

**EFFECT OF INTRINSIC REWARDS ON EMPLOYEE PERFORMANCE OF
ISIOLO COUNTY GOVERNMENT, KENYA**

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DECLARATION AND RECOMMENDATION

Declaration

I declare this thesis is my original work that has never been presented in any other university for award of any degree.

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DEDICATION

I dedicate it to my late mum Ruth Gufu, my husband Halkano Bonaya, my children Liban, Halake and Jiru, my father Prof. Gufu Oba, and my sister Bori Gufu

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ABSTRACT

Every institution has a dire need to ensure that its staff become the driving force through its representation in the business market. However, there have been high employee turnover in Kenyan county governments. Therefore, the main objective was to examine the effect of intrinsic rewards on employee performance of Isiolo county government, Kenya. The specific objectives were to determine the effect of flexible working hours, capacity building, staff recognition and interpersonal relations on employee performance of Isiolo County Government, Kenya. Notably, there were three theories that guided the variables which are expectancy theory, social exchange theory and human relations theory. The study adopted descriptive research design whereby quantitative data was collected using close-ended questionnaires. Therefore, the target population included 1,662 employees of Isiolo county government in various departments. These employees were the directors, managers and operational staff who were further sampled using simple random method to obtain 43 directors, 48 managers and 309 operational staff as the sample size. Further, the study undertook a pre-test study in Samburu County government whose feedback was assessed using Cronbach Alpha coefficient to test the reliability of the questionnaires. SPSS software version 25 was used during the analysis process to provide descriptive and inferential analysis. On descriptive analysis, the study ensured that various statistics like frequencies, percentages and means were measured. The various inferential statistics that were determined included Pearson Correlation. The findings revealed that the Pearson correlation coefficients result for flexible working hours, capacity building, staff recognition, and interpersonal relations were 0.120; 0.164; 0.118; and 0.223 at $\alpha < 0.011$ and 99% significance level respectively. The conclusions made in regards to flexible working hours was that the choice on hybrid options was based on informal agreement between first line supervisor and an employee. This brought about unprofessional favors and unbalanced allocation of tasks to the staff. In regards to capacity building the study established that human resource department financial needs were not adequately met by the county government when preparing the budget. This left the department to work with limited finances that were supposed to serve a growing work force in the county government. On staff recognition was that the rewarding system was equivocally decided by few management team members without necessarily consulting the employees. In regards to interpersonal relations, the study established that decision making relied on few 'chosen' management team members, most expressed opinions on how to enhance various performance matrix was not implemented. The study's recommendation on flexible working hours is that there should be a formal policy structure formulation by the management that allows equality and fairness on allocation of tasks. On capacity building, the senior county leadership should reconsider increasing the budget allocation to HR to cater for recruitment, training, promotion and salary increment. On staff recognition is that there should be a collective bargaining agreement between the staff and the management to encourage in corporation to decision making. On interpersonal relations is that there should be more interactive sessions between the management and the staff created through formal meetings, trainings, benchmarking and team building initiatives.

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ABBREVIATIONS AND ACRONYMS

BLS	Bureau of Labour Statistics
CBA	Collective Bargaining Agreement
HRM	Human Resource Management
ILO	International Labor Organization
KeMU	Kenya Methodist University
KNBS	Kenya National Bureau of Statistics
SPSS	Statistical Package for the Social Sciences
UNDP	United Nations Development Programme

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Every institution has a dire need to ensure that its staff become the driving force through its representation in the business market (Deloitte, 2023). Therefore, despite the various positions present in the organization, every engagement that the staff make with the clients, depicts the reflection on its vision and mission. Additionally, the ability of the staff to exceed the set targets in their work stations is a key determinant to the long-term existence of the institution. To this extent, the low effort by the employees undermines the investments made by the shareholders through implemented quality products and services (Chelladurai & Kim, 2022).

According to Ogbu et al. (2020), the need of the management not to disregard how the staff are performing is essential since the input they incorporate in an organization could either build or cause mayhem to both the employer and the clientele. As a result, the reputation of the institution is either enhanced or deteriorated which is a game changer in futuristic opportunities among the growing needs of the clients. That is, when historical clients do not endorse the products services offered by an organization, they may dent increased subscription to its operations (Zhenjing et al., 2022).

Considerably, the role of Human Resource Management [HRM] is to ensure that the staff are well taken care of to achieve the ultimate job satisfaction and safe work place practices. Therefore, to implement this, organizations through their HRM department have developed

strategies to boost the engagement of the staff towards its goals through incentives (Sibian & Ispas, 2021). The two common incentives given to employees are normally intrinsic (non-monetary) and extrinsic (monetary). The two types of incentives work hand in hand for a staff to be highly motivated to deliver on their mandate. In cases where the staff feel dissatisfied with the low incentives offered, performance becomes of concern since they cannot sustain their livelihoods to be more focused in their tasks. (Abubakar et al., 2020).

According to Lefebvre and Stenger (2020), intrinsic incentives have been noted to have a more lasting impact in an employee's career and personal life, as compared to the extrinsic incentives. This is because, intrinsic incentives tend to help the staff feel more recognized as part of the organization and whose services are needed beyond monetary value. This explains a lot why most of the reasons there is employee turnover is due to a staff being respected as a valued member of the institution followed by monetary value (Lefebvre & Stenger, 2020).

Therefore, Sibian and Ispas (2021) suggests that for the performance of a staff to become worthwhile in regards to organization's development and sustainability, consideration had to be accredited towards intrinsic incentives. It is hence the role of any organization to control the employee's performance so as to be in a position of improving the overall earnings and attaining the objectives, mission and the vision (Kungu et al., 2023). Notably, Kumari et al. (2021) posits that employees become more motivated and perform better in their tasks, when they recognize that the management is concerned about their individual growth and development apart from them being just workers.

1.1.1 Employee Performance

Employee performance is defined as the completion rate of assigned duties in a satisfactory manner and in the correct timelines by staff (Al Mamun & Hasan, 2021; Sihombing, et al., 2018). A great job performance upgrades the standing of a worker thus improving them in fostering their careers (Davidescu et al., 2020). Poor performance of one staff can have a harming, far reaching influence across your whole business. This can bring about a boundless loss of inspiration, efficiency and a diminishing in consumer loyalty. Different workers might become withdrawn and angry, prompting an expansion in skipping work days and staff turnover (Weideman & Hofmeyr, 2020). This study measured employee performance using quality of work by the employee, accuracy of tasks assigned, employee turnover, employee engagement and tasks satisfaction. Organizations have been experiencing various challenges in regards towards maintaining the performance of their staff to the required thresholds.

Globally, organizations in nations like America have registered high employee turnover due to concerns related to their performance. In a state such as Florida, staff have undergone a general loss of interest in the organization due to staying in one position for long without promotional opportunities (Work Institute, 2020). In European nation like Sweden, poor communication skills between the management and junior expectations were considered the most suitable reason as to why most staff were not performing (Duggan et al., 2020). That is most organizations had high bureaucracy which hindered easiness of communication flow. Other organizations in nations such as United Kingdom have experienced high internal politics which has negatively impacted the loyalty of the staff

towards delivering on their mandate to the institutional goals (Harsch & Festing, 2020; Leonova et al., 2021).

In Asia, organizations in China have complained on low employee performance on the one hand but on the other end, the staff complain of poor payment structure in comparison to the unrealistic job targets (Khatri et al., 2021). It is extremely sad to notice that the staff in a nation such as Japan which is considered a giant in car production, complain of work-life balance (Zhenjing et al., 2022). The staff complain that they have less time to take care of other matters such as the ones related to family or social interactions (Khatri et al., 2021). As a result, they tend to work overtime with the promise that their salaries would be increased. However, there is more to life than working for an increased pay. Further, in nations such as Indonesia, employees complain that their work has been engulfed by limited benefits such as health insurance. This means that the health insurance which is very expensive to subscribe at a personal level is hard to be included in the work package. Therefore, the staff are often left on their own when they fall sick or get injured in the cause of administering their service at their work places.

Regionally, employees in South African nations have registered dwindled performance due to unclear job responsibilities and objectives (United Nations Development Programme [UNDP], 2022). This is whereby the roles of different staff clash which makes it hard to distinguish between what one does in comparison to the other. As a result, job laxity sets precedent leading to underachievement in the overall tasks. In West African country like Nigeria, employees have failed to deliver due to poor mentorship programs from the management to junior staff (Ogbu et al., 2020). It becomes so hard to have a management staff taking the initiative to train, motivate and ensure that a junior staff is equipped to be

the next manager in future. Therefore, when the junior staff feel unwanted, they focus on other things that do not add value to their performance in institution.

In Ghana, employees have been unable to achieve their work-related targets due to job related stress (Odonkor & Adam, 2021). Further, employees have also complained to lack of training and personal development opportunities in institutions hence feel that their personal and professional growth is not taken seriously by their organizations. In a nation such as Cameroon, employees have had an outcry accusing the supervisors of micromanaging them causing a significant deterioration of work-related trust (Mndzeshang et al., 2023). Therefore, they feel demotivated to work due to toxic work environment and hence can only work when a supervisor is present. Further in Tunisia, poor employee performance has been linked to irregular recruitment processes such that the organizations employ unqualified employee hence halting the operations (International Labor Organization [ILO], 2021). This is because, when new staff is assigned a task that they have no idea about, their performance will be definitely be affected.

In East African nation such as Uganda, organizations lack of adequate working tools and technology which enable the staff to deliver on their mandate recording poor performance (Nakibuuka & Kibukamusoke, 2023). Additionally, employee's managers have poor leadership skills such that they do not motivate their juniors at all nor offer adequate guidance on their implementation of tasks. In a nation such as Tanzania, organizations failure to have a clear conflict management structure which could be used in eventualities where there is disagreement between the staff of the same rank or of different job hierarchy (Kikoti & Lameck, 2023). Additionally, the organizations in Tanzania also lack of team bonding activities which make their staff feel worked-up and some getting work related

boredom to perform the assigned tasks. This has to some extent contributed towards poor work discipline like laziness in delivering their responsibilities.

Locally in Kenya corruption issues in organizations, are the leading cause for low employee performance (Mulu, 2023). This is whereby processing and procedures cannot move without the administration of a bribe hence disadvantaging those who do not have it. Therefore, a staff that can only work when bribed, their performance will tend to dwindle since their main motivation is not service delivery but their selfish interests (Dida, 2021). Further on, employees' performance has also been noted by Kungu et al. (2023) to decline due to lack of recognition. This means that when staff are not recognized in the tasks done with excellence, they feel neglected hence do not make effort to even perform better. Other concerns include organizations struggle with nepotism whereby friends, relatives and clansmen are given jobs they do not qualify for hence discouraging other staff who are not from the same tribes (Gachui, 2022).

In addition, employee performance harsh working environment with less allowances. Payment has always been an issue that affects employee performance (Apuko, 2021). This is because money gives the employees purchasing power to buy basic needs hence able to work comfortably. Another concern is that the senior management not involving the junior staff in decision making process demoralizes them and hence disconnect with the entire mission and vision of the organization. According to Kerubo and Thomas (2022), when there is unclarity of performance measurement and tracking metrics, it leads to junior employees carrying the huge workload, while the seniors don't. As a result, this leads to work fatigue and when not sorted, it has been reported by Mulu (2023) as the causal factor for sluggish behavior among staff in a work environment.

1.1.2 Intrinsic Rewards

Intrinsic rewards are intangible incentives that a staff receives related to a job responsibility and in which do not attract any monetary value (Harsch & Festing, 2020). These include flexible working hours, capacity building, staff recognition and interpersonal relations (Davidescu et al., 2020; Harsch & Festing, 2020). The intrinsic rewards have more impact to a staff since they bring in more satisfaction and cause motivation towards remaining in an institution (Manzoor et al., 2021). According to Leonava et al. (2021), organizations that have mastered the characteristic of rewarding its staff through intrinsic incentives, they tend to regain more talented workers. Sureephong et al. (2020) pointed out that staff performance increases as a result of intrinsic rewards. Additionally, Zhenjing et al. (2022) also pointed out that turnover is reduced and satisfaction is increased when intrinsic incentive is increased.

Flexible working hours include job related schedules that ensure that the concerned staff is able to have work-life balance (Deloitte, 2023). This comes in handy when the staff is allocated time offs and annual leaves for their mental and physical health purposes. According to Davidescu et al. (2020), staff value considerate working timelines such that they allow various breaks to attend to other matters like meals, resting and social interactions. Therefore, it is a paramount aspect when a staff is able to work in an institution that is cognizant with the fact that there is more to life than just working (Weideman & Hofmeyr, 2020).

Capacity building is the process through which the staff undergoes training and development to equip their professional lives considerably (Manzoor, 2021). The capacity building programs are meant to equip the staff with technical know-how to facilitate quality

and progressive service delivery (Aboramadan & Dahleez, 2020). The easier it is for the staff to access training programs, the more content they will be with their assigned duties since they have the knowledge to perform them.

Staff recognition is the acknowledgement that the workers are accorded after delivering the assigned tasks to satisfaction (ILO, 2021; UNDP, 2022). The consistent achievement of the set targets over a specified period of time warrants that the staff's efforts are commended. Recognition at work place enables the staff to feel invaluable, inspired and achievers towards the core existence of the institution (Leonova, et al, 2021). They tend to become more productive, effective and consistently prepared to ensure that the organizational goal is attained hence enabling the institution have a competitive advantage over others (Sureephong, et al, 2020).

Interpersonal relations involve the relationship that exists between the management and the staff, as well as between the staff in various departments (Manzoor et al., 2021). That is, the nature of interaction among various county employee over various job groups. According to Harsch & Festing (2020), employees are keen on how they are treated by the management on work related matters. The respect accorded to them as human beings with different thoughts and opinion matters a lot on the implementation of their tasks. Considerably, this respect has to work even horizontally with other staff within the same job groups or even lower (Manzoor et al., 2021). That means that as long as a staff does not demean the other one irrespective of their role in the organization, enables high staff performance.

