

Rewards and Employee Performance in an Organization: A Case Study of African College of Commerce and Technology in South Western Uganda

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Abstract: *The purpose of this study was to establish effects of rewards on employee performance. The study was guided by the following Objectives: To examine intrinsic and employee performance; To assess extrinsic rewards and employee performance, while the third examined other factors that influence employee performance. This study adopted a descriptive survey design. The study had a target population of 100 and a sample size of 80. The Researcher used a stratified sampling technique, which yielded a response rate of 65%. Descriptive statistics were analyzed for frequencies and the mean, while inferential statistics were analyzed for correlations, and regressions. Data from the study findings is presented using tables and figures. The first research question focused on intrinsic rewards and employee performance. The study found that there exists a significant relationship between intrinsic rewards and employee performance. Intrinsic rewards examined in this study included employee's ability, trust, recognition, and achievement. The second research question focused on extrinsic rewards and employee performance. The study found the existence of a significant relationship between extrinsic rewards and employee performance. Extrinsic rewards in this study included salaries and wages, paid vacations, paid leave, travel allowances and bonuses. The third research Objective focused on other factors that influence employee performance. The study revealed the existence of a significant relationship between other factors and employee performance. Other factors that were examined by this study include employees work environment, management support, and the organizations leadership. The study concludes that employees' ability, managers' trust in employees, recognition, and employees' view of achievement significantly enhances employees' performance. This is because intrinsic rewards address employees at the core of their needs, and as a result, form sufficient base that influences and motivates the employees to higher standards of performance. Intrinsic Rewards and Employee Performance. The study concludes that employees' ability, managers' trust in employees, recognition, and employees' view of achievement significantly enhances employees' performance. This is because intrinsic rewards address employees at the core of their needs, and as a result, form sufficient base that influences and motivates the employees to higher standards of performance. It recommends investment towards an improved physical work environment, as well as train managers on how to develop and nurture positive relationships with employees. There is also need to train managers and supervisors on effective ways of coaching and mentoring employees for enhanced performance. future studies should focus on other intrinsic and extrinsic factors not considered in this study. There is also need to explore studies on other factors not considered in this study such employee motivation and adoption of technology at the work place.*

Keywords: Rewards, Employees, Performance, Organization

SECTION ONE

INTRODUCTION

BACKGROUND TO THE STUDY

The dynamic state of global business greatly influences how organizations position themselves for performance and profitability. An organization's success is highly dependent on the performance of its employees. Poor employee performance is detrimental to any organization while effective employee performance is a great source of organizational success.

In most organizations, rewards are directly linked to employee performance. Dewhurst (2010), defines rewards as both financial and non-financial benefits that are given to employees for good performance at work, or for accomplishing assigned duties, as stipulated in an organizational structure, strategies, policies, and processes. Zaini, Nilufar, and Syed (2009) define employee rewards as tangible financial benefits and services and other non-tangible benefits given to employees for playing their part in an organization. Richard, Ryan, and Deci (2010) say that organizational rewards significantly influence employee performance in organizations.

Employee rewards have been used for decades to recognize, and appreciate employees as a way of enhancing their performance. In early studies of employee rewards, motivation, and performance, Nayyar, R., & Arora, P. (2020). conducted a study on motivation levels of employees who received a piece-rate-pay based on production hours and units. In his study, he concluded that employees are fully motivated by pay. Further, he concluded that employees are inspired to perform better, and produce a higher number of production units when they know the monetary rewards associated with the performance. However, Nayyar's conclusion was later criticized by Eltarhuni, A., & Alaqeli, E. (2019), who argued that monetary rewards are not sufficient to inspire performance since employees tend to get bored with routine job assignments, thus reducing performance regardless of monetary rewards.

