REWARD MANAGEMENT PRACTICES AND PERFORMANCE OF GOVERNMENTAL AGENCIES IN THE WATER SECTOR: A CASE OF NORTHERN WATER WORKS DEVELOPMENT AGENCY, KENYA

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ABSTRACT

The purpose of this research was to examine the Northern Water Works Development Agency in Kenya to see how various forms of employee recognition and financial incentives, impacted productivity. Theory from Herzberg's two-factor model and the theory from expectation school of thought, the study was done. Both an exploratory and a descriptive research strategy were used in the study. Executives and managers from Kenya's Northern Water Works Development Agency took part in the research. The Northern Water Works Development Agency in Kenya employed a total of forty-one supervisors and thirty-two managers. Out of a total population of 73, 73 were selected as the sample size. When researchers realized they couldn't manage a manageable sample size, they recommended doing a census survey. The use of questionnaires allowed for the collection of primary data. The graduate school at Kenyatta University was contacted to get a permission letter for the study. Additionally, a letter of research permission was requested from the National Commission of Science, Technology, and Innovation. Descriptive statistics (mean and standard deviation) and inferential statistics (correlation analysis and regression analysis) were used in Statistical Package for the Social Sciences 24 to evaluate the quantitative data. Data in the form of tables and figures were used to display numerical information. The analysis of financial incentives indicated a moderate to high level of agreement among respondents regarding their positive influence on performance and motivation, aligning with existing literature. Similarly, respondents perceived positive practices of employee recognition consistent with previous research emphasizing their impact on organizational performance and employee satisfaction. While areas of organizational performance strengths were identified, such as customer service and productivity, there were also areas for improvement. Financial incentives exhibited a significant positive effect on organizational performance, with a Beta value of 0.204 and a significance value (Sig.) of 0.008. Employee recognition demonstrates a significant positive effect on organizational performance, with a Beta value of 0.581 and a significance value (Sig.) of 0.000. Suggestions for further study involve longitudinal assessments of incentive schemes, comparative policy analyses, evaluations of community engagement strategies, and studies on technological innovations' adoption and impact in the water sector.

Keywords: Financial Incentives, Employee Recognition and Performance

INTRODUCTION

A reward system is a policy or structure put in place to show appreciation to employees for their work, with the end objective of increasing their productivity and performance (Moore, 2018). Reward schemes, say Griffin and Moorhead (2013), may help boost public opinion of a company. In order to boost engagement, retention, and motivation among employees, reward programs are often used (Latham, 2012). Both internal and extrinsic incentives exist. A supervisor's caring attitude and verbal appreciation are examples of intrinsic rewards, while monetary compensation, promotions, and bonuses are examples of extrinsic incentives (Jeni, Mutsuddi, Das & Momotaj, 2020). Consequently, monetary and non-monetary rewards should be part of an effective reward management approach in line with the equity principle.

Training and development, promotions, employee recognition, and monetary incentives are all part of reward management (Myint et al., 2020). Reward management strategies include things like training and development, employee recognition, and promotions (Jeni, Mutsuddi, Das and Momotaj, 2020). Promotion, acknowledgment, growth opportunities, and monetary incentives are all part of reward management, according to Obiaga (2021). Any company that wants to make it in today's cutthroat business environment has had to focus on increasing organizational performance (O'Byrne, 2018). Since it is not true that people work in government because they want to help other people or have a positive impact on society, it is essential to keep employees motivated in order to achieve the objectives of planned improvements. State agencies throughout the world are trying to find ways to pay their employees more so they can stay competitive and attractive (Vipinosa, 2015). State agencies in the UK are committed, knowledgeable, and involved in the most valuable assets on the global business platform, meeting the demands of organizations via the formulation of strategies (Demin, 2017).

There has been an uptick in both the amount and quality of work produced by public sector organizations in the United States. According to Hondeghem (2017), the majority of these US public sector companies are driven by the significant influence of incentive management techniques. The public sector in the United States was able to establish objectives, analyze them, create a strategy, and execute it efficiently because of this. Among the most successful solutions in light of the economic difficulties impacting the public and commercial sectors of Japan's economy is maximizing labor production. In workforce planning, the two most important components are goal analysis and reward management techniques. This is especially true when institutions mobilize in response to changes in government policies and market circumstances (Valmorbida et al., 2017).