1.1.3 Isiolo County Government

This is a county that is located in Kenya's former Eastern province. It has neighbors surrounding such as Marsabit, Meru, Samburu, Mandera, Wajor and Laikipia counties. The county is led by a duly elected government which comprises of the governor, his deputy, MPs, Women rep and MCAs. The population of Isiolo County was 0.37% with an annual growth rate of 1.45% (KNBS, 2019). Employee performance has been of great concern in Isiolo county government in Kenya. This is because as it has been adapting on the devolution, the concept of county staff management has developed. Therefore, the HRM functions before and after devolution by local authorities and county government respectively, have significantly changed. Previously, most HRM tasks were managed by national government whereas currently all roles inclusive of the intrinsic and extrinsic benefits management, fall under county leadership elected through the ballot (Manzoor et al., 2021). There has been a challenge since the county leadership has transited through several appointed and elected leaders who at times have developed policies that do not favor employee management.

1.2 Statement of the Problem

Organization staff are significant resources for any organization since they assume a functioning part towards the its growth that can't be undervalued (Nwafor, 2022). The labor force is the driving force of the firm and no firm can accomplish its objectives without a viable labor force. Therefore, the progress of a firm subsequently is reliant upon the singular efficiency and performance of every staff (Aboramadan & Dahleez, 2020). Their

acknowledgment fosters a culture of greatness that spurs workers to deliver their best work and put their abilities to best utilize (Chanana & Sangeeta, 2021).

Nevertheless, there has been high employee turnover particularly when there are leadership changes that have been instigated by political timelines (Dida, 2021). This has greatly demotivated the staff since they work knowing that after the election period ends, the stability of the contracts is not guaranteed. As a result, it has prompted various protests, allegations and approved instances of Kenyan public staff portraying incompetence with regards to low quality of administration, delay in anticipated yield expectations, unfortunate expense viability among others (Gachui, 2022). Isiolo County Government has been struggling with poor performance among the workers due to low motivation causing to employee absenteeism and complains of corruption and tribalism (Dida, 2021).

Studies that have been conducted in this area have left a number of gaps unaddressed. Globally, Davidescu et al. (2020); Weideman and Hofmeyr (2020) explored intrinsic aspects such as work flexibility and job satisfaction but did not consider capacity building and staff recognition. Regionally, Aboramadan and Dahleez (2020) in South Africa, considered work engagement but did not consider interpersonal relations. Locally, Apuko (2021) conducted a review on how Homabay county's staff were performing in relation to intrinsic rewards execution. The study was however conducted in Homabay county which face different challenges regarding employees from those in Isiolo.

Another study was conducted by Mulu (2023) explored how Machakos county's staff were performing as a result of incentives related to intrinsic rewards. Therefore, the gap of the study is that there are few studies that have addressed the intrinsic aspects like flexible working hours, capacity building, staff recognition and interpersonal relations, particularly

in Isiolo County. This study therefore determined the effect of intrinsic rewards on employee performance in Isiolo County Government, Kenya.

1.3 Purpose of the Study

To examine the effect of intrinsic rewards on employee performance of Isiolo county government, Kenya.

1.4 Specific Objectives

- i. To determine the effect of flexible working hours on employee performance of Isiolo County Government, Kenya.
- ii. To examine the effect of capacity building on employee performance of Isiolo County Government, Kenya.
- iii. To assess the effect of staff recognition on employee performance of Isiolo County Government, Kenya.
- iv. To find out the effect of interpersonal relations on employee performance of Isiolo County Government, Kenya.

1.5 Research Hypothesis

H₀1: There was no significant effect of flexible working hours on employee performance in Isiolo County Government, Kenya.

H₀2: There was no significant effect of capacity building on employee performance in Isiolo County Government, Kenya.

H₀3: There was no significant effect of staff recognition on employee performance in Isiolo County Government, Kenya.

H₀4: There was no significant effect of interpersonal relations on employee performance in Isiolo County Government, Kenya.

1.6 Significance of the Study

The study would be relevant to Isiolo county government board of members since they would get to know the recommendations of the study on aspects related to intrinsic incentive policy framework changes that could be implemented in the short and long run. This is because it has been an ongoing menace of how to maintain stable work force that is productive and that could transition from one county leadership to the next even after elections without hitches.

The county staff would also be able to point out the issues that have been affecting them as far as their county service is concerned. Their opinion as main respondents would be key in providing firsthand information of how the intrinsic incentives affects their ultimate output in their tasks. Based on their feedback, the study provided suggestions on how to make improvements and in which the county staff could use to liaise with the HRM department.

The study's findings would also greatly benefit the general public since they would have a glimpse of what has been transpiring as far as the rewarding system at county level is concerned. The public could use the findings to provide their feedback and areas of improvement during the public participation. This could be seen as a step of improvement towards enhancing the county leadership success towards service delivery.

The study would add new knowledge once the effect of intrinsic rewards on employee performance of Isiolo county government, Kenya is known. Future studies could use the study to expound more on how intrinsic rewards play part in improving the county operations. This is because most authors have concentrated more on extrinsic rewards structure and few of them concentrated on how the intrinsic rewards structure affects performance.

1.7 Scope of the Study

The study was done in Isiolo County whereby it dealt with how intrinsic rewards such as flexible working hours, capacity building, staff recognition and interpersonal relations affected employee performance. The study included various respondents such as county level departmental managers and officers in departments like finance, HR, logistics, administration, and procurement. The study took a period of 4 months to complete.

1.8 Limitations of the Study

After the Kenya's general elections held in 2022, most county governments restructured the staff roles and responsibilities. Therefore, this restructuring involved transfer of staff to other departments which means that tracing the employment performance records of an employee in different department was a challenge. This is because of inconsistencies in assessment and departmental thresholds which could be different with each other. However, the study will use departmental employee performance metrics as suggested by the county employment policy framework to make an assessment of how the employee had been performing.

1.9 Assumptions of the Study

The study assumptions were that there was a functional HR department that had established a systematic employee assessment policy framework to facilitate their performance assessment needs. The second assumption was that the respondents provided accurate information regarding the various intrinsic rewards that are present and as well as the one's absent. The other assumption was that the county government of Isiolo's management would be cooperative towards providing the required authorization on time for effective data collection.

1.10 Operational Definition of Terms

Capacity Building

This is the process through which the staff undergoes training and development to equip their professional lives considerably (Manzoor, 2021).

Employee Performance

The completion rate of assigned duties in a satisfactory manner and in the correct timelines by staff (Al Mamun & Hasan, 2021; Sihombing, et al., 2018).

Flexible Working Hours

They include job related schedules that ensure that the concerned staff is able to have work-life balance (Deloitte, 2023).

Interpersonal Relations

These involve the relationship that exists between the management and the staff, as well as between the staff in various departments (Manzoor et al., 2021).

Intrinsic Rewards

These are intangible incentives that a staff receives related to a job responsibility and in which do not attract any monetary value (Harsch & Festing, 2020).

Staff Recognition

This is the acknowledgement that the workers are accorded after delivering the assigned tasks to satisfaction (ILO, 2021).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter provides three aspects which include a review of theories and how they fit in the study, a review of literature and emanating gaps; and both conceptual and operational framework of the variables.

2.2 Theoretical Review

There were three theories that guided the variables which were expectancy theory, social exchange theory and human relations theory. Expectancy Theory guided the ‘flexible working hours’ and ‘capacity building’ variables. Social exchange theory guided ‘staff recognition’ variable while human relations theory guided ‘interpersonal relations’ variable.

2.2.1 Expectancy Theory

Expectancy Theory (ET) was developed by Vroom (1964). It guided the flexible working hours and capacity building variables. This theory stated that a person acted or behaved in a way since they perceived that their selected behavior or action led to certain desirable and expected outcome. In a more elaborate way, when an employee expects that being submissive would lead to a salary increment, they would be motivated and hence tend to behave that in a period of time till their expectation was realized. Therefore, in an organization set-up, employees tended to behave in a more motivated manner when there were gains from a venture rather than pain/discomfort (Abubakar et al., 2020).

Expectancy theory in explaining the 'flexible working hours', provided that the staff often felt more motivated when they noticed that their employer was more concerned with their general wellbeing. Therefore, being allocated job related schedules that ensured that the concerned staff was able to have work-life balance, was a key motivating factor towards boosting their performance (Amalia et al., 2023). This is because, in as much as an individual was a staff, they tended to have other areas in their lives that needed to be addressed. They included resting time, socializing time, family time, self-development time, body exercising time and others. Notably, working in a schedule that allowed them attend to other areas mainly motivated the staff to feel wanted in an organization (Anyieni et al., 2020).

It was therefore the role of the employer to see to it that a task was shared accordingly to the available staff so that each small part constituted the bigger picture. This enabled the staff consult and avoid making significant errors since their source was early detected (Bett et al., 2022). Additionally, in the current technological time, it was paramount that institutions maintained the remote working pattern since it was tested over covid-19 period and proven effective. Therefore, it was a reality that employers had noted that could be used to deliver the assigned tasks. An employee could be allowed to work from outside the environs of the workplace and deliver as required with less supervision. This gave them a sense of responsibility and trust towards the management (Davidescu et al., 2020).

Therefore, in the long-run, it gave the employees the desire to deliver more than expected since they worked under less pressure and in their own comfort. In addition, the staff could also get motivated to change behaviors when their work places allowed part-time plans and shifts. This enabled the staff maintain an eight-hour work schedule within a day or night.

It enabled the organization have staff working throughout the required working timelines based on the institutional and labor policies (Gaffney, 2018). When the staff had a relaxed working paradigm, it gave them time to have enough rest and avoid burning out or getting bored while working. Considerably, this enabled them become motivated to deliver their mandates on time to facilitate attainment of the organizational objectives, mission and vision with less strain (Harsch & Festing, 2020).

Expectancy theory in explaining the ‘capacity building’, provided that in the cause of service delivery, the staff needed assurance from the management that progression of their skills was paramount. That meant that the management was keen in ensuring that they provided equal opportunities from the staff to undergo training and development as a means of equipping their professional lives (He & Ismail, 2023). As an organization was growing, so did the expertise of their staff hence the need to constantly increase their academic and job-related experience. Considerably, employees got motivated to deliver more when there were training and resource development which included being allocated time offs and annual leaves to attend classes.

Other organizations also provided soft loans, act as guarantors for staff to secure education fund or connect them to scholarship opportunities. These aspects enabled the staff become secure that their institutions meant well for them (Kungu et al., 2023). Additionally, there were also favorable institutional policies and management structures that provided a leeway for their employees to increase their capacity building experience. This came in through providing the goodwill, educational fund and access to learning materials for purposes of advancing their professional careers. When the management beard the cost of providing information sharing avenues like installing secure internet, journals, magazines,

and books, it gave the staff a chance to learn and grow their mental capacities (Kumari et al., 2021).

Notably, when the institution went even ahead and hired training coaches and mentors, to guide their staff, there was an ultimate sense of belonging and fresh energy to deliver on the assigned tasks, follow the organizational policies and become the great ambassadors of the institution. Expectancy theory was used by Mwiti (2023) who pointed out that when there was flexible working hours provision in an organization, the staff had less desire to leave their jobs due to a sense of belonging. Additionally, the theory was also used by Owino (2022) who indicated that when a staff is given a chance to showcase their expertise and develop their skills, they tend to deliver more on the organizational goals as required.

Expectancy theory was criticized by Gaffney (2018) that it failed to address the concern that different employees had different personal goals and values which unnecessarily aligned to the organizational ones. This meant that an institution could provide flexible working hours and capacity building opportunities to disinterested employees or staff that took advantage to improve their skills for purposes of improving their employment chances in other institutions. However, as it may be the case, this did not affect the current study since national and county government had been termed as the best place of employment which had less staff turnover in comparison to private institutions (Bureau of Labour Statistics [BLS], 2022).

2.2.2 Social Exchange Theory

Social exchange theory was developed by Gouldner (1960) and later further advanced by Blau (1963). It guided staff recognition variable. It stated that social interdependent

relationship was anchored on the sense of reciprocity. That meant that the ability of individuals to rely on each other was purely based on their ability to give and receive from each other. This was a commonly used theory to explain the kind of relationship that normally existed between the organization and its staff. Both ends gave something with the anticipation that they would receive something of similar or higher value in return.

Social exchange theory in explaining the 'staff recognition', provided that the employees had various needs that supersede the desire for money. Considerably being human beings, they required from time and again being encouraged that they were doing the right thing towards ensuring that the organization had achieved its mission and vision. Therefore, the staff required to be accorded with the acknowledgement after delivering the assigned tasks to satisfaction (Leonova et al., 2021). It goes without saying that, once in a while a thank you went a long way towards improving relationships and enhancing good will for a long time. Therefore, staff required their effort to be treated with respect and accorded the rightful recognition. This could be in form of public acknowledgment such that their efforts were announced to others and probably clapped for, pated on their backs or simply appreciated with the word of mouth or cards (Manzoor, et al., 2021).

This made the staff feel wanted and their services needed in the institutions hence performing their best in the next assignment. The recognition also came in form of rewards which went a long way towards boosting their work achievement pride. The organization also chose to celebrate various personal timelines such a work anniversaries or birthdays, as a way of making them feel special part of the team. In addition, staff recognition was also done through providing more time offs for staff and holiday vouchers to enable the hardworking staff have a good time. All these aspects enabled the staff have increased

emotional and physical motivation to enable them work harder (Mulu, 2023). Therefore, the organization used staff recognition to remind its employees that it cared about them and it expected even greater achievements from them. From time to time, institutions would organize for corporate dinners, golf tournaments, and other events whereby various staff that had superseded the assigned tasks were acknowledged and rewarded (Mutiria et al., 2022).