STATEMENT OF THE PROBLEM

Organisations need to stay focused on employee performance and seek ways to enhance it. While employees are assets in any organization, the importance of an employee in an organization is more significant because the industry is by nature manpower intensive. Most of the employee activity and behavior in the organization involves direct contact with guests. Performance is a major multi-dimensional construct aimed at achieving results. It has strong links to an organization's strategic goals. 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. If the activities or behavior have nothing to do with the organization's objective such as increasing the sales of the organization and making a profit, it is unlikely to contribute to the organization's performance Battilana, J. (2018). There are two dimensions of employee behavior and activities in employee performance, task performance and contextual performance (Jiang, 2017). Task performance is employee behavior and activities that directly involve the transformation of raw materials to goods and services which are specific to the job or the core technical skill. Contextual performance concerns aspects of an individual's performance which maintains and enhances an organization's social network and the psychological climate that supports technical tasks. Task performance is further split into two. On the one hand, we have activities that transform raw materials into goods and services. Examples of such activities include operating a production machine in a manufacturing plant or selling merchandise in a retail store. On the other hand, we have activities that service and maintain the organization's technical core by replenishing its supply of raw materials or distributing its finished products (Jiang, 2017).

Rewards management is key to the success of an organization as the employees feel valued and thus, they can perform to their level best.

There has been rewards at African College of Commerce and Technology such as scholarships for every employee of the year but the manner in which this scholarship has been awarding leaves un answered questions as it has been rewarded to mostly loyal employees. This has demotivated most employees that have not cared of their productivity and this has led to high labour turn over.

General objective

The main objective of the study was to establish the effects of rewards on employee performance in an organization.

Specific Objectives of the study

- (i) To identify the intrinsic rewards that influence employee performance.
- (ii) To assess the extrinsic rewards that influence employee performance.
- (iii) To find out other factors that influence employee performance.

SECTION TWO

RESEARCH METHODOLOGY

RESEARCH DESIGN

Cooper and Schindler (2014) define research design as the blueprint that maps how research data was collected, measured, and analyzed. A research design is important to a study as it enables the researcher to effectively allocate limited resources where they are needed most. This study adopted a descriptive survey design. Cox and Hassard (2010) define a descriptive survey as a research design that enables a researcher to collect data without manipulating or changing the study subject or environment. It also enables

the researcher to describe the study findings using statistical methods such as mean, frequencies, and regression among others, justifying the researcher’s decision to adopt the study design.

POPULATION AND SAMPLING

Population

Saunders, Lewis and Thornhill (2012) define a research population as the total collection of subject or elements about which a researcher wishes to make inference and draw conclusions. The population for this study was 467 employees of African College of Commerce and Technology; however, the study focused on 100 employees making that the target population. The study population is distributed as detailed in table 2.1.

TABLE 2.1: POPULATION

Employee Groups	Total	Percentage (%)
Senior Managers	6	6%
Middle level managers	14	14%
General employees	80	80%
Total	100	100%

Sample Size

Sample size was defined as a basic unit within a population that can be used to represent the entire population (Cooper & Shindler, 2014). This study adopted Denscombe (2017) sample size formula to determine the sample sizes as follows;

$$n = \frac{N}{1 + N(e^2)}$$

Whereby: -

n = sample size

N = total population Constant

e = estimated standard error equal to 5% for 95% confidence level

Senior managers
$$n = \frac{6}{1+6(0.05^2)} = 3$$

Middle level managers
$$n = \frac{14}{1+14(0.05^2)}$$

Low level employees
$$n = \frac{80}{1+80(0.05^2)}$$

Table 2. 3 Sample Size Distribution

Duty Station (Stratum)	Population	% Sample Size	Sample Size
Senior Managers	6	50%	3
Mid-Level Managers	14	50%	7
Low level employees	80	87.5%	70
Total	100		80

Source: Primary Data (2021)

Sampling Technique

This study adopted stratified and simple random sampling techniques. Stratified sampling is defined as sampling technique where study population is placed in various groups based on similar characteristics of the members of the group. The groups are referred to as 'strata'. Simple random sampling on the other hand is defined as a sampling that is done randomly within a study population so as to give every member equal opportunity of being sampled. This study adopted stratified sampling since the employee population was not homogeneous. Senior managers, middle level managers, and general employees were placed in different strata. Simple random sampling was subjected on each stratum to ensure that each member within the strata had an equal chance of being sampled.

