: Conceptual framework

The conceptual framework above shows the relationship between the independent variables that may influence the dependable variable. The researcher considers the components of the total reward; financial rewards, non-financial rewards, work-life balance and career development as the independent variables. The employee performance is considered by the researcher to be the dependable variable since it may be influenced by the independent variable indicators. When the independent variables are implemented in an organization will influence the employee performance in technical institutions.

3.0 Research Methodology

The Study utilized a descriptive design. A descriptive design was selected because it helps find out what, where, and how total reward affects employee performance in TVET institutions McCusker, & Gunaydin (2015). The study targeted all the 362 employees of KIST. They



included the principal, two deputy principals, the registrar, the dean of students, the finance officer, 233 teaching staff, and 123 no-teaching staff. The study used purposive sampling to select Kiambu Institute of Science and Technology from other TVET Institutions. Employees were stratified into three strata, namely management team, teaching staff, and nonteaching staff. A census was then undertaken for the management stratum while respondents in the teaching and nonteaching strata were selected through random sampling. The research applied The Yamane (1994) formula to generate required the representative size of sample.

Thus, 191 persons selected as respondents to the study. The study used paper questionnaire with closed-ended and open-ended questions to elicit responses from the respondents. According to Mugenda & Mugenda (2003), a questionnaire allows for thorough replies to compound issues. A questionnaire is also relatively easy to use and cost-effective hence are popular for data collection. Further, they give reasonably objective data and, therefore, are most effective. The researcher sought and got approval to undertake the research from the graduate school of Kenyatta University and also obtained permit to undertake the study from the National Commission for Science, Technology and Innovation (NACOSTI). Further, a go-ahead was sought from the management of KIST, while informed consent was obtained from respondents. Questionnaires were dropped, and respondents allowed time to respond to the issues there in before picking later. The collected data was sorted for order. Data editing to eliminate inconsistencies and detect any problems that could be a result of using the questionnaire was undertaken. Coding of the questionnaire items was then undertaken as codes minimize errors and offer an easy interpretation of results. Based on the code items the data was keyed in and check on the data file for consistency and accuracy undertaken. The researcher made use of descriptive and inferential statistics in the data analysis.

4.0 Data Analysis Results

The study's dependent variable (employees' performance was correlated to the study independent variable (Total rewards). This was paramount as the study sought to establish the direction and strength of relationship amongst the different sets of data Baguley, (2012). The resultant findings were as tabulated in Table 1.



Table 1: Variables Correlations Statistics

		Financial Rewards	Non-Financial Rewards	Work – life balance	Career Development	Employee’s performance
Non-Financial Rewards	Pearson Correlation Sig. (2-tailed)	.001	1			
Work-Life Balance	Pearson Correlation Sig. (2-tailed)	.014	-.009	1		
Career Development	Pearson Correlation Sig. (2-tailed)	.108	.019	-.048	1	
Employee Performance	Pearson Correlation Sig. (2-tailed)	-.058	.138	.017	.037	1
	N	155	155	155	155	155

Source: Researcher (2021).

The research study conducted a correlation test for null hypothesis testing, H_0 , for no correlation between the total reward system and employee performance against the alternative hypothesis, H_1 , that there is a correlation. Table 2: Test results show existence of correlation between the total reward system and employees’ performance. The Pearson correlation coefficient small values for the reward system are associated with small values of employee performance. A weak positive correlation between work-life balance and employee performance ($r=0.017$, $N = 155$, $p > 0.05$) was noted; the results mean that the employees require substantially adequate time to work on the private and personal commitments to enhance job satisfaction. There exists a weak negative correlation between financial rewards and employee performance ($r = -.058$, $N = 155$, $p > 0.05$). These results indicate association of employee performance with the financial rewards obtained within this population. This implies that the level of performance is inversely related to the number of financial rewards obtained. The results further portrayed a weak positive correlation ($r=0.138$) for non-financial rewards and employees’ performance. Though a weak positive it is statistically significant at level ($p < 0.05$). The non-financial rewards such as employee recognition impact and motivate them to work hard in achieving organizational goals. The results showed mixed correlation for the individual reward systems and employee performance.



Table 2: Correlations Statistics

		Employee Performance
Total Reward System	Pearson correlation	.021
	Sig. (2-tailed)	.793
	N	155

Source: Researcher (2021)

However, total reward system returned a weak positive correlation to employee’s performance ($r=0.021$, $N=155$, $p<0.05$). In performing a regression analysis among the variables, the result shows a positive correlation ($r=0,170$, $N=155$, $p<0,05$) as captured below;

Table 3: Model Summary

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.170 ^a	.029	.003	.49991

a. Predictors: (constant), career development, employee work – life balance, financial rewards, nonfinancial rewards

Source: Researcher (2021)

A Multiple regression model was adopted in the study to predicting employees’ performance variable from total reward variables. This was undertaken to bring out the correlation between the dependent and independent variables. The study computed the regression coefficient of the employee performance with the determined independent variable. The regression results were as tabulated below:

Table 4: Estimated Model Co-efficient

Model	Un – standardized coefficients		Standardized coefficient	T	Sig.
	B	std. error	Beta		
1 Constant	2.476	.545		4.541	.000
Financial Rewards	-.092	.079	-.095	-1.171	.243
Non-Financial Rewards	.172	.101	.137	1.701	.091
Work-Life Balance	.002	.065	.003	.032	.975
Career Development	.049	.089	.044	.547	.585

a. Dependent variable_ employees’ performance

Source: Researcher, 2021

The relationship of employee performance to total reward variables was depicted as; Employee performance = $2.476-.092$ Financial Rewards+ $.172$ Non-Financial Rewards+ 0.002 Work-Life Balance+ $.0049$ Career Development + ϵ .

5.0 Conclusion and Recommendations

5.1 Conclusions

The research study on Kiambu Institute of Science and Technology employees' performance in relation to the total rewards has highlighted variables that should be given weight to achieve organizational goals. The model used in the analysis has depicted the total reward system variables: financial incentives, non-financial incentives, employee work- life balance, career development and how each affects employees' performance. The study concluded that from financial incentives, financial rewards are pegged performance, employees are fully compensated for work performed, the rate of payment and bonuses motivates the employees to perform better. Also, any outstanding performance receives special financial incentives, their salaries and wages are regularly reviewed, and overtime allowance is given to them.

According to non-financial rewards, the study concluded that oral commendation, praises, Formal recognition (certificate, letter, award), team building, engagement and job security encourages and motivates the employees to perform better. According to work life balance the study further concludes that flexible working hours allows meet the demands at their workplace and still be given overtime allowance. The employees feel motivated with the presence of healthy environment, annual leaves, pension scheme and holistic approach to deal with stress. The study concludes that career development is important in motivation of employees for better performance. A promotion at the workplace encourages employees to work harder, apart from this job specific training, career programs, regular opinion surveys and also innovation activities.

5.2 Recommendations

Based on the conclusions drawn from the study it is recommended that the government should look at the salary scheme at the TVET institute, to ensure the employees are comfortable in respect to their salary scale and its range. The institute should include the health benefits to the employees above the pension scheme that is extended to their families. This will motivate them to stay with the organization for more extended periods. According to work life balance, KIST, being a TVET institution within the Nairobi Metropolis, employees are likely to encounter numerous challenges ranging from long commute hours, expensive housing among other factors. The government should arrange some plans to see to its improvement and make the employees comfortable. As the policy to regenerate TVET institutions to provide adequate skills and knowledge for the growing industry, the government should employ more employees through PSC. At KIST, more than half of the work force is employed under BOG management. This will see the employees working in shifts and having flexible working durations that improve performance.

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