The reward could be monetary but mostly on rewards such as employee of the year trophies carried the day. It brought about sense of accomplishment and pride being associated with the organization. This kind of recognition set motion to other staff to also consider the thought of working harder and smarter to receive the next recognition. Social exchange theory was also used by past studies such as Ali (2022) who shed light that when there was a clear exchange of factors between the employer and employee, the right performance management practices were exhibited. These factors could include employee behavior and work attitude. Considerably, when the organization received value for its money through consistent employee performance practices, it enabled the management make decision to contract the service of the employees for a long period of time (Ogbu et al., 2020).

Social exchange theory was criticized by Cropanzano et al. (2017) that it neglected the place for cultural background of the organization and its employees. The theory was accused of insisting more on reward concept as the key determining factor in any relationship. However, not every culture advocated for a reward in various interactions they had with various organizations.

2.2.3 Human Relations Theory

Human relations theory was developed by Mayo through series of studies between 1924-1932. It guided the ‘interpersonal relations’ variable. It stated that when staff emotional and physical needs were satisfied, it improved their motivation and productivity. This was a theory that considered both formal and informal aspects in an organization and how they played part towards its success. To this end, the theory provided a clear distinction on how teamwork and involvement of junior staff in decision making cultivated excellence in achieving organizational goals (Sibian & Ispas, 2021).

Human relations theory in explaining the ‘interpersonal relations’, provided that the existence of the relationship between the management and the staff, as well as between the staff in various departments was paramount in making the human relations work. This is because, for the interaction between people and technology to work, they needed to do so to enhance the communication with other users who may be internally or externally located from the organizations (Zhenjing et al., 2022). The more staff related with each other in the cause of doing business, they improved systems for more effectiveness, as time progressed. This meant that from time to time, there may be different views which may bring about conflicts. The management of conflicts involved improving the systems or simply changing them completely (Lefebvre & Stenger, 2020).

Additionally, for human relations to work, there was need for all the concerned parties to support the process. This could involve both the internal and external stakeholders that interacted with the operations of the organizations (Anyieni & Atambo, 2020). Therefore, continued support enhanced corporate team work to even deliver more and ensure that there was accountability in every operation. What this meant was that, human relations

encompassed everything that surrounded the staff and how they chose to communicate, support and solve discrepancies.

Human relations theory was used before by a study such as Murugu (2022) who indicated that when the management and junior staff interacted in a respectable and professional manner, workplace tension was reduced and employees felt more satisfied with the place. Their satisfaction level was mainly felt through the methods they used to deliver assigned tasks and the coping mechanisms adopted on work related regulations. Considerably, when there were no effective human relations, the tension was always stiff with less achievements done by the end of the set deadlines (Murugu, 2022).

Human relations theory was criticized by Mahesh (2023) that it did not directly address the work itself but rather the relations that the staff have with each other. Additionally, Mahesh (2023) complained that when the employee welfare was considered more than it was required, it caused the employees to focus on other activities rather than the organization's core duties. However, this did not affect the current study since among the indicators that were considered included communications, teamwork and accountability. This meant that in as much there was frequent communication, it enhanced team work activities which needed to be accountable to the organization's missions and vision.

2.3 Empirical Review

The study examined various studies related to flexible working hours, capacity building, staff recognition, and interpersonal relations' variable as described in sections 2.3.1 to 2.3.4.

2.3.1 Flexible Working Hours and Employee Performance

Flexible working hours include job related schedules that ensure that the concerned staff is able to have work-life balance (Deloitte, 2023). This means that having the ability to perform the required tasks by the staff should operate in a less rigid structure that allows job sharing, remote working, part-time plans, work shifts and compressed tasks. Therefore, the easier it is for the management to provide these avenues, the less compelling it would be when a staff does not deliver their assignments. Various authors have debated on how flexibility of working hours lead to increased performance.

Ismail & Michael (2023) explored in Malaysia how performance of employees and how it was impacted by flexible working hours. The study used a systematic method to review database and other information from the internet. Notably, thirty-Six materials were obtained online and reviewed based on publishing patterns, the type of flexible work arrangement utilized in the previous 5 years, the year of publication, and the country where research was conducted. An analysis of research from around the world revealed that the effects of flexible work schedules on performance of workers differ based on the situation and can be both beneficial and detrimental. Organizations should carefully examine the requirements of their workers when introducing flexible work arrangements, and they should also keep an eye on how these arrangements affect their productivity as time progresses. Ismail and Michael (2023) however, did not address how job-sharing increased worker productivity instead, they primarily addressed remote working as a means of improving employee performance.

Considerably, Shah et al. (2020) examined the impact that flexibility in terms of hours of work led to performance of a team among Pakistan's firms. Data was collected from two

hundred and twenty-one employees in organizations that dealt with building and construction through a cross-sectional survey. According to Shah et al. (2020), when the hours that the employees worked in an organization were made flexible, their engagement increased which in the long run had a positive impact towards improving their performance. Additionally, the study also concluded that work related errors reduced significantly among the staff. Considerably, Shah et al. (2020) did not substantiate the job hierarchy of the 221 employees. Therefore, it became a hard task ascertaining whether there were managers among the selected staff.

Additionally, Sekhar and Patwardhan (2021) explored how the performance of a task was accomplished when there was flexibility on the working timelines and as well as the support of the supervisor in India's industries. Two hundred and fourteen staff in forty-six firms dealing with various services were included in the study. The results pointed out that when there was support from the supervisor, the flexibility of working hours worked efficiently to deliver the desired results in the organization. Notably, Sekhar and Patwardhan (2021) indicated that flexibility on the working timelines led to staff isolation and limited social interactions among different employees. Additionally, the line manager did not have a full view of their progress hence limited the staff in terms of in-job training needs and promotional opportunities. However, Sekhar and Patwardhan (2021) collected quantitative data using questionnaires and failed to include the qualitative data through interviews. It would have enriched the study through getting firsthand information on the issues surrounding flexible working system.

Further, Chiekezie et al. (2024) investigated flexibility in work schedules and dedication of employees in Nigerian brewing firms. In this study, a correlational research approach

was used. Notably, Chiekezie et al. (2024) found out that work flexibility helps workers successfully manage their professional obligations, which enhances overall wellbeing and increases job satisfaction and enhances performance of employees. Nevertheless, the study failed to inquire at various employee levels in the brewing companies about how flexible work schedules would have affected workers' productivity.

Further on, Msuya and Kumar (2022) investigated how the staff performance was influenced by work arrangement that allowed flexibility and work leaves in Tanzania. The study adopted closed-ended questionnaires. The 417 employees in three regions were included in the study as respondents which came to a conclusion that when organizations implemented the work-life programs such as allowing the staff to have frequent leaves throughout the year and having flexible working system, they became so motivated to work hence they achieved the set targets effortlessly. However, Msuya and Kumar (2022) noted that since the study used questionnaires, there was the need to do a pre-test whose whereabouts such as the population involved and its qualification was not provided. It was also noted that the study did not have a guiding model or theory to substantiate its notion.

Further, Nnko (2022) explored how nurses' performance was affected by having flexibility on the working timelines in Tanzania's regional hospitals. Four hundred and four nurses were included from eight hospitals were selected as the main respondents who answered the questionnaires. The key aspects of flexible working timelines included compressed week, flextime and tasks distributed on shifts. Therefore, the study found out that flexibility on the working timelines had a positive influence on nurses' performance. However, the labor laws and regulations were not favorable in support to flexibility of work schedule

hence different private policies were at play in the 8 considered hospitals. Considerably, Nnko (2022) did not consider part-time working as part of an indicator of work flexibility. In addition, Bett et al. (2022) examined how the performance of staff was affected by an arrangement of work flexibility while taking into consideration the balancing of their work-life in Kericho's agricultural cooperatives. The cooperatives considered were related to coffee, dairy, and tea products. Correlational research design was adopted on a sample of one hundred and thirty-seven staff. Bett et al. (2022) established that when workers operated with a flexible work plan, their performance improved. However, the study also found out that there was low utilization of ICT which greatly hampered the full implementation of the work flexibility system. Considerably, Bett et al. (2022) considered work shifts, job sharing, and temporary contracts but failed to include remote working. There is also the need to expand the study towards county government operations and consider the various flexible working systems in place and how they result to improved performance.

Notably, Mwiti (2023) conducted a review on the performance of staff in public universities of Mount Kenya were affected by the existence of work flexible plans. The various flexible plans considered were job sharing, remote tasks, and compressed working plans. Three hundred and fifty-three staff were included using the descriptive research design. Notably, Mwiti (2023) found out that the three variables (job sharing, remote tasks, and compressed working plans) considered had a positive influence on performance. However, Mwiti (2023) did not use secondary data to substantiate the performance of the staff. Therefore, since the study was considering public institutions which were guided by public service Act, there were established standard performance measuring metrics used.

2.3.2 Capacity Building and Employee Performance

Capacity building is the process through which the staff undergoes training and development to equip their professional lives considerably (Manzoor, 2021). This includes aspects such as training and resource development, institutional policies, management structures, information sharing and technical assistance. Therefore, all these have to be present for capacity building to become effective in improving individual employee performance. Various authors have debated on how capacity building leads to increased performance.

He and Ismail (2023) examined how institutional performance was enhanced when there was employee capacity building budgetary system in Chinese government funded universities. That is, establishing whether a system of funding of training to previously improved staff worked or not. The study conducted an online survey whereby two hundred and seventy-one employees were consulted. The results indicated that when there was an implementation of performance-based budgeting, the employees ensured that any capacity building initiative such as training, added value on their professional life for consistency. However, since the study was done in a public university there is need to ascertain the various capacity building programs present in Isiolo county governments in Kenya with the perspective of establishing its funding sources.

Additionally, Okun et al. (2024) investigated how Nigerian private organization employees conducted their work as a result of developing their skills. The study used a correlational research design where all of the employees of Nigerian Breweries made up the study's population. In addition, seventy-five employees were chosen using a purposive sample approach. Notably, questionnaires were administered to the study participants with a

response rate of ninety four percent. Okun et al. (2024) discovered that there was a substantial connection between training and job success in private organizations in Nigeria. Moreover, mentoring had a major impact on employee job performance in organizations that were private. The findings of the study also revealed that workers growth and job efficiency were enhanced by capacity building. It also has a significant impact on workers' dedication, output, and performance. However, Okun et al. (2024) did not look into whether institutional policies that encourage regular development of skills among the staff had an impact on how they carried out their job; instead, they focused solely on training as a means of improving performance of work in private firms.

Further, Annan-Prah and Andoh (2023) investigated how the staff empowerment perspectives of the Ghanaian local governments was affected by establishing capacity building initiatives that were customized. Two hundred and eighty-one staff of the metropolitan, municipal and district assemblies were included in the study. The findings provided for by Annan-Prah and Andoh (2023) indicated that when the training needs of the staff were tailor made to fit their individual weaknesses, their motivation to learn and get empowered developed. However, the study failed to include the division respondents who are also part of the local government and whose opinion could have been significant to the study.

Additionally, Mohammed (2022) assessed how the staff's performance in Bahir Dar University was affected by the training they got, as part of capacity building initiative. The study included three hundred and sixteen individuals through issuing them the questionnaires through cross sectional research design. According to Mohammed (2022), the design, trainees' needs assessment, delivery method, and evaluation considerations of

training were impactful towards the staff of performance. However, the study found out that the four phases of systematic training process was minimally implemented leading to dismal performance of the employees. Considerably, Mohammed (2022) did not include training monitoring methods needed to ensure that the training was successful and cost effective.

Further, Ngusie et al. (2023) explored how training offered to medical practitioners improved their performance in Southwest Ethiopia. One hundred and ninety-two medical practitioners were included whereby 96 of them were the control group. The study adopted the quasi-experiment research approach, whereby the findings indicated that when the medical practitioners were trained, their background knowledge and evidence-based medicine improved. Therefore, since Isiolo county government manages the health sector of the region, there is need to ascertain the various capacity building methods adopted to equip the county health practitioners with the relevant skills.

Moreover, Ajetomobi, (2021) investigated how Akoko South personnel of the local government carried out their duties by developing their skills. Notably, Survey research design was chosen as the study's research methodology. The population size consisted of 262 local government employees that participated in the study further random sampling was used to choose the 158-sample size. Furthermore, a total of 158 questionnaires were given to the research participants with a response rate of one hundred and fifty. The findings of the study showed that the participants reported greater optimism whenever there was on job training toward skill and knowledge growth. Ajetomobi, (2021) discovered that capacity enhancement significantly improved staff loyalty, efficiency, and competence. The study also showed that the Akoko local government has invested in reasonably priced

information exchange systems, enabling the employees to collaborate to complete their jobs. Nevertheless, the study did not go into further detail about how organizational structures have made it possible for leaders to employ successful leadership ideologies that support the growth of employees' abilities.

Locally, Kanyi and James (2023) examined how donor-funded initiatives in Nairobi County were impacted by building their capacities. The survey design chosen was descriptive. Notably, fifty-five funded projects were selected and three hundred and eleven project staff members participated in the study. The study used a purposive random selection method to choose thirty percent of participants, yielding a sample size of ninety-four. The findings of this study indicated that the respondents reported considerable improvements in project performance after integrating technology. It was noted that training did not take place on frequently. Although staff training was provided for the projects, it was not as consistent as expected. Kanyi and Jmaes (2023) thus failed to ask the participants how resource development and training were essential in identifying the areas of weakness that were contributing to their poor performance.

Notably, Langat and Njoroge (2021) considered how the training offered to Kericho county assemblies as a capacity building initiative affected the staff performance. The study selected the population using census method to include one hundred and thirty-five elected and nominated members of the assembly. The study issued closed questionnaires and interviewed the respondents accordingly. According to Langat and Njoroge (2021), training was mainly offered through seminars, conferences and workshops which improved the skills of the leaders in service delivery. However, Langat and Njoroge (2021)

considered only training as part of capacity building but failed to include others like institutional policies, leadership styles, and management systems.