DATA COLLECTION METHODS

Data collection is the systematic gathering of data using a specified scientific process. This study used a structured questionnaire to collect primary data. The study questionnaire was divided into five sections. Section I consisted of demographic questions; Section II had questions on intrinsic rewards; Section III contained questions on extrinsic rewards, section IV focused on other factors that influence employee performance while section V dealt with the dependent variable; employee performance. A Likert Scale of five levels (strongly disagree, disagree, neutral, agree and strongly agree) was adopted.

DATA ANALYSIS METHODS

The statistical Package for Social Sciences (SPSS) version 21 was used to analyze data for descriptive and inferential statistics. Descriptive data was analyzed for percentages and frequencies, while inferential statistics were analyzed for correlations, and regressions. Data was presented using tables and figures.

**SECTION THREE
 DATA PRESENTATION, INTERPRETATION AND ANALYSIS**

INTRINSIC REWARDS AND EMPLOYEE PERFORMANCE

Technical Skills to Perform Duties

When respondents were asked to indicate whether they possessed technical skills to perform their duties, (49%) agreed, (45%) strongly agreed, while (6%) remained neutral on the same as indicated in table 3.1

Table 3.1: Technical Skills to Perform Duties

Scale	Frequency	Percentage (%)
Neutral	4	6
Agree	32	49
Strongly Agree	29	45
Total	65	100.0

Managers Believe in Your Technical Abilities

Respondents were asked to indicate whether managers at Northern Bypass resort hotel believed in their ability to perform, majority (51%) agreed that managers at Northern Bypass resort hotel believe in their abilities to perform, (45%) strongly agreed, while (4%) remained neutral.

Table 3.2 Managers Believe in Your Technical Abilities

Scale	Frequency	Percentage
Neutral	3	4
Agree	33	51
Strongly Agree	29	45

Total	65	100.0
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Source: Primary Data (2021)

Your Ability Enhances Performance

On the question on whether managers' belief in respondents' ability did enhance performance at work, majority (62%) strongly believed this to be the case, (34%) agreed, while the remaining (4%) remained neutral.

Table 3.3 Ability Enhances Performance

Scale	Frequency	Percentage (%)
Neutral	3	4
Agree	22	34
Strongly Agree	40	62
Total	65	100

Source: Primary Data (2021)

Managers Trust

Respondents were asked whether the trust their managers place in them at work enhances their ability to perform. Half of the respondents (50%) agreed strongly, (46%) agreed, while a minority (4%) chose to remain neutral.

Table 3.4: Managers Trust

Scale	Frequency	Percentage
Neutral	3	4
Agree	30	46
Strongly Agree	32	50
Total	65	100.0

Source: Primary Data (2021)

Recognition at Work

On the question on whether respondents received recognition for their work, (50%) of respondents strongly agreed, (46%) agreed, while the remaining (4%) of respondents remained neutral.

Table 3.5: Recognition at Work

Scale	Frequency	Percentage (%)
Neutral	3	4
Agree	30	46
Strongly Agree	32	50

Total	65	100.0
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Source: Primary Data (2021)

Job Recognition Enhances Performance

On the question of whether the recognition of their work by management enhances their performance, majority (60%) of respondents strongly agreed that job recognition enhances their job performance, (37%) agreed, while the remaining (3%) were neutral.

Table 3.6: Job Recognition Enhances Performance

Scale	Frequency	Percentage (%)
Neutral	2	3
Agree	24	37
Strongly Agree	39	60
Total	65	100.0

Source: Primary Data (2021)

Well-Articulated Goals and Objectives

Respondents were asked to indicate whether they had well-articulated goals and objectives they were required to achieve. The findings show that (50%) strongly agreed that the organization had well-articulated goals, (46%) of respondents agreed, while (4%) were neutral as indicated below.

Table 3.7: Well-Articulated Goals and Objectives

Scale	Frequency	Percentage (%)
Neutral	3	4
Agree	30	46
Strongly Agree	32	50
Total	65	100.0

Goal Achievement and Employee Motivation

When respondents were asked whether achieving set goals enhanced their motivation at work, majority (65%) agreed confirmed that this was the case while (35%) strongly agreed.