Security of tenure, possibilities for professional growth and advancement, and a pension system are some of the strong extrinsic motivators offered by the public sector that may entice firms in Nigeria and other African nations (Bowen, 2015). Many West African nations have found that reward management is the key to achieving organizational success and improving performance. Companies that go above and above in their work often use incentive management as a means to gauge whether or not their employees are meeting expectations (Agbo 2016). Organizational performance in Ghana's public sector has been enhanced via training and development, monetary incentives, employee recognition programs, and promotions, all of which have contributed to higher morale and better relationships among managers, workers, and the sector as a whole (Galbraith, 2018).

In the East African Region, underdeveloped methods of incentive management have had a negative impact on public sector performance in Tanzania and Uganda (Bretz, 2017). Some Rwandan government institutions have seen improved organizational performance as a result of training and development programs, financial incentives, public acknowledgment of employees' contributions, and promotions (Gonsior, 2017). All of these in East African public sectors have been characterized by a reward system (KIPPRA, 2018).

On a local level, the public sector in Kenya uses organizational performance as the engine and reward management as the fuel. No company can achieve its objectives without its employees. Nnaji-Ihedinmah (2015) asserts that inspiring organizations in Kenya's public sector is mostly accomplished via reward management. According to Musenze, Mayendesifuna, Buteeme, and Lubega (2017), employees in Kenya's public sector often change employment in order to align themselves with the objectives of a certain organization. Within the business and professional communities, there is a general consensus that incentive management methods are essential for consistently developing and enhancing organizational talents. In order to stay ahead of both local and international competitors, successful companies are investing more in their employees' professional growth, rewarding them for their efforts, and giving them opportunities to advance in their careers (Ogedobu 2016). When it comes to the implementation of incentive management principles, however, opinions vary with respect to the state businesses.

The NWWDA was originally formed as the Northern Water Services Boards via a Kenya Gazette Notice No. 1716 dated March 12, 2004, and is now a State Corporation under the State Corporations Act and the Water Act 2002. This is one of the nine (9) Water Works Development Agencies (WWDA) that were founded by the Ministry of Water, Sanitation & Irrigation. A world without unsustainable, unsafe water and sanitation is the company's ultimate goal. More people should have access to affordable, long-lasting water and sanitation services via the construction of suitable infrastructure. Sincerity, commitment to the customer's demands, creativity, and professionalism are the fundamental principles of the organization.

A public sector organization's performance is defined as the degree to which it has met its revenue collection goals, provided high-quality services, developed its infrastructure, and operated efficiently and effectively. Citizens should be included in the process of performance review since they are the customers and key beneficiaries of public sector operations, according to Thomas & Palfrey (2016). Rating actual accomplishments against performance goals agreed upon and negotiated at the start of the fiscal year is an essential part of evaluating the performance of public agencies. After settling the discrepancies, raw scores, weighted scores, and composite scores are calculated.

When an organization's actual outputs are compared to its planned outputs, or aims and objectives, we get an idea of how well the organization is doing. Organizational performance includes three distinct aspects of corporate results, as stated by Richard (2019). The success of the company's finances (ROI, sales, market share, etc.); the success of the product market (ROI, sales, etc.); and the success of the shareholders (RS, economic value added, etc.). One way to evaluate a company's effectiveness is to compare its results against the promises made by its leadership. It evaluates the management plans to see whether the social, economic, and environmental objectives are being met.

In the 244,860 km2 (counties) of Garissa, Wajir, Mandera, Isiolo, Laikipia, and Marsabit—home to 4.05 million people and 70% of Kenya’s livestock—the Agency is responsible for developing, administering, and maintaining the water and sewage infrastructure. The NWWDA Works Development Agency is entrusted with a number of responsibilities under the Water Act of 2016. These include: safeguarding investments in water and sewerage; designing, building, and expanding infrastructure to assist with water and sewerage; selecting reliable water service providers; and making sure these providers have the systems in place to enforce water quality standards and conduct efficient maintenance to minimize outages. Other requirements include overseeing and monitoring WSPs' supply of water and sewage services and building their capacity to implement accountability, responsibility, and effectiveness in service delivery (NWWDA report, 2021). The bulk of state firms have found success via their reward management techniques. Employees are incentivized to perform at a high level by means of a reward system.

Statement of the Problem

As to the NWWDA report (2021), the personnel of the Northern Water Works Development Agency face a lack of adequate infrastructure in comparison to other water works development agencies in the nation. The organization's poor performance is seen in their failure to achieve yearly goals and their inconsistent delivery of services across different divisions. The Ministry of Water and Irrigation (MWI) (2020) has identified that water development agencies are experiencing unsatisfactory organizational performance due to inadequate strategic objectives and the establishment of goals that are characterized by insufficient infrastructure and inadequate service delivery.