Further on, Owino (2022) reviewed how employee's performance in state corporations were influenced through the strategies implemented on talent management in Nairobi County. Three hundred and forty-five individuals were the selected participants of the study from the three corporations. Among the aspects considered, capacity building in form of training was considered whereby, the main conclusion was that when there were training aids, it helped the corporations to attract staff and keep the qualified staff since the motivation factor was positively affected causing a causal increment in productivity and profitability. However, Owino (2022) focused on only state corporations creating a gap to consider other types of institutions such as the one managed at the county level such as level-5 hospitals among others.

2.3.3 Staff Recognition and Employee Performance

Staff recognition is the acknowledgement that the workers are accorded after delivering the assigned tasks to satisfaction (ILO, 2021; UNDP, 2022). This includes aspects such as public acknowledgement, rewards, appreciation cards, work anniversaries and time offs in holidays. Therefore, all these elements need to be present for an effective and an ideal staff recognition structure. Various authors have debated on how staff recognition leads to increased performance.

Presslee et al. (2022) conducted a field study on how the engagement of employees was influenced by recognition granted to team of staff in Canada. The study adopted a pre-post research design to collect data in 6 franchise fast food restaurants within a period of 3

months. The most hardworking team of staff were often issued with a gift token and a thank you card/note. Presslee et al. (2022) found out that when this was done often, the employees felt a sense of pride and delivered customer satisfaction to the required standards. Additionally, the study also noted that this kind of recognition motivated the staff more to go beyond the expectations since their effort were recognized. It is also worthy to note that there was also positive team work spirit whereby any work-related errors were quickly corrected, staff helped each other and there were low stress levels in the restaurants. However, Presslee et al. (2022) indicated that the replication of such kind of study was only possible whereby performance measurement of each staff was costly and difficult. There is therefore need to expand it to a service-related institution such as county government

Further, Yang et al. (2022) explored how tasks were accomplished effectively when there was the recognition of staff in China's organizations such as finance, real estate, manufacturing, and construction related. The study approached staff recognition from the perspective of non-monetary and non-material approach whereby staff were acknowledged based on the performance and the value they generated in the institution. The other consideration that was examined included the emotional part of the recognition efforts in an employee. Two hundred and fifty-six questionnaires were distributed to a 58-group team spread out in various parts of China's organizations. According to Yang et al. (2022), when employees were recognized, their task performance increased significantly. This is because, they felt acknowledged hence had a sense of pride in the accomplished tasks. In the long-run, their emotional aspect was stable to perform various demanding tasks since they felt wanted in the organization. That notwithstanding, Yang et al. (2022) did include

various organizations such as the ones related to hospitality, tourism, education, and medicine.

Regionally, Akinsola et al. (2024) explored how performance of employees is affected by motivating tactics in Nigerian banks. Using a straightforward sampling approach, data were gathered from a sample of five hundred and seventy-nine employees from all banks in Nigeria, yielding four hundred and ninety-seven valid replies and an eighty-six-response rate. The study revealed that bonuses and monetary benefits, working environment, wage satisfaction, and bonuses significantly increased how workers performed their tasks. The study also found out that employee motivation was commonly recognized as a critical factor in improving performance since it raised commitment levels within the business, profitability, and worker efficiency. Akinsola et al. (202) explains that the significance of equitable and competitive compensation systems was shown by the positive and substantial link found between employee performance and wage satisfaction. However, the study was primarily concerned with rewards and the working environment, it failed to consider other factors that can improve performance, such as organizational cultures that celebrate work anniversaries, as well as time off in the form of holidays and leaves to help employees avoid work-related burnout.

Notably, Odunayo (2022) investigated how the performance of employees in Nigeria's hotels was affected when there was an introduction of reward system in place. The study issued two hundred and fifty-five questionnaires with a response rate of two hundred and four (80%) to the employees of various staff using survey method. The results presented indicated that the behavior of staff improved significantly, however, not all hotels recognized the efforts of their employees. It was noted that most hotels only issued

monetary rewards but hardly recognized the small efforts made by their staff. Some recognition aspects such as saying thank you, giving them gift vouchers, and holiday payments among others, to the most hardworking staff, was minimally done. However, Odunayo (2022) did not examine the effect of non-existence of staff recognition towards attaining the vision, mission and objectives of various departments.

In addition, Okereke and Asha (2022) examined how the performance of employees in Mount Meru referral hospital, Tanzania was affected when there were non-monetary rewards. There were one hundred and eighty-eight staff who included 8 managers while the rest were junior staff. The study interviewed the managers while the junior staff answered the questionnaires using the mixed method research design. Among the various issues examined staff recognition was one of them and hence found out that it had a positive impact on performance. However, Okereke and Asha (2022) failed to assess how the institutional policies on reward systems played part in the entire recognition process

Locally, Owuori et al. (2024) explored how university of Nairobi employee's welfare initiatives' affects their performance. A descriptive method was used for this study. A sample of two hundred and seventy-five respondents was chosen from a total of nine hundred and seventy-five workers who were the objective of the research. The sample size was divided into four strata using a stratified and simple random sampling method. The study also utilized a standardized questionnaire, to gather data. The study found that employees' job performance improved significantly when they participated in recreation activities. Notably, Owuori et al. (2024) discovered that public appreciation is supported by institutional policy to recognize the efforts of dedicated employees. Additionally, the study found that job growth Programs significantly improved staff work performance.

Additional prizes, incentives, and rewards have been the primary tactics utilized to improve the recognition system among employees. However, Owuori et al. (2024) did not investigate the role of organizational culture in improving employee work production.

Further on, Anyieni and Atambo (2020) investigated how the performance of employees was affected by the motivation granted in KCB in Western region. The main respondents included seventy-eight staff of the bank who were issued with the questionnaires to fill in. The study found out that 61.54% of the 65 respondents that answered the questionnaires indicated that they were not recognized. This led to high demotivation towards making any cognizable efforts towards delivering on the assigned tasks. Additionally, they felt disconnected from the institution leading to high job turnover. The reason was that when personal efforts were hardly noticed, the staff felt no need to make improvements nor want to be associated with any tasks of the institution. However, Anyieni and Atambo (2020) did not reveal the efforts/ strategies/plans made by the management towards improving the recognition system in the bank.

Notably, Mutiria et al. (2022) examined how the commercial state corporation's employee performance was affected by existence of a reward system. One hundred and sixty-five individuals from fifty-five parastatals that had a commercial role were included in the study. The study registered an 89.97% response rate which was one hundred and forty-eight staff. From the findings presented by Mutiria et al. (2022) there was a reward system in the corporations which boosted the performance of the individual staff. It was also noted that most staff who worked hard received public praises and special treatment as compared to other staff. Therefore, this move had two effects. On the one hand, the fellow staff felt motivated to perform so as to receive special recognition while on the other end, it brought

about rift within various departments. The rift came about when staff began competing with each other leading to immature gossips, work related conflicts and isolation to the performing staff since they were considered as the management puppets. However, in the long run, the positive effect of performance was higher than the negative ones. In this regard, Mutiria et al. (2022) did not assess non-commercial parastatals to substantiate the consistency of the findings.

Further, Kathina and Bula (2021) investigated how banks in Kenya personnel accomplish their responsibilities as a consequence of promotions and appreciation. This study focused on the management, supervisory, secretarial, and clerical employees of KCB banks. A sample of three hundred and ninety-four study participants were chosen. This study used primary data that was collected via questionnaires. According to the study, staff productivity is positively and significantly impacted by job promotion. The results showed that receiving a job promotion entail taking on greater responsibility, which calls for higher skill levels from the promoted staff. Furthermore, Kathina and Bula (2021) discovered that the abilities of staff grew because they took on more difficult responsibilities and got sufficient experience. Therefore, the staff were recognized for work well done. Further, the study found that there were certain incentives associated with employee appreciation. The study did not, however, explore whether additional variables, such as non-monetary incentives like time off from work, enhanced worker efficiency.

2.3.4 Interpersonal Relations and Employee Performance

Interpersonal relations involve the relationship that exists between the management and the staff, as well as between the staff in various departments (Manzoor et al., 2021). This includes aspects such as communication, management of conflicts, social support, team

work and accountability. Therefore, these elements have been reviewed and found out that they lead to increased employee performance.

Abed et al. (2023) explored how both individual career growth was enhanced when Saudi Arabian staff adopted the interpersonal communication method. The study consulted one hundred and forty-three working adults. The study issued them with a survey and in which they were to self-report on how they felt in regards to personal and professional growth in regards to having interpersonal communication. Abed et al. (2023) concentrated on various interpersonal communication methods such as bureaucratic, interactive, task-focused communication, high energy communication, differential and lack of communication. Therefore, Abed et al. (2023) found out that when there was a one-way interpersonal communication, high growth was evidenced whereas when there was a dynamic interpersonal communication, there was low growth. However, Abed et al. (2023) used convenience sampling method when selected the respondents which is a non-probability method which is discouraged from scientific studies.

Further, Amalia et al. (2023) investigated how remote working affected the performance of staff when there was the implementation of interpersonal communication in Indonesia. The study interviews 6 people who worked from home and their responses analyzed using thematic method. Therefore, the study established that when the staff worked remotely, the interpersonal communication advanced since there were interactive relations among staff, more involvement of employees to assigned tasks and teamwork effort. However, the 6 individuals used as respondents by Amalia et al. (2023) was less than 30, which is the required number in a scientific study. Additionally, the study also did not conduct a

comparative study to ascertain how the staff not working from home communicate with each other and the challenges affecting their communication.

Additionally, Wijayanti (2020) conducted a case study to assess how performance of employees is enhanced by organizational teamwork and communication. Notably, the study included a variety of approaches and strategies to ascertain how social interaction and teamwork contributed to improved performance. The results of the study found out that a number of things affected interaction in a workplace. In particular, having good interpersonal connections within the team, having effective communication skills, supporting and believing in one another, and taking accountability for team assignments in order to achieve team objectives. Wijayanti (2020) links social interaction components in work environments, such as honesty, compassion, supporting attitudes, favorable perspectives, and fairness, based on these factors related to working together. However, the study concentrated on teamwork and interaction as a means of improving worker performance and failed to discuss how workplace disagreements are managed to maintain consistency and relevance to achieving departmental goals.

In addition, Ayanbode et al. (2023) examined how Nigeria's employees were affected by perceived superiority complex when there was the implementation of the interpersonal relationships in medical libraries. There were 78 library staff were considered from a target of three hundred answer online questionnaires. Notably, the various interpersonal relationships considered included communication, management of conflicts, social support and team work. According to Ayanbode et al. (2023), the interpersonal relationships were dismally affected when superiority complex thrived and vice versa.

This meant that when some of the staff felt as if they were more worthy as compared to the rest, it led to isolation and poor interactions. Therefore, the study recommended that for interpersonal relationships to succeed, there was need to respect each individual as a human being, with their own thinking and perspective. Additionally, when there was the challenge of superiority complex among staff, the study advised that there was need for immediate counseling on the affected staff. Notably, Ayanbode et al. (2023) did not consider examining policy framework guide that directed on the interactions among the staff.

Further, Oyadiran et al. (2022) explored the influence of interpersonal abilities on the performance of organization. The study technique was based on analysis of the content of written sources. This study's data came from several sources, including journal publications, textbooks, internet sites, official documents, and magazines. The findings of the study revealed that effective communication is essential in all kinds of interactions, both private and public. In addition to fostering a nice work environment, good working relationships enabled teams to meet their goals considerably more quickly.

Notably, the study also found out that open communication between employers and managers increased the likelihood that the managers would develop productive working connections with the employers, strengthen their interpersonal recognition, improve their work ethic, and raise the efficiency of the organization. Oyadiran et al. (2022) indicated that the accomplishments and suggestions of employees, as well as the availability of adequate information regarding organizational policies and procedures, are all strongly associated with various aspects of effective management communication, including high frequency, transparency and reliability, performance, and feedback. However, the study did not go into further detail on how social support systems allowed employees to voice

their concerns in order to promote positive working environments and interactions with others.

Considerably, Alase and Akinbo (2022) conducted a study to examine how the performance of staff was influenced by the existence of interpersonal relationship in Nigeria's banks. There were one hundred and sixty-eight staff considered using cross sectional method in Guaranty Trust Bank. Based on the outcome, communication, team building and social support were considered most effective methods of interpersonal relationships with mean of 4.07, 4.02 and 4.04 respectively. The three factors were ascertained to improved performance ion a great way as compared to others. However, Alase and Akinbo (2022) gathered information from only one bank meaning the replication of the findings would be difficult especially to non-banking institutions such as county governments.

Notably, Lucky et al. (2021) examined how employee performance in Padang City and the impact of interpersonal communication and work motivation. One hundred and fifty-nine people were chosen for the study's participants by random sampling. In the study, primary and secondary data were both employed. Consequently, Lucky et al. (2021) discovered that communication increased motivation by informing staff members of what is expected of them, their working environment, and how to correct poor results. Through this interpersonal contact, leaders and staff demonstrated an approachable manner in performing their responsibilities, sympathy between staff members and leaders, as well as assistance and good vibes among coworkers. The findings of the study showed that performance was significantly improved by interaction among the staff. Lucky et al. (2021)

did not, however, address the policy structure that permitted responsibility for any interactions staff members had with the public or with other staff members.

Notably, Murugu (2022) explored on how the Kiambu county government's staff performance was influenced by how they related with each other. The study included three hundred and eighty-four staff from the county government to whom questionnaires were administered. Among the various employee relations factors considered, communication was part of it. According to Murugu (2022), communication among the staff improved performance but the concerns were that in Kiambu county government, information feedback, and effective communication monitoring systems were lacking. Regrettably, Murugu (2022) admitted that the study conducted a pilot test in Kiambu County government where the main study was being conducted and KCA.