Table 3.8: Goal Achievement and Employee Motivation

Scale	Frequency	Percentage
Agree	42	65
Strongly Agree	23	35
Total	65	100.0

Source: Primary Data (2021)

EXTRINSIC REWARDS AND EMPLOYEE PERFORMANCE

The study findings on the influence of extrinsic rewards on employee performance are presented in this section.

Salary Payments

Respondents were asked to indicate whether they receive salary payments for the work they do at Northern Bypass resort hotel. Fifty-seven percent of respondents agreed that salary payments influenced employee performance; (43%) strongly agreed.

Table 3.9: Salary payments

Scale	Frequency	Percentage (%)
Agree	37	57
Strongly Agree	28	43
Total	65	100.0

Source: Primary data (2021)

Salary Paid is Commensurate to Work Done

On the question of whether the salaries they received were commensurate to the work they do, majority of the respondents (59%) strongly agreed, (37%) agreed while (4%) were neutral.

Table 3.10: Salary paid is commensurate to work done

Scale	Frequency	Percentage (%)
Neutral	3	4
Agree	24	37
Strongly Agree	38	59
Total	65	100.0

Source: Primary data (2021)

Link between Salary and Performance

When respondents were asked whether they understood the link between the salaries they drew from Northern Bypass resort hotel and their performance, majority (55%) strongly believed, while (45%) agreed.

Table 3.11: Link between Salary and Performance

Scale	Frequency	Percentage
Agree	29	45
Strongly Agree	36	55
Total	65	100.0

Source: Primary Data (2021)

Increase in Salary Increases Performance

In the question that sought to find out whether salary increment had an impact on their performance, majority of respondents making up 65% strongly agreed, while 35% agreed as detailed as shown below.

Table 3.12: Increase in Salary Increases Performance

Scale	Frequency	Percentage (%)
Agree	23	35
Strongly Agree	42	65
Total	65	100.0

Source: Primary Data (2021)

Recommending Higher Salaries for Enhancing Performance

Respondents were asked whether enhancing employees' salaries would enhance performance. The findings show that majority (52%) agreed that they would recommend increasing salaries as a way of enhancing performance, (43%) strongly agreed, while (5%) remained neutral.

Table 3.13: Recommending Higher Salaries for Enhancing Performance

Scale	Frequency	Percentage (%)
Neutral	4	5
Agree	33	52
Strongly Agree	28	43
Total	65	100.0

Annual Bonus

When respondents were asked whether they received annual bonuses based on their performance, majority (57%) strongly agreed, while (43%) agreed as indicated in table 3.13.

Table 3.14 Annual Bonus

Scale	Frequency	Percentage (%)
Agree	28	43
Strongly Agree	37	57
Total	65	100.0

Source: Primary Data (2021)

Anticipation of Bonus

When respondents were asked whether anticipation of bonus payments had enhanced employee performance, majority of respondents (57%) strongly agreed, while the remaining (43%) agreed.

Table 3.15: Anticipation of Bonus and Employee Performance

Scale	Frequency	Percentage
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Agree	28	43.1
Strongly Agree	37	56.9
Total	65	100.0

Source: Primary Data (2021)

Traveling Allowance

Respondents were asked to indicate whether they were paid a travelling allowance when on leave. A majority making up (51%) of respondents agreed, while the remaining (49%) strongly agreed as detailed in table 3.16 Travelling Allowance

Source: Primary Data (2021)

Scale	Frequency	Percentage (%)
Agree	33	51
Strongly Agree	32	49
Total	65	100.0

OTHER FACTORS THAT INFLUENCE EMPLOYEE

This study sought to determine other factors that influence employee performance at African College of Commerce and Technology. The findings are presented as follows:

Work Environment

On the question that sought to find out whether respondents enjoyed their work environment, a majority making up (57%) felt that it did and strongly agreed, and (39%) agreed while a minority (4%) chose to remain neutral on the subject as shown in table 3.18

Table 3.17: Work Environment (n=65)

Scale	Frequency	Percentage (%)
Neutral	3	4
Agree	25	39
Strongly Agree	37	57
Total	65	100.0