Prior research in the realm of incentive management methods has mostly focused on companies in the private sector and educational institutions. A considerable proportion of these studies have been undertaken outside of Kenya, namely in areas unrelated to the water industry. Rotich (2020) examined the impact of incentive management strategies on staff retention in telecommunications companies in Kenya. The research discovered that incentive management strategies had a substantial impact on staff retention. The research focused on employee retention in the Telecommunication business. The proposed policy may not be applicable to the performance of water agencies in Kenya. Oboreh and Arukaroha (2021) conducted a research on the relationship between incentive management and employee performance at institutions located in Edo State. The research revealed that wage augmentation, monetary incentive, advancement, acknowledgement, and professional growth have a substantial impact on employee performance. The operationalization of the variable in the research differed from what was first suggested. The research also focused on employee performance, which is distinct from the planned study's setting. In a research conducted by Nurul, Sabiroh, and Nazir (2021), the impact of a reward system on the performance of workers in Malaysia was investigated. The research examined many variables, such as compensation, bonuses, appreciation, and medical benefits. The focus of the study was on desktop review. The research identifies a deficiency in methodology about the need of using primary data and employing a semi-structured questionnaire. The context about employee performance differed from the setting of the planned research on organizational performance. The study therefore, endeavored to fill this empirical knowledge gap by establishing the effect of reward management practices on performance governmental agencies in the water sector in Kenya.

Study objectives

i. To examine the effect of financial incentives on performance in Northern Water Works Development Agency, Kenya.
ii. To examine the effect of employee recognition on performance in Northern Water Works Development Agency, Kenya.

LITERATURE REVIEW

The study identified theories on which it was anchored before delving into empirical literature with the intention of identifying gaps in research carried out. It also identified the conceptual framework guiding the study.

Theoretical Literature

The Two-Factor Theory Proposed by Herzberg

Herzberg introduced his dual-factor theory in 1959. According to him, workers should get their passion from the inherent values of their vocation rather than relying on external forces. He recognized two distinct categories of components in this theory: the cleanliness element and the satisfier or motivators factor. According to Armstrong (2012), he contended that motivators are inherent to the profession, whereas hygienic concerns are external. Based on the concept, factors such as salary, perks, and job security do not necessarily serve as motivators for workers, but their absence might have negative consequences. In addition, he revealed that workers are motivated not by poor hygiene, but rather by the pursuit of excellence in those areas, which results in heightened effort.

Herzberg (1966) concluded that people are driven to be more passionate about their career when they are given increased responsibility and more challenging duties. If workers experience an improvement in job satisfaction due to a boost in their wages or any other kind of remuneration, they may attribute it to the cleanliness and motivational factors. Conversely, dissatisfied employees are prone to ascribe their issues to external factors, such as management or the inherent characteristics of their employment (Dieleman, Cuong, and Anh 2004). The quality of the employer-employee relationship and the usage of internal and external incentives may impact employee performance and boost job satisfaction. Although the idea itself is not disputed, it might be argued that the techniques used to construct the two components are faulty. The notion that factors such as salary might function as both basic necessities and incentives invites inquiries on the relationship between these two ideas (Rynes, Gerhart, and Parks, 2005). Another concept that is congruent but lacks much empirical evidence is Herzberg's theory.

Valency-Instrumentality-Expectation (VIE) Theory

The Valency-Instrumentality-Expectancy (VIE) theory, established by Vroom in 1964, gave rise to the word "expectancy". Instrumentality, as defined, refers to the assumption that one activity may lead to another action. Expectation, in this context, refers to the level of uncertainty about the likelihood of achieving a desired goal via one's efforts or actions. In this theory, expectation serves as a substitute for value. Given that only a small proportion of people perceive a significant association between incentives and production, it seems that expectancy theory has considerable potential for practical implementation. Rewards play a significant part in the theory, which also emphasizes the insignificance of reality and truth (Porter & Lawler, 1973). To assess an employee's level of motivation, it is essential to carry out surveys and interviews, as suggested. Furthermore, it is essential to correctly acknowledge and compensate individuals who continually exceed expectations.