Additionally, Kanyaa (2021) investigated how Kitui county government's productivity of its employees was affected by their relationships. The study used descriptive research technique. Notably, one hundred and two human resource managers were chosen from the study area and only twenty-two research participants were sampled using the census approach. The study employed both primary and secondary data to evaluate employee performance. Kanyaa (2021) discovered that regular contact between management and workers in Kitui County had a favorable impact on worker efficiency.

Furthermore, the survey showed that the county had implemented regulations that permitted employees to voice their problems to upper management. This was a great method to improve how they completed their responsibilities. Furthermore, the study's findings suggested that management had implemented techniques to help resolve disputes. As a result, the study found that positive interactions between junior and senior workers in

the county improved performance on the job. However, Kanyaa (2021) did not comment on how teamwork encouraged the flow of ideas amongst senior and junior officials in the county administration.

Further, Khalid (2020) investigated the kind of influence that organizational climate had on the Makeni's public hospital employee performance. Two hundred and seventy medical staff were selected using stratified random method in the hospital. The various interpersonal relationships considered were collaborations, team work and team communication. Khalid (2020) found out that team building was minimally practiced in Makeni public hospital as part of enhancing interpersonal relationships among the staff. Regrettably, Khalid (2020) did not examine conflict management as part of an indicator of interpersonal relationship.

2.4 Summary of Gaps

On flexible working hours, the current study considered the findings of various studies and discovered several gaps. Shah et al. (2020) did not substantiate the job hierarchy of the 221 employees. Therefore, it became a hard task ascertaining whether there were managers among the selected staff. Sekhar and Patwardhan (2021) collected quantitative data using questionnaires and failed to include the qualitative data through interviews. It would have enriched the study through getting firsthand information on the issues surrounding flexible working system.

Msuya and Kumar (2022) noted that since the study used questionnaires, there was the need to do a pre-test whose whereabouts such as the population involved and its qualification was not provided. It was also noted that the study did not have a guiding

model or theory to substantiate its notion. Nnko (2022) did not consider part-time working as part of an indicator of work flexibility. Bett et al. (2022) considered work shifts, job sharing, and temporary contracts but failed to include remote working. Mwiti (2023) did not use secondary data to substantiate the performance of the staff. Therefore, since the study was considering public institutions which were guided by public service Act, there were established standard performance measuring metrics used.

On capacity building, the current study considered the findings of various studies and discovered several gaps. He and Ismail (2023) did their study in a public university hence there is need to ascertain the various capacity building programs present in Isiolo county governments in Kenya with the perspective of establishing its funding sources. Annan-Prah and Andoh (2023) failed to include the division respondents who are also part of the local government and whose opinion could have been significant to the study. Considerably, Mohammed (2022) did not include training monitoring methods needed to ensure that the training was successful and cost effective. Langat and Njoroge (2021) considered only training as part of capacity building but failed to include others like institutional policies, leadership styles, and management systems. Owino (2022) focused on only state corporations creating a gap to consider other types of institutions such as the one managed at the county level such as level-5 hospitals among others.

On staff recognition, the current study considered the findings of various studies and discovered several gaps. Presslee et al. (2022) indicated that the replication of such kind of study was only possible whereby performance measurement of each staff was costly and difficult. There is therefore need to expand it to a service-related institution such as county government and consider whether there would be a difference in results. Yang et al. (2022)

did not include various organizations such as the ones related to hospitality, tourism, education, and medicine. Odunayo (2022) did not examine the effect of non-existence of staff recognition towards attaining the vision, mission and objectives of various departments. Okereke and Asha (2022) failed to assess how the institutional policies on reward systems played part in the entire recognition process. Anyieni and Atambo (2020) did not reveal the efforts/ strategies/plans made by the management towards improving the recognition system in the bank. Mutiria et al. (2022) did not assess non-commercial parastatals to substantiate the consistency of the findings.

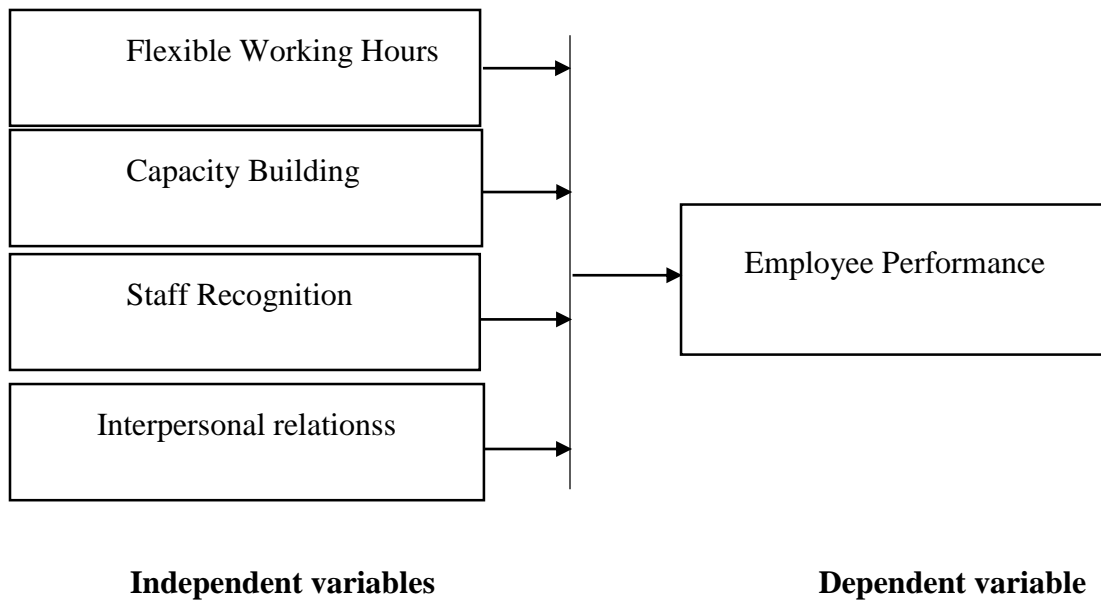
On interpersonal relations, the current study considered the findings of various studies and discovered several gaps. Abed et al. (2023) used convenience sampling method when selected the respondents which is a non-probability method which is discouraged from scientific studies. The 6 individuals used as respondents by Amalia et al. (2023) was less than 30, which is the required number in a scientific study. Additionally, the study also did not conduct a comparative study to ascertain how the staff not working from home communicate with each other and the challenges affecting their communication. Ayanbode et al. (2023) did not consider examining policy framework guide that directed on the interactions among the staff. Alase and Akinbo (2022) gathered information from only one bank meaning the replication of the findings would be difficult especially to non-banking institutions such as county governments. Murugu (2022) admitted that the study conducted a pilot test in Kiambu County government where the main study was being conducted and KCA. Khalid (2020) did not examine conflict management as part of an indicator of interpersonal relations.

2.5 Conceptual Framework

A conceptual framework presents the variables and the indicators of the study in a form of diagram so that their elaboration could be enhanced for purposes of clarity. Figure 2.1 provides the conceptual framework of the study.

Figure 2.1

Conceptual Framework

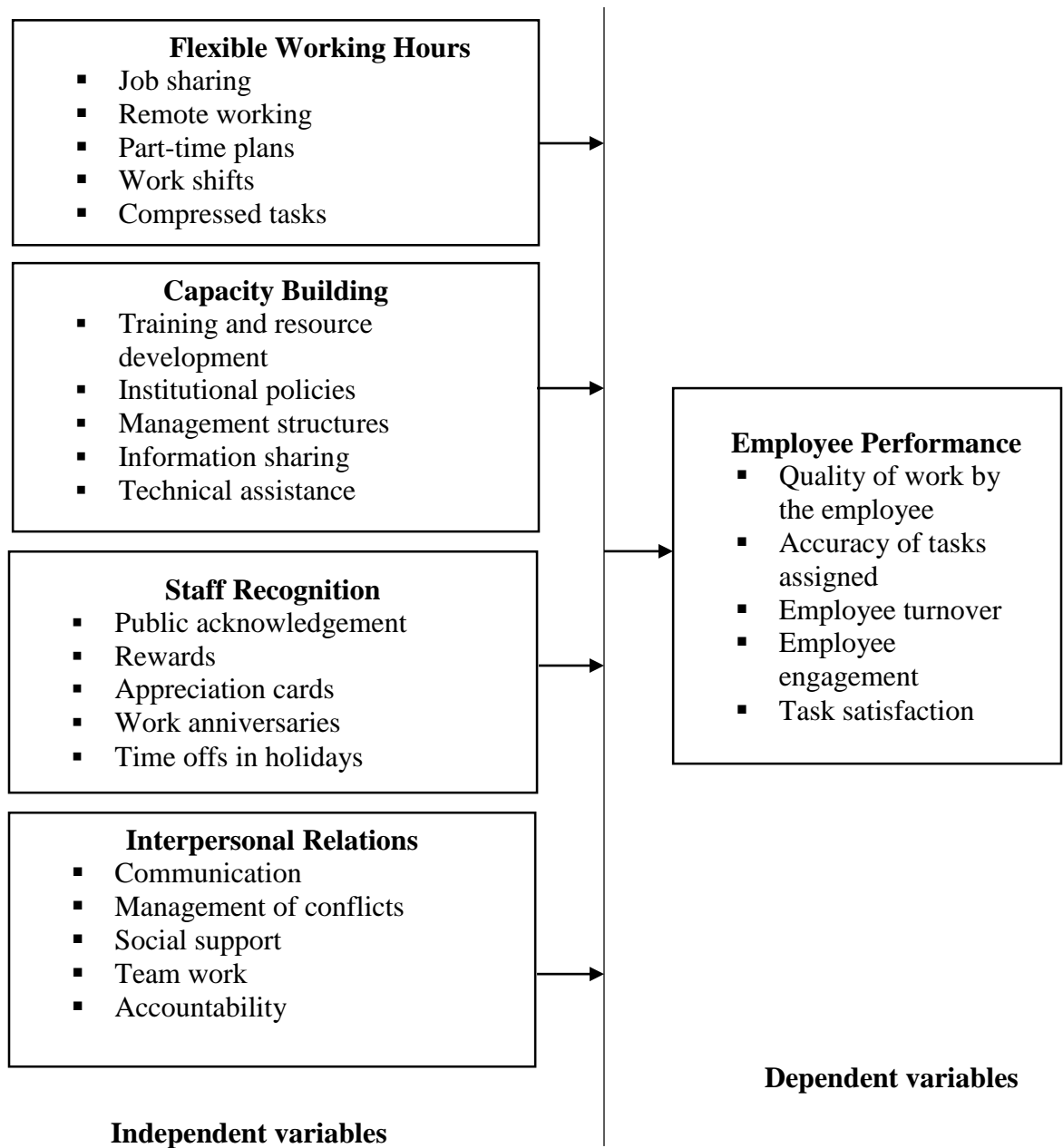


The dependent variable of the study is the employee performance with several independent variables such as flexible working hours, capacity building, staff recognition and interpersonal relations. Their indicators are provided in Figure 2.2.

2.6 Operational Framework

Figure 2.2

Operational Framework



The operational framework has provided various indicators of each variable of the study. Employee performance was measured using quality of work by the employee, accuracy of tasks assigned, employee turnover, employee engagement and tasks satisfaction. Additionally, flexible working hours was measured using job sharing, remote working, part-time plans, work shifts and compressed tasks. Considerably, capacity building was measured using training and resource development, institutional policies, management structures, information sharing and technical assistance. Further, staff recognition was measured using public acknowledgement, rewards, appreciation cards, work anniversaries and time offs in holidays. In addition, interpersonal relations were measured using communication, management of conflicts, social support, team work and accountability.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provided information on the following, research paradigm, design, location, target population, sampled population, data collection tools, data collection procedures, piloting, reliability, validity, measuring data, analysis of data and ethical considerations.

3.2 Research Design

The study adopted descriptive research design whereby the researcher collected and analyze quantitative data (Siedlecki, 2020). Additionally, the study used the research design determine to how flexible hours led to improved performance of the employees; when do interpersonal relations works best for staff; where capacity building should happen and its influence on the performance of the staff and what staff recognition measures adopted by the Isiolo county government, and their effect of the employee's output. Considerably, the descriptive research design gave the staff a chance to answer questions during their free time hence not interfere with their working schedules (Sileyew, 2019).

3.3 Target Population

The target population included 1,662 employees of Isiolo county government in various departments. These employees were 48 directors, 55 managers and 1,559 operational staff. The directors were considered to be the executive management team that develops county policies that have a direct implication on the entire county staff population. They were valuable since their input enabled the study understand the policy framework structure in

place regarding various intrinsic rewards such as flexible working hours, capacity building, staff recognition and interpersonal relations.

The managers were included in the study since they were well knowledgeable on the supervision attribute on the suggested employment working policies. Therefore, they provided information on various strengths and weaknesses they encounter when supervising the county work force. The operations staff were all junior staff involved in the implementation of the employment policies. They provided information on what was working and what was not in regards to flexible working hours, capacity building, staff recognition and interpersonal relations within the jurisdiction of the county government of Isiolo. The target population is provided in Table 3.1.