Source: Primary Data (2021)

Physical Attributes of the Work Environment

When asked whether respondents appreciated the physical attributes of their work environment, majority (54%) of respondents strongly agreed, while (46%) agreed that they appreciated the physical attributes of their work environment as indicated in table 3.15

Table 3.18: Physical Attributes of Work Environment (n=65)

Scale	Frequency	Percentage
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Agree	30	46
Strongly Agree	35	54
Total	65	100.0

Source: Primary Data (2021)

Work Environment and Performance

Respondents were asked to indicate whether their work environment did enhance performance. The findings show that majority (65%) strongly agreed that work environment enhances performance, while (35%) agreed this to be the case as indicated in table 3.16

Table 3.19: Work Environment and Performance

Scale	Frequency	Percentage (%)
Agree	23	35
Strongly Agree	42	65
Total	65	100.0

Source: Primary Data (2021)

Constructive Feedback

On the issue on whether respondents received constructive feedback from their supervisor, majority (51%) strongly agreed this to be the case, with (49%) also agreeing.

Table 3.20 Constructive Feedback

Scale	Frequency	Percentage
Agree	32	49
Strongly Agree	33	51
Total	65	100.0

Source: Primary Data (2021)

Supervisors Guidance

In reference to the question on whether the respondents' supervisors provided them with constant guidance and support in the course of their work, (59%) strongly agreed, (38%) agreed while a minority (3%) disagreed.

Table 3.21: Supervisors Guidance (n=65)

Scale	Frequency	Percentage
Neutral	2	3
Agree	25	38
Strongly Agree	38	59
Total	65	100.0

Source: Primary Data 2021

The Company's Goals and Objectives

Respondents were also asked to indicate whether their company leadership had overall goals and objectives. A majority making up (60%) of the respondents strongly agreed while (40%) agreed.

Table 3.22: The Company's Goals and Objectives (n=65)

Scale	Frequency	Percentage
Agree	26	40.0
Strongly Agree	39	60.0
Total	65	100.0

Source: Primary data 2021)

Communication of Organizations Objectives

On whether Northern Bypass resort hotel leadership had communicated performance objectives to employees, majority (68%) of respondents strongly agreed, with (32%) agreeing.

Table 3.23: Communication of Organizations Objectives

Scale	Frequency	Percentage
Agree	21	32
Strongly Agree	44	68
Total	65	100.0

Source: Primary Data (2021)

Qualification of Management Staff

Respondents were asked whether they believed that management staff were qualified for the positions they were holding. Majority (59%) strongly agreed, while (41%) agreed that management staff were qualified for the positions they were holding as illustrated in table

Table 3.24: Qualification of Management Staff (n=65)

Scale	Frequency	Percentage
Agree	27	41
Strongly Agree	38	59
Total	65	100.0

CORRELATION ANALYSIS

A correlation analysis was done to determine whether the study variables had any significant relationships. The findings revealed that the relationship between intrinsic rewards and employee performance was the strongest, $r(0.722)$; $p < 0.01$; followed by the relationship between extrinsic rewards and employee performance, $r(0.522)$; $p < 0.05$; then the relationship between other factors and employee performance, $r(0.468)$; $p < 0.01$. Other significant relationships included the relationship between other factors and

extrinsic rewards, $r(0.402)$; $p < 0.05$; followed by relationship between extrinsic and intrinsic rewards $r(0.364)$; $p < 0.05$, and finally the relationship between intrinsic rewards and other factors, $r(0.227)$; $p < 0.01$. Table 4.26 shows that all variables were statistically significant.