This thesis is founded on Vroom's proposition that there exist two primary factors that influence the degree of exertion people invest in their task. Given that individuals have their safety, social status, and independence needs fulfilled, the aforementioned factors suggest that people understand the inherent value of the reward and acknowledge that it is contingent upon their degree of effort (Vroom, 1964). The hypothesis confirms that the amount of effort produced is directly related to a given value reward. There are some that oppose the Expectancy Theory. The concept fails to include the cultural or national disparities among people. those in advanced societies tend to prioritize and focus more on achieving certain objectives compared to those in less developed cultures. Furthermore, individuals residing in prosperous countries often hold the belief that their degree of success is ultimately determined by their own efforts (Griffin and Moorhead, 2010). According to the Expectancy Theory, individuals deliberately choose their activities when they first start an endeavor. The dynamics shift when people take action based on their assessments and then attempt to articulate their reasoning. This study depends on a theory that elucidates employee behavior in connection to the expected outcomes of their activities, in order to comprehend the influence of incentive management approaches on organizational performance.

Empirical Literature

Financial Incentives and Organizational Performance

Okoth's (2014) study aimed to ascertain the use of incentive management by hotels on Kenya's northern coast to incentivize their workforce. The study assessed the workers' productivity by a descriptive cross-sectional survey. Data was mostly gathered from twenty-seven (27) beach resorts located on the North Coast of Kenya, using a standardized questionnaire. We used the mean and standard deviation of the data for analysis purposes. Research indicates a significant

correlation between employee performance and salary. According to the analysis, the hotel's effective incentive management positively impacted worker performance.
In their study, Jean, Ngui, and Robert (2017) conducted research on 153 employees of Mombasa Cement Limited in East Africa to assess the influence of different pay strategies on employee performance. We used a stratified sampling method to choose our participants. The fundamental data was statistically obtained using descriptive statistics and Pearson's Correlation Method. It was shown that cash incentives, bonuses, promotions, and allowances were distinct elements that positively impacted employee performance. The report further said that offering monetary incentives is an effective method to motivate employees and also aids organizations in recruiting and retaining high-quality staff.

Sitati (2017) examined the influence of incentive schemes on employee retention in the hotel industry in Kenya. A total of 213 hotels were registered in Kenya using a stratified random sampling approach, with 137 hotels picked from each area. We used a questionnaire to gather primary data, which was then examined using descriptive and inferential statistics. The study revealed that the hotel industry's ability to retain workers was favorably and substantially influenced by effective administration of incentives and remuneration. Hence, the hotel industry may enhance its likelihood of keeping staff by offering them appropriate and enticing remuneration.

In a study conducted by Mendis (2017), the author examined the correlation between incentives and the propensity of workers to quit their jobs in the logistics industry in Sri Lanka. The research examined many independent criteria, such as remuneration, employee recognition, monetary incentives, and work-life balance, to assess the inclination of non-executive personnel in Sri Lanka's logistics industry to quit their jobs. Data was acquired from 97 non-executive staff members using a self-administered questionnaire. The study revealed a robust inverse relationship between the inclination to depart from a company and variables such as monetary incentives, salary, recognition of accomplishments, and so on. As a result, the study suggested improving the existing system of both monetary and non-monetary incentives for employees in order to make it more appealing and reduce their desire to leave the company. This study used the Technical University of Kenya as a case study to investigate the correlation between university remuneration schemes and employee performance. In contrast, the previous study had concentrated on workers' intentions to depart from Sri Lanka.

The research conducted in 2021 by Noozarem, Sabri, and Nazir examined the impact of incentives on productivity in Malaysian organizations. The study included many independent criteria, such pay, bonuses, recognition, and health insurance. A total of 132 sets of quantitatively-oriented structured questionnaires were sent to particular participants as part of the study's convenience sampling technique. We used SPSS software to conduct regression analysis and correlation analysis on the gathered data. Based on the findings, the listed independent variables indeed have an influence on worker productivity. The efficient enhancement of the independent components will have a positive impact on employee performance.