Table 3.1***Target Population***

No.	Departments	Directors	Managers	Operational Staff	Total
1.	Office of the governor	2	4	26	32
2.	Public service management/ Human Resource	3	3	35	41
3.	Health/medical services	4	6	223	233
4.	Water and irrigation	3	2	56	61
5.	Livestock	2	2	78	82
6.	Agriculture	3	3	44	50
7.	Education	4	5	133	142
8.	Vocational training	4	2	90	96
9.	Public works	3	3	107	113
10.	Lands	3	4	112	119
11.	Tourism	2	5	146	153
12.	Trade	3	2	88	93
13.	Gender and social service	4	4	93	101
14.	Environment	3	3	89	95
15.	Youth and sports	2	4	134	140
16.	Peace and cohesion	3	3	105	111
	Total	48	55	1559	1662

3.4 Sampling Procedure

The study begun by stratifying the work force in three sub-counties which are Isiolo, Merti and Galbatulla. This was done to ensure that the sample population was drawn from the entire county and not just one sub-county. Thereafter the study used simple random method to select samples of the directors, managers and operational staff (Taherdoost, 2021). To get the exact number from each category, the study used Yamane (1967) formula to obtain 43 directors, 48 managers and 318 operational staff, who were selected randomly as described below:

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

Where:

n= Sample size

N=Target population

e= Proportion of the study (0.05)

$$n = \frac{48}{1 + 48(0.05)^2}$$

= 43 Directors

$$n = \frac{55}{1 + 55(0.05)^2}$$

= 48 Managers

$$n = \frac{1559}{1 + 1559(0.05)^2}$$

= 318 operations staff

Table 3.2*Sample Population*

No.	Departments	Directors	Managers	Operational Staff	Total
1.	Office of the governor	1	3	16	20
2.	Public service management/ Human Resource	3	3	25	31
3.	Health/medical services	3	4	32	39
4.	Water and irrigation	2	2	21	25
5.	Livestock	2	2	28	32
6.	Agriculture	3	3	14	20
7.	Education	3	3	28	34
8.	Vocational training	3	2	11	16
9.	Public works	3	3	22	28
10.	Lands	3	3	20	26
11.	Tourism	2	4	15	21
12.	Trade	3	2	18	23
13.	Gender and social service	4	4	11	19
14.	Environment	3	3	19	25
15.	Youth and sports	2	4	21	27
16.	Peace and cohesion	3	3	17	23
	Total	43	48	318	409

3.5 Data Collection Instruments

Data collection instruments are the tools that a study uses to gather information from the sampled population in a concise and logical manner (Raifman et al., 2023; Taherdoost, 2021). Quantitative data was gathered through administering closed-ended questionnaires (appendices II). The questionnaire was categorized in various sections which included background information, flexible working hours, capacity building, staff recognition, interpersonal relations, and employee performance. The questionnaire had an Ordinal

Likert Scale measuring metric whereby 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The questions in each section apart from the background section, had five questions equal to the number of indicators of the study. Additionally, the nature of the questions asked were highly guided by the gaps developed in literature review and the indicators as well.

3.6 Piloting of Research Instruments

The pilot testing of instruments revealed what worked and what did not work in terms of the questions addressed in the data collection instruments (Sutha & Nurhanani, 2023; Ullah et al., 2023). Important comments and suggestions from pilot test respondents on how to improve the questions was captured. Therefore, the study conducted a pilot study in the neighboring Samburu County since the region borders the county to the east and it is also categorized as a hardship county. This means that the working conditions of the staff in Isiolo county are similar to the ones in Samburu County. Therefore, this gave a nearer perspective of how the study's questionnaires performed in the main study. The pilot test population was 4 directors, 5 managers and 32 operations staff selected through simple random method. This is in accordance to Mugenda and Mugenda (2003) who suggested that the population should comprise of ten percent of the population that has been sampled.

3.6.1 Reliability

The study used Cronbach Alpha coefficient which is a statistical measurement tool that has a range from 0 to 1 whereby coefficient from 0.7 to 1 indicates that the instruments are highly reliable, almost excellent and when the range is below 0.7, not very reliable

(Nikmard et al., 2023). Therefore, through assessing the reliability, the study got assurance that the questionnaires tested on pre-test study were good to be used in the main study.

3.6.2 Validity

The study examined three types of validity which are face, content and criterion (Surusu et al., 2020). Content validity was measured by ensuring that the questionnaires ask questions related to flexible working hours, capacity building, staff recognition, interpersonal relations, and employee performance (Surusu et al., 2020). Criterion validity was ensured when every finding generated by the study was compared to past studies (Cheung, et al., 2023). Face validity was measured by ensuring that the data collection instruments assessed the effect of flexible working hours, capacity building, staff recognition, and interpersonal relations on employee performance, separately (Cheung, et al., 2023).

3.7 Data Collection Procedure

The researcher obtained the approval from KeMU through an introduction letter which was needed when applying for the research permit from NACOSTI. Thereafter the researcher consulted the services of two research assistants to assist in Merti and Galbatulla sub-counties while the researcher handles the Isiolo sub-county. The research assistants were consulted based on their experience in the respective regions and in data collection cumulatively. On the day of data collection, the researcher headed towards the Isiolo county government headquarters in Isiolo town. It is during this time that the researcher sought authorization from the required director/ managers. Once the permission was granted, the researcher then administered the questionnaires to the sampled population. Their consent was sought before being issued with the questionnaires and the one's that

did not want to participate in the study, were not forced to do so. Therefore, the ones that agreed to participate were required to do so within a week and hence the filled in questionnaires were collected for further analysis. Research assistants thanked the respondents and stored the questionnaires in a safe place to avoid tampering them.

3.8 Data Analysis and Presentation

The collected data was sorted and cleaned for purposes of being entered into the excel spreadsheets. This process was used to sort out and possibly eliminate incomplete questionnaires such that the entered data was accurate and complete. SPSS software version 25 was used during the analysis process to provide descriptive and inferential analysis. On descriptive analysis, the study ensured that various statistics like frequencies, percentages and means were measured. The various inferential statistics that were determined included Pearson Correlation to determine the hypothesis of the study while the multiple regression was used to determine the general objective and test the regression model of the study. The study's regression model in question is an indicated below:

$$Y = C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Employee Performance

β_i = Coefficients to be estimated

C = Constant

X₁ = Flexible Working Hours

X₂ = Capacity Building

X₃ = Staff Recognition

X4 = Interpersonal relations

e= error term

3.9 Ethical Considerations

The study ensured that there were various ethical standards that were maintained throughout the process. The standards related sought authorization from KeMU and NACOSTI for research permit. Further, the study also ensured that the interactions with the respondents and data preservation were ethically conducted. This is in terms of seeking consent from the respondents through a letter of introduction (appendix I). Further on, there were no question inquired outside the scope of the study but in relation to the effect of intrinsic rewards on employee performance of Isiolo county government, Kenya.

CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings on the effect of intrinsic rewards on employee performance of Isiolo county government, Kenya. It covers reliability results, response rate, background information, diagnostic tests and descriptive statistics.

4.2 Response Rate

The study sampled 43 directors, 48 managers and 318 operations staff. They were issued with questionnaires and the results are provided in Table 4.1.

Table 4.1

Response Rate

Respondents	Sampled	Response	Percentage
Directors	43	27	63%
Managers	48	32	67%
Operational staff	318	280	54%
Total	409	339	83%

Table 4.1 indicates that 27(63%) directors, 32(67%) managers and 280(54%) operational staff, responded to the study. This was an average of 339 (83%) response rate. Therefore, according to Mugenda and Mugenda (2003), response rate of above 70% indicates very good outcome of a study. Therefore, this implied that a large population was attracted to

the study since it directly concerned how their performance was directly affected by the intrinsic rewards offered by the county government.

4.3 Reliability Results

The study conducted a pilot study in the neighboring Samburu County. Table 4.2 provides results.

Table 4.2

Reliability Results

Instrument	Cronbach's Alpha	N of Items
Flexible working hours	0.794	5
Capacity building	0.834	5
Staff recognition	0.885	5
Interpersonal relations	0.921	5
Employee performance	0.863	5
Average	0.859	5

Table 4.2 indicates that the average Cronbach Alpha coefficient was 0.859 which was more than 0.7. According to Nikmard et al. (2023), coefficient from 0.7 to 1 indicates that the instruments are highly reliable and when the range is below 0.7, not reliable. Therefore, based on this, the questionnaires used in the study were reliable because they had a coefficient of 0.859.

4.4 Background Information

The study asked background information from the respondents which involved their job position and work experience. Table 4.3 provides the results.

Table 4.3***Demographic Information for Managers and Staff***

Job position	Frequency	Percent	Cumulative Percent
Directors	27	8	8
Managers	32	9	17
Operational staff	280	83	100
Total	339	100	
Work experience in the county government	Frequency	Percentage	Cumulative Percent
Above 5 years	53	16	16
2 to 5 years	180	53	69
1 to 3 years	76	23	92
Less than one year	30	8	100
Total	339	100	

Table 4.3 indicates that 27(8%) directors, 32(9%) managers and 280(83%) operational staff, responded to the study. Among the respondents of the three-job cadre, operation staffs were the majority. This implied that the operations staff were willing to answer the questionnaires since the study impacted their intrinsic reward interests and management. Comparatively, Apuko (2021) also established that the performance of staff in Homabay county government was closely affected by the reward system that was non-monetary. Therefore, any negotiation relating to non-monetary rewards intrigued them positively.

In addition, the respondents who had highest working experience were 180(53%) with 2 to 5 years of work experience. This was followed by 76(23%) who had worked for 1 to 3 years. The respondents who had worked for less than one year were 30(8%). The results imply that majority of the employees in Isiolo County had worked for a period of 1 to 5

years on average. This shows that there were various factors that hindered them not to work for more than five years. This could be related to the focus of the employees being on extrinsic rewards more than on intrinsic rewards. Additionally, the change in county leadership could have affected the intrinsic reward structure, demotivating the employee to stay in their county positions for long. The same sentiments were echoed by Mulu (2023) who revealed that the previous Machakos county government leadership, had set up policies that guided on non-monetary incentives. However, the coming in of the new leadership after 2022 general elections revolutionized policies all across the county government. This had both negative and positive impact on the reward structure that was intrinsic focused.

4.5 Diagnostic Test

The study conducted various diagnostic tests such as normality, linearity and multicollinearity.

4.5.1 Normality Test

The study conducted normality test to ascertain the completeness of data as provided in Table 4.4.

Table 4.4***Normality Test***

		Employee performan ce	Flexible working hours	Capacity building	Staff recognitio n	Interperso nal relations
N		339	339	339	339	339
Normal Parameters ^a , b	Mean	10.6077	10.4290	9.2773	13.8230	9.7758
	Std. Deviation	2.59655	2.66575	2.49493	2.95698	2.58407
Most Extreme Differences	Absolute	.089	.209	.159	.191	.108
	Positive	.089	.209	.159	.131	.108
	Negative	-.085	-.143	-.107	-.191	-.080
Kolmogorov-Smirnov Z		.639	.840	.926	.517	.989
Asymp. Sig. (2-tailed)		.201	.142	.096	.229	.088

a. Test distribution is Normal.

b. Calculated from data.

Table 4.4 indicates that Asymp value/Significance value for flexible working hours was 0.142; Capacity building was 0.96; staff recognition was 0.229; interpersonal relations was 0.088 and employee performance was 0.201. Therefore, since the significance value was above 0.05, it shows the data was normal.

4.5.2 Linearity Test

The study conducted linearity test to examine the relationship between intrinsic rewards and employee performance. Table 4.5 provides linearity test.

Table 4.5

Linearity Test

			Sum of	df	Mean	F	Sig.
			Squares		Square		
Employees turnover *	Between Groups	(Combined)	9.171	14	.655	.879	.583
		Linearity	.037	1	.037	.050	.823
		Deviation from	9.133	13	.703	.942	.509
		Linearity					
Flexible working hours	Within Groups		240.829	325	.746		
	Total		250.000	339			
Capacity building	Between Groups	(Combined)	13.512	13	1.039	1.428	.144
		Linearity	.000	1	.000	.000	.987
		Deviation from	13.512	12	1.126	1.547	.106
		Linearity					
Staff recognition	Within Groups		236.541	326	.728		
	Total		250.053	339			
Interpersonal relations	Between Groups	(Combined)	8.660	13	.666	.897	.557
		Linearity	1.621	1	1.621	2.183	.141
		Deviation from	7.039	12	.587	.790	.661
		Linearity					
Interpersonal relations	Within Groups		241.393	326	.743		
	Total		250.053	339			

Table 4.5 indicates that Significance value for flexible working hours was 0.509; Capacity building was 0.106; staff recognition was 0.089 and interpersonal relations was 0.661. Therefore, since the significance value was above 0.05, it shows that there is a linear relationship between intrinsic rewards and employee performance.

4.5.3 Multicollinearity

The study conducted multicollinearity test to ascertain the unique characteristics of intrinsic rewards variables against each other. Table 4.6 provides the results.

Table 4.6

Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Flexible working hours	.950	1.053
Capacity building	.799	1.252
Staff recognition	.906	1.103
Interpersonal relations	.876	1.141

Table 4.6 indicates that flexible working hours had a tolerance value of 0.950 and VIF of 1.053; Capacity building had a tolerance value of 0.799 and VIF of 1.252; Staff recognition had a tolerance value of 0.906 and VIF of 1.103 and interpersonal relations had a tolerance value of 0.876 and VIF of 1.141.

4.5.4 Autocorrelation Test

The study conducted an autocorrelation test using Durbin Watson as revealed in Table 4.7.

Table 4.7

Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.762 ^a	.581	.578	2.50603	1.7245

As shown in Table 4.7, the Durbin Watson was 1.7245 which was less than 2. This therefore meant that there was a positive correlation.

4.6 Descriptive Statistics of Employee Performance

Employee performance was the dependent variable and had indicators such as quality of work by the employee, accuracy of tasks assigned, employee turnover, employee engagement, task satisfaction. The tables had an ordinal Likert scale whereby 1 represented strongly disagree; 2- disagree;3-neutral;4-agree and 5-strongly agree. Table 4.8 provides the results.

Table 4.8***Descriptive Statistics of Employee Performance***

Statements N=339	1	2	3	4	5	Mean
Quality of work done to assess strength and weakness	46 (14%)	53 (16%)	5 (1%)	147 (43%)	88 (26%)	4.14
Accuracy when doing tasks	0 (0%)	58 (17%)	83 (24%)	98 (29%)	100 (30%)	3.86
Motivation to work	70 (21%)	161 (47%)	7 (2%)	47 (14%)	54 (16%)	2.18
Employee engagement process	0 (0%)	80 (24%)	89 (26%)	97 (29%)	73 (22%)	3.57
Task satisfaction Metrix	114 (35%)	35 (10%)	62 (18%)	80 (23%)	48 (14%)	3.06

Table 4.8 indicates that majority of the respondents 88(26%), strongly agreed and 147(43%) agreed on a mean of 4.14, that the quality of work done by the employee enabled the management assess their strengths and weaknesses for purposes of rewarding them. However, 70(21%) respondents, strongly disagreed and 161(47%) disagreed on a mean of 2.18, that employees were motivated to work in the county government hence reducing employee turnover.