Correlation Analysis

Variables		1	2	3	4
Employee Performance	Pearson Correlation Sig. (2-tailed)	1 .000			
	N	65			
Intrinsic Rewards	Pearson Correlation Sig. (2-tailed)	.722 ** .000	1		
	N	65	65		
Extrinsic Rewards	Pearson Correlation Sig. (2-tailed)	.551 * .000	.364* .000	1	
	N	65	65	65	
Other Factors	Pearson Correlation Sig. (2-tailed)	.468 ** .000	.227** .000	.402* .002	1
	N	65	65	65	65
*. Correlation is significant at the 0.05 level (2-tailed)					
**. Correlation is significant at the 0.01 level (2-tailed)					

REGRESSION ANALYSIS

Since the study revealed significant relationship between the variables, a regression analysis was conducted to determine the level of these relationships. The findings show that the study had an adjusted R square of (0.683) meaning that 68.3% of employee performance was attributed to intrinsic rewards, extrinsic rewards, and other factors. 31.7% of employee performance was attributable to other factors not considered in this study. The summary is illustrated in table below.

Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.719 ^a	.683	.652	.172
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a. Predictors: (Constant), Other Factors, Intrinsic Rewards, Extrinsic Rewards
 Equally, the Analysis of Variance (ANOVA) revealed that the combined variables were statistically significant, $F_{(3, 61)} = 12.603$; $p < 0.000$ as illustrated below showing ANOVA

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.115	3	.372	12.603	.000 ^b
Residual	1.799	61	.029		
Total	2.913	64			

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Other Factors, Intrinsic Rewards, Extrinsic Rewards

When all the variables were combined, the study revealed that they were statistically significant. The regression coefficient for intrinsic rewards was $\beta (0.598)$; $p < 0.00$; the regression coefficient for extrinsic rewards was $\beta (0.492)$; $p < 0.000$; the regression coefficient for other factors was $\beta (0.526)$; $p < 0.000$ as illustrated in table 4.29

Coefficient Regression Model Summary

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.098	.855		7.131	.000
Intrinsic Rewards	.534	.090	.598	5.917	.000
Extrinsic Rewards	.414	.127	.492	3.900	.000
Other Factors	.514	.092	.526	4.235	.000

- a. Dependent Variable: Employee Performance
- The regression model used is illustrated as follows:

$$(Y = \beta_0 + \beta_1 X_1 + +\beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon)$$

Employee Performance = 6.098 + 0.534 Intrinsic Rewards + 0.414 Extrinsic Rewards + 0.514 Other Factors

Where;
 E = Error value

SECTION FOUR

CONCLUSSIONS AND RECOMMENDATIONS

CONCLUSIONS

Intrinsic Rewards and Employee Performance

This study has established the existence of a significant relationship between intrinsic rewards and employee performance. The study concludes that employees’ ability, managers’ trust in employees, recognition, and employees’ view of achievement significantly enhances employees’ performance. This is because intrinsic rewards address employees at the core of their needs, and as a result, form sufficient base that influences and motivates the employees to higher standards of performance.

Extrinsic Rewards and Employee Performance

As established by the findings of this study, there exists a significant relationship between extrinsic rewards and employee performance. The study concludes that salaries and wages, paid vacations, paid leave, travel allowances and bonuses are essential components of extrinsic rewards that enhance employee performance. When managers take time to invest in extrinsic rewards, employees feel valued by their organization and thus work extra hard to enhance their performance, so they can be rewarded even more.

Other Factors that Influence Employee Performance

This study has established the existence of a significant relationship between other factors and employee performance. This study concludes that factors such as conducive work environment, employee-managers' relationship, organizational leadership, and supervisors' guidance are critical components in enhancing employee performance. These factors not only motivate employees towards enhanced performance, but also build employees confidence in themselves, and their organization.

RECOMMENDATIONS

The researcher recommends that management at African College of commerce and Technology should invest more in building employees' professional capacity and capabilities, enhance and build trust in their employees' ability to performance their duties, in addition to providing sufficient recognition towards employees for work well done. This will not only motivate the employees, but will also establish a sense of achievement that will further enhance performance.

Management at African College of Commerce and Technology should enhance their extrinsic rewards mechanisms by investing more in salaries and wages that show management commitment to rewarding work in an equitable manner; enhance paid vacations not only for managers, but also general employees based on set performance criteria, and also invest in paid leave and bonuses as a way of motivating employees towards enhanced performance.

. It recommends that there should be improved physical work environment, as well as train managers on how to develop and nurture positive relationships with employees. There is also need to train managers and supervisors on effective ways of coaching and mentoring employees for enhanced performance.

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