The results implied that the county government management had made cognizable efforts towards improving performance of employees. This effort included assessment of the staff to understand their strengths and weaknesses. Through this method the employees were able to be intrinsically rewarded based on their output. Nevertheless, the performance of employees was minimally affected since the source of motivation contradicted the action plan by the management on their assessment. Comparatively, Mutiria et al. (2022) assessed how government affiliated institution's performance was affected by the system of reward. In their findings they noted that most focus of the staff was hardly on intrinsic rewards. Therefore, majority of managers efforts were futile towards shaping the employee performance.

4.7 Descriptive Statistics of Flexible Working Hours

Flexible working hours was the first independent variable and had indicators such as job sharing, remote working, Part-time plans, Work shifts, Compressed tasks. Table 4.9 provides the results.

Table 4.9*Descriptive Statistics of Flexible Working Hours*

Statements	1	2	3	4	5	Mean
N=339						
Job sharing technique to attain departmental objectives	76 (22%)	107 (32%)	63 (19%)	51 (15%)	42 (12%)	2.43
Local arrangements on remote working options	56 (17%)	60 (18%)	20 (5%)	117 (35%)	86 (25%)	4.21
County policy on work shifts	50 (15%)	67 (19%)	40 (12%)	109 (32%)	73 (22%)	4.04
Working shifts	25 (7%)	70 (21%)	95 (28%)	90 (27%)	59 (17%)	3.52
Compressed task performance	36 (11%)	55 (16%)	96 (28%)	81 (24%)	71 (21%)	3.08

Table 4.9 indicates that majority of the respondents 86(25%) strongly agreed and 117(35%) agreed on a mean of 4.21, that there was a local arrangement between the staff and their supervisors on how to deliver the assigned tasks on remote working option However, 76(22%) respondents, strongly disagreed and 107(32%) disagreed on a mean of 2.43, Tasks

were sub-divided using a job-sharing technique to allow employees attend to other areas of their lives and still manage to attain the departmental objectives.

The results imply that the county government had incorporated a method of allowing their staff to work remotely and in-office. However, there was a problem of how tasks were sub-divided among the staff, this brought about division of work, complains and unnecessary competition. According to Mwiti (2023), failure to have a reliable work sub-division structure encouraged laziness, reduced morale and increased burn outs to the overworked staff.

4.8 Descriptive Statistics of Capacity Building

Capacity building was the second independent variable and had indicators such training and resource development, institutional policies, management structures, information sharing and technical assistance. Table 4.10 provides the results.

Table 4.10***Descriptive Statistics of Capacity Building***

Statements	1	2	3	4	5	Mean
N=339						
Training and resource development	25 (7%)	48 (14%)	59 (17%)	118 (35%)	89 (27%)	4.27
Institutional policies	74 (22%)	110 (32%)	67 (20%)	45 (13%)	43 (13%)	2.58
Management structure on development of staff capacities	47 (14%)	49 (14%)	90 (27%)	78 (23%)	75 (22%)	3.24
Cost effective information sharing platforms	43 (13%)	52 (16%)	100 (29%)	93 (27%)	51 (15%)	3.67
Technical sustenance to staff by a team	45 (13%)	52 (15%)	80 (24%)	105 (31%)	57 (17%)	4.03

Table 4.9 discloses that majority of the respondents 89(27%) respondents, strongly agreed and 118(35%) agreed on a mean of 4.27, that training and resource development were key towards establishing the weaknesses of staff causing low performance. However, 74(22%) respondents, strongly disagreed and 110(32%) disagreed on a mean of 2.43, that there were institutional policies that supported frequent capacity building among the staff.

The result implied that the respondents agreed that there was need for training since it enabled them to gain relevant skills and knowledge which was paramount in performing their tasks efficiently. Training was considered a boost toward diligence in tasks accomplishment and excellence. Nevertheless, the training was not performed as frequently as it should be. This was partly due to low resource allocation to the human resource department that would cater for training charges. Therefore, trainings were offered on the basis of the most important dockets and timelines such as on new employee, promoted staff and adaptation to new technology. This was a weakness since there were less job trainings and refresher courses to ensure effectiveness of completion of tasks among the staff. According to Langat and Njoroge (2021), even though training was essential towards improving performance, there was a problem of funds allocation by Kericho county government in support of that. This left out most training needs of employees hence people opted to individually fund the training needs.

4.9 Descriptive Results of Staff Recognition

Staff recognition was the third independent variable and had indicators such as public acknowledgement, rewards, appreciation cards, work anniversaries and time offs in holidays. Table 4.11 provides the results.

Table 4.11***Descriptive Statistics of Staff Recognition***

Statements	1	2	3	4	5	Mean
N=339						
Public acknowledge ment to hardworking staff	40 (12%)	35 (10%)	63 (19%)	105 (31%)	96 (28%)	4.16
Incentives as a way to enhance staff recognition	33 (10%)	41 (12%)	58 (17%)	113 (33%)	94 (28%)	4.48
Appreciation cards as a way of staff acknowledge ment	87 (26%)	105 (31%)	52 (15%)	50 (15%)	45 (13%)	2.32
Culture to celebrate anniversaries	92 (27%)	103 (30%)	55 (16%)	48 (14%)	41 (12%)	2.28
Consistent time offs to	67 (19%)	69 (22%)	82 (24%)	72 (21%)	49 (14%)	3.15

Table 4.11 shows that majority of the respondents 94(28%) respondents, strongly agreed and 113(33%) agreed on a mean of 4.16, that rewards had been the major techniques used to enhance the recognition system among the county staff. However, 92(27%) respondents, strongly disagreed and 103(30%) disagreed on a mean of 2.28, that staff felt elevated when

they received appreciation cards from the management as a way of acknowledging their efforts.

The results implied that the respondents agreed that there has been a recognition system that has been put in place to recognize efforts of workers. This was in terms of rewards. However, it had a problem because the employees were not consulted on the best reward system that would make them feel elevated. According to Okere and Asha (2022), intrinsic rewards such as gift cards were good, however, they did not have higher value as compared to free professional courses that would enhance employee's professional life. Therefore, employees preferred an intrinsic reward that is well known and communicated to them priorly as the main prize rather than random gift cards. According to Manzoor and Asif (2021) gift cards carried more significance to European and American Nations as compared to African Nations.

4.10 Descriptive Statistics of Interpersonal relations

Interpersonal relations were the fourth independent variable and had indicators such as communication, management of conflicts, social support, team work and accountability.

Table 4.12 provides the results.

Table 4.12*Descriptive Statistics of Interpersonal Relations*

Statements N=339	1	2	3	4	5	Mean
Frequent communication channels	44 (13%)	75 (22%)	97 (29%)	74 (22%)	49 (14%)	3.71
Management of conflicts in ensuring interpersonal relations	94 (28%)	120 (35%)	54 (16%)	29 (9%)	42 (12%)	2.24
Social support mechanisms	43 (13%)	48 (14%)	58 (17%)	110 (32%)	80 (24%)	4.13
Team works among senior and junior staff	45 (13%)	75 (22%)	99 (29%)	73 (22%)	47 (14%)	3.81
Policy framework on staff interaction	59 (17%)	60 (18%)	85 (25%)	82 (24%)	53 (16%)	3.45

Table 4.12 shows that majority of the respondents 80(24%) respondents, strongly agreed and 110(32%) agreed on a mean of 4.13, that there were social support mechanisms that enabled the staff speak out on their frustrations to facilitate quality working arrangements and interpersonal relationships. However, 94(28%) respondents, strongly disagreed and

120(35%) disagreed on a mean of 2.24, that Management of conflicts was considered paramount in ensuring that interpersonal relations remain consistent and relevant to the departmental goals.

The study implied that, Isiolo county government had allowed their staff to speak out without prejudice of victimization through agreed social platforms and workers unions. However, even though they raised those issues little efforts were done to resolve them on time by the management. According to Kumari (2021), employees have been complaining of lack of seriousness by the management towards implementing different CBA. Additionally, Murugu (2022) contemplated on how employees were demotivated by the management even though they thought the management showed concern on their issue.

4.11 Correlation Analysis

The study had research hypothesis which stated that that there was no significant effect of flexible working hours on employee performance; there was no significant effect of capacity building on employee performance; there was no significant effect of staff recognition on employee performance; and there was no significant effect of interpersonal on employee performance. Table 4.13 provides the results of correlation analysis.

Table 4.13***Correlation Analysis***

		Employee performance	Flexible working hours	Capacity building	Staff recogniti on	Interperso nal relations
Employee performan ce	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	339				
Flexible working hours	Pearson Correlation	.741	1			
	Sig. (2-tailed)	.002				
	N	339	339			
Capacity building	Pearson Correlation	.407	.007	1		
	Sig. (2-tailed)	.017	.897			
	N	339	339	339		
Staff recognitio n	Pearson Correlation	.818	.032	-.034	1	
	Sig. (2-tailed)	.020	.554	.537		
	N	339	339	339	339	
Interperso nal relations	Pearson Correlation	.684*	.077	.045	.008	1
	Sig. (2-tailed)	.000	.156	.412	.884	
	N	339	339	339	339	339

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.13 indicates that the correlation coefficient $r=0.741$ at $\alpha < 0.02$ and 99% significance level. Therefore, since the correlation coefficient was less than 1 and p- value was less than 0.05, the study rejected the null hypothesis. Therefore, this means that flexible working hours had a significant effect on employee performance. Comparatively, Idowu (2020) found out there was also a positive correlation while assessing how Nigeria's manufacturing

industries retained their workers based on performance as a result of flexible hours of working.

Table 4.13 indicates that the correlation coefficient $r=0.407$ at $\alpha < 0.017$ and 99% significance level. Therefore, since the correlation coefficient was less than 1 and p- value was less than 0.05, the study rejected the null hypothesis. Comparatively, Amiga (2020) found out that there was a positive correlation of capacity building and performance of employees work while assessing how Kenya's private universities workers satisfaction was influenced by capacity building.

Table 4.13 indicates that the correlation coefficient $r=0.818$ at $\alpha < 0.020$ and 99% significance level. Therefore, since the correlation coefficient was less than 1 and p- value was less than 0.05, the study rejected the null hypothesis. Comparatively, Kariuki (2021) found out there was a positive correlation in staff recognition and performance of employees. The study assessed how Nyeri county public hospitals employees performed their tasks following correct reward systems.

Table 4.13 indicates that the correlation coefficient $r=0.684$ at $\alpha < 0.000$ and 99% significance level. Therefore, since the correlation coefficient was less than 1 and p- value was less than 0.05, the study rejected the null hypothesis. Kirimi (2023) supported the study by discovering a positive correlation between interpersonal relations performance of employee after predicting teachers' work satisfaction in public primary schools in Nairobi, based on their work environment, attitude, and interpersonal interactions.

4.12 Multiple Regression Analysis

The study conducted multiple regression analysis to examine the influence of intrinsic rewards on employee performance. The three-analysis done were; model summary, NOVA and regression coefficient.

4.12.1 Model Summary

The study conducted a model summary to ascertain the percentage influence of intrinsic rewards on employee performance. Table 4.14 provides the results.

Table 4.14

Model Summary of the Effect of Intrinsic Rewards on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.581	.578	2.50603

a. Predictors: (Constant), Interpersonal relations, Staff recognition, Capacity building, Flexible working hours

Table 4.14 indicates R was 0.762 and R square was 0.581 revealing that intrinsic rewards had 58.1% effect on employee performance. The other 41.9% were on the factors considered in the study. Intrinsic rewards comprise of key motivation aspects of employees to motivate them towards achieving desired outcome. Comparatively, Muchoki (2020) also found out that there was a 70% influence of intrinsic rewards among St Martins employees in Nyahururu.

4.12.2 ANOVA Analysis

The study also provided ANOVA analysis to ascertain and answer the general objective which examined the effect of intrinsic rewards on employee performance of Isiolo county government, Kenya. Table 4.15 provides the results.

Table 4.15

ANOVA Results of the Effect of Intrinsic Rewards on Employee Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	145.487	4	236.372	102.706	.008 ^b
Residual	104.566	334	21.318		
Total	250.053	338			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Interpersonal relations, Staff recognition, Capacity building, Flexible working hours

Table 4.15 indicates that the p-value was 0.008 and F of 102.706. Therefore, since the p value was less than 0.05, intrinsic rewards had positive effect on employee performance. In comparison, Manzoor (2021) discovered that intrinsic rewards had a favorable effect on employee motivation and performance.

4.12.3 Regression Coefficient Analysis

The study had a model which indicated: $Y = C + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$

Where:

Y = Employee Performance

β_i = Coefficients to be estimated

C= Constant

X1= Flexible Working Hours

X2 = Capacity Building

X3 = Staff Recognition

X4 = Interpersonal relations

e= error term

Table 4.16

Regression Coefficient of the Effect of Intrinsic Rewards on Employee Performance

Model	Unstandardized Coefficients		Standardize	T	Sig.	
	B	Std. Error	d Coefficients Beta			
	(Constant)	17.365	2.401	7.234	.000	
	Flexible working hours	.105	.083	.069	2.267	.006
1	Capacity building	.019	.084	.012	2.226	.001
	Staff recognition	.029	.087	.018	4.331	.007
	Interpersonal relations	.181	.079	.125	3.288	.013

a. Dependent Variable: Employee performance

Table 4.16 indicates that constant is 17.365, flexible working hours was 0.105, capacity building was 0.019, staff recognition was 0.029, interpersonal relations was 0.181 and error term was 2.401. That is, $C= 17.365$, $X1=0.105$, $X2=0.019$, $X3=0.029$, $X4=0.181$, $e=2.401$. Therefore, when equated to the equation $Y=17.365C+ 0.105X1+ 0.019X2+ 0.029X3+0.181X4$. This shows when one unit of flexible working hours, capacity building, staff recognition and interpersonal relations was added, it increased employee performance by $17.365+ 0.105+ 0.019+ 0.029+0.181$.

Additionally, the results also imply that separately, all the variables were insignificant but when combined all variables were significant. Therefore, more emphasis should be enhanced to ensure that there more robust communication structures especially between the management and the operations staff. Additionally, conflicts that arise in the cause of serving the county, should be resolved amicably and also provision of social support and team work. Further, there should be emphasis of accountability of actions so as to consistently improve employee performance. The results are similar to Kirimi (2023) who established a positive correlation between interpersonal relations performance of employees.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The main objective of the study was to examine the effect of intrinsic rewards on employee performance of Isiolo county government, Kenya. The specific objectives were to determine the effect of flexible working hours, capacity building, staff recognition and interpersonal relations on employee performance of Isiolo County Government, Kenya.

5.2 Summary of Results

A summary of the findings is provided in section 5.2.1 to 5.2.4 based on each objective. Notably, the R-square was 0.581 revealing that intrinsic rewards had 58.1% effect on employee performance. Therefore, since the p value was less than 0.05, intrinsic rewards had positive effect on employee performance. The overall model results imply that separately, all the variables were insignificant but when combined all variables were significant.

5.2.1 Flexible Working Hours and Employee Performance

The findings of the questionnaire indicated that there was a local arrangement between the staff and their supervisors on how to deliver the assigned tasks on remote working option. However, tasks were not sub-divided using a job-sharing technique to allow employees attend to other areas of their lives and still manage to attain the departmental objectives. The study also established that there was a significant effect of flexible working hours on employee performance in Isiolo County Government, Kenya.

5.2.2 Capacity Building and Employee Performance

The findings of the questionnaire indicated that training and resource development were key towards establishing the weaknesses of staff causing low performance. However, there were no institutional policies that support frequent capacity building among the staff. The study also established that there was a significant effect of capacity building on employee performance in Isiolo County Government, Kenya.

5.2.3 Staff Recognition and Employee Performance

The findings of the questionnaire indicated that rewards had been the major technique used to enhance the recognition system among the county staff. However, staff did not feel elevated when they received appreciation cards from the management as a way of acknowledging their efforts. The study also established that there was a significant effect of staff recognition on employee performance in Isiolo County Government, Kenya.

5.2.4 Interpersonal Relations and Employee Performance

The findings of the questionnaire showed that there were social support mechanisms that enabled the staff speak out on their frustrations to facilitate quality working arrangements and interpersonal relationships. However, management of conflicts was not considered paramount in ensuring that interpersonal relations remain consistent and relevant to the departmental goals. The study also established that there was a significant effect of interpersonal relations on employee performance in Isiolo County Government, Kenya.

5.3 Conclusions of the Study

The conclusion on flexible working hours was that it had a positive effect on the performance of employees. It was established that there was a hybrid working method which included in-office and remote operations. That notwithstanding, the choice on hybrid options was based on informal agreement between first line supervisor and an employee. This brought about unprofessional favors and unbalanced allocation of tasks to the staff. Consequently, the long-term effect was poor completion of tasks, late submission of assignments and lack of adequate supervision leading to unsatisfactory work.

The conclusion on capacity building was that it had a positive effect on the performance of employees. It was established that employees were conversant with human resource policy document on training. Additionally, it was appreciated that as business needs were evolving so was the training requirements to ensure consistent performance. However, human resource department financial needs were not adequately met by the county government when preparing the budget. This left the department to work with limited finances that were supposed to serve a growing work force in the county government. The detrimental effect was that some training requirements were not adhered to, hence affecting the performance of the workers.

The conclusion on staff recognition was that it had a positive effect on the performance of employees. It was established that county government had made efforts to ensure that the staff who show potential and excellence in their work are rewarded. Nevertheless, the rewarding system was equivocally decided by few management team members without necessarily consulting the employees. The end term effect was substandard rewards and acknowledgements.

The conclusion on interpersonal relations was that it had a positive effect on the performance of employees. It was established that there was freedom of speech and communication system across the county government departments. The management had allowed junior employees to express their frustrations by the virtue of constitutional limits. However, since the decision making relied on few 'chosen' management team members, most expressed opinions on how to enhance various performance matrix was not implemented. This led to further complains, strain and unsatisfied intrinsic interpersonal relations among the workers or between the workers and the managers.

5.4 Recommendations of the Study

The study's recommendation on flexible working hours is that there should be a formal policy structure formulation by the management that allows equality and fairness on allocation of tasks and the choice of either working in office or remotely. Additionally, there should be empowerment of organization laws and regulations to support disciplinary actions by the management, so as to discourage late submission of assignments. There should be encouragement of work contract signing an agreement between the workers and the supervisors that supports in job training to reduce work related errors/ unsatisfactory work.

The study's recommendation on capacity building is that the senior county leadership should reconsider increasing the budget allocation to HR to cater for recruitment, training, promotion and salary increment functions. The human resource department staff should encourage peer supported training mechanisms to reduce the cost of training among the staff that is whereby staff are encourage to provide informal trainings amongst themselves.

The study's recommendation on staff recognition is that there should be a collective bargaining agreement between the staff and the management to encourage incorporation to decision making. This is whereby the opinion of staff is consulted before a solid decision is made by the management. This will encourage consultative reward structure that is well known before hand to motivate the staff into delivering expectations of the management.

The study's recommendation on interpersonal relations is that there should be more interactive sessions between the management and the staff created through formal meetings, trainings, benchmarking and team building initiatives. This will break the ceiling barrier between the junior employees and the senior management. Additionally, there should be encouragement of vertical and horizontal communication structures to reduce bureaucracy in decision making.

5.5 Suggestion for Future Studies

The study was conducted in Isiolo county government hence future studies should examine how intrinsic reward systems enhances performance of staff in other counties in Kenya. The included, directors, managers and operation staff hence future studies should also include subordinate staff.

Additionally, the study used questionnaires to collect data hence future studies should use other qualitative data collection methods such as interviews and observations to improve the experiences of intrinsic rewards.

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APPENDICIES

Appendix I: Introduction Letter

Dear Respondent,

I am a student pursuing Masters of Business Administration (Human Resource Management) of Kenya Methodist University. Am conducting a study on the effect of intrinsic rewards on employee performance of Isiolo county government, Kenya. You have been recognized as a potential respondent to the study and would wish to request for your input in answering the questionnaire.

Please note that the process of answering questionnaire is not compulsory hence you have an option of not taking part. However, if you chose to take part, also note that it will not attract any monetary or non-monetary benefits to you. Considerably, the responses gathered will only be used for academic purposes. Thank you for your consideration towards my request.

Yours faithfully,

Habadasso Gufu
Bus-3-0801-3/2016

Appendix II: Questionnaire

This is a closed-ended questionnaires that has questions related to the effect of intrinsic rewards on employee performance of Isiolo county government, Kenya. Please take your time to read and tick where appropriate in the spaces provided. This will be a confirmation that you consent to take part in the study.

SECTION A: BACKGROUND INFORMATION

1. Job position

- a) Directors
- b) Managers
- c) Operational staff

2. Work Experience in the county government

- a) Less than 1 year
- b) 1 to 3 years
- c) 2 to 5 years
- d) Above 5 years

SECTION B: EFFECT OF FLEXIBLE WORKING HOURS ON EMPLOYEE PERFORMANCE

This section has questions regarding the effect of flexible working hours on employee performance. Please tick as appropriate in the boxes where 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree.

No	Statement	1	2	3	4	5
1.	Tasks are sub-divided using a job-sharing technique to allow employees attend to other areas of their lives and still manage to attain the departmental objectives					
2.	There is a local arrangement between the staff and their supervisors on how to deliver the assigned tasks on remote working option					
3.	County policy dictates that the staff should work under part-time plans only on added tasks beyond office hours which attracts allowances					
4.	Departments allow their staff to work on shifts especially when the job responsibilities are consistently needed. E.g provision of utilities to the public					
5.	Compressed tasks give the staff an opportunity to accumulatively perform their tasks on a specified timeline.					

SECTION C: EFFECT OF CAPACITY BUILDING ON EMPLOYEE PERFORMANCE

This section has questions regarding the effect of capacity building on employee performance. Please tick as appropriate in the boxes where 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree.

No	Statement	1	2	3	4	5
1.	Training and resource development are key towards establishing the weaknesses of staff causing low performance					
2.	There are institutional policies that support frequent capacity building among the staff					
3.	Management structures have enabled the leadership use effective leadership styles that favor the development of the staff's capacities.					

4.	The county has invested cost effective information sharing platforms that allow the staff to cooperatively deliver on their tasks					
5.	There is a team that offers technical assistance to staff as a measure of enhancing their capacities in respective departments					

SECTION D: EFFECT OF STAFF RECOGNITION ON EMPLOYEE PERFORMANCE

This section has questions regarding the effect of staff recognition on employee performance. Please tick as appropriate in the boxes where 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree.

No	Statement	1	2	3	4	5
1.	Public acknowledgement is support by the institutional policy to recognize the efforts of hardworking staff					
2.	Rewards have been the major techniques used to enhance the recognition system among the county staff					
3.	Staff feel elevated when they receive appreciation cards from the management as a way of acknowledging their efforts					
4.	There is an organizational culture that allows staff to celebrate work anniversaries of the others					
5.	The management allows consistent time offs in terms of holidays to enable staff avoid work related burn-outs					

SECTION E: EFFECT OF INTERPERSONAL RELATIONSS ON EMPLOYEE PERFORMANCE

This section has questions regarding the effect of interpersonal relations on employee performance. Please tick as appropriate in the boxes where 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree.

No	Statement	1	2	3	4	5

1.	There are frequent communication channels that are used by the county staff to facilitate sharing of information and instructions					
2.	Management of conflicts is considered paramount in ensuring that interpersonal relations remain consistent and relevant to the departmental goals					
3.	There are social support mechanisms that enable the staff speak out on their frustrations to facilitate quality working arrangements and interpersonal relationships					
4.	Team work facilitates flow of ideas from the senior and junior staff in the county government					
5.	There is an existing policy framework that allowed accountability on any interactions the staff made amongst themselves or with the public					

SECTION F: EMPLOYEE PERFORMANCE

This section has questions regarding employee performance. Please tick as appropriate in the boxes where 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree.

No	Statement	1	2	3	4	5
1.	The quality of work done by the employee enables the management assess their strengths and weaknesses for purposes of rewarding them					
2.	The staff are encouraged to ensure that they consistently use standard accuracy when doing the assigned tasks to reduce work related errors					
3.	Employees are motivated to work in the county government hence reducing employee turnover					
4.	County leadership always seeks the opinion of the staff to ensure that any implemented policies have gone through employee engagement process					
5.	Task satisfaction metrics recommended by the HR policy document have been communicated to both the staff and their supervisors					

Appendix III: Introduction Letter from KeMU



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya

Fax: 254-64-30162

Tel: 254-064-30301/31229/30367/31171

Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

March 14, 2024

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: HABADASSO GUFU (REG. NO. BUS-3-0801-3/2016)


This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. He is conducting research on: "Effect of Intrinsic Rewards on Employee Performance of Isiolo County Government, Kenya".

We confirm that his research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable him collect data.

Any assistance accorded to him will be highly appreciated.

Yours sincerely,


Dr. John M. Muchiri (PhD)
Dean, Postgraduate Studies

Cc: Dean, KeBS
CoD, Business Administration
Postgraduate Coordinator
Supervisors

Appendix IV: Ethical Clearance Letter from SERC



KENYA METHODIST UNIVERSITY

P. O. BOX 267 MERU - 60200. KENYA
TEL: 254-064-30301/31229/30367/31171

FAX: 254-64-30162
EMAIL: INFO@KEMU.AC.KE

March 14, 2024

Our Ref: KeMU/ISERC/BUS/10/2024

HABADASSO GUFU
BUS-3-0801-3/2016

Dear Habadasso,

SUBJECT: EFFECT OF INTRINSIC REWARDS ON EMPLOYEE PERFORMANCE OF ISOIOLO COUNTY GOVERNMENT, KENYA

This is to inform you that Kenya Methodist University Institutional Scientific Ethics and Review Committee has reviewed and approved your research proposal. Your application approval number is KeMU/ISERC/BUS/10/2024. The approval period is 14th March, 2024–14th March, 2025

This approval is subject to compliance with the following requirements:-

- I. Only approved documents including (informed consents, study instruments, MTA) will be used.
- II. All changes including (amendments, deviations, and violations) are submitted for review and approval by Kenya Methodist University Institutional Scientific Ethics and Review Committee.
- III. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KeMU ISERC within 72 hours of notification.
- IV. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KeMU ISERC within 72 hours.

- V. Clearance for export of biological specimens must be obtained from relevant institutions.
- VI. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- VII. Submission of an executive summary report within 90 days upon completion of the study to KeMU ISERC.


Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.


Yours sincerely,

DR. HERBERT KIBEBÉ
CHAIR, ISERC




Appendix V: NACOSTI Permit


REPUBLIC OF KENYA


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

Ref No: **654405** Date of Issue: **03/April/2024**


RESEARCH LICENSE




This is to Certify that Miss. HĀBADASSO GUFU OBA of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Isiolo on the topic: EFFECT OF INTRINSIC REWARDS ON EMPLOYEE PERFORMANCE OF ISILOLO COUNTY GOVERNMENT, KENYA for the period ending : 03/April/2025.

License No: **NACOSTI/P/24/34201**

Applicant Identification Number
654405


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

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