Employee Recognition and Organization Performance

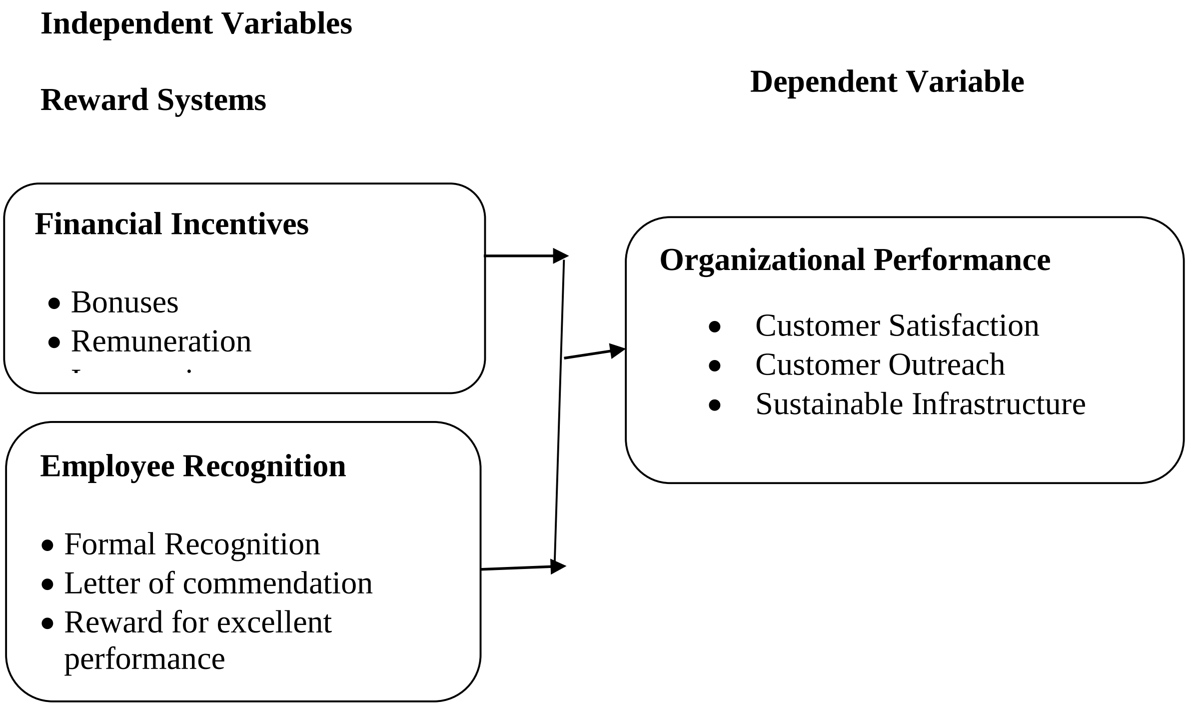
In 2013, Tessema et al. conducted a study to examine the impact of employee recognition, salary, and benefits on job satisfaction in three countries: Vietnam, Malaysia, and the United States of America (USA). The study conducted a survey using a questionnaire to acquire answers from 1,195 students from three midwestern universities in the United States, Vietnam, and Malaysia. The objective was to collect replies from individuals in those nations, as well as Vietnam and Malaysia. The majority of the polled individuals were business majors in their third and fourth years of study. Descriptive statistics such as analysis of variance (ANOVA), standard deviation, and mean were used to analyze the primary data gathered. The study revealed that work happiness is enhanced by independent variables such as employee recognition, salary, and benefits. However, the aforementioned study examined the impact of employee recognition on their job satisfaction at many colleges in the United States, Vietnam, and Malaysia.

In their study, Meena, Girijia, and Visagamoorthi (2019) examined the impact of recognition on the motivation and performance of bank employees in India. The study used a questionnaire to gather data and followed a descriptive research technique. A total of 114 people were included in the sample. Regrettably, the remaining surveys included several mistakes, resulting in the use of just 110 of them. The study's assessment of participants' attitudes was conducted using a descriptive technique. We used path analysis to examine the gathered data. The research demonstrated that employee motivation in banks, which has a direct influence on performance and production, was positively affected by the independent variables examined, such as incentives and recognition. The study cited above has significant significance for comprehending the impact of incentives and praise on the motivation and productivity of bank employees in India.

The research conducted by Hussain, Khaliq, Nisar, Kambih, and Ali in 2019 examined the impact of work-related stress, incentives, and recognition on the productivity of workers in Lahore, Pakistan. The researchers in this study used a random sampling approach to distribute 200 questionnaires to employees at three distinct contact centers in Lahore. Approximately 90% of the 200 surveys that were sent were successfully completed and returned by contact center staff with correct responses. The major data gathered was assessed using Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). Based on the findings, stress negatively impacts productivity, whereas employee recognition and prizes positively impact it. Research indicates that employee appreciation positively impacts performance efficiency.
Orajaka (2021) examined the correlation between organizational performance and variables such as employee recognition and job satisfaction by analyzing a sample of public institutions in southeastern Nigeria. To collect data, researchers in this study sent questionnaires to inhabitants in five distinct states in Nigeria: Abia, Anambra, Ebonyi, Enugu, and Imo. The aforementioned states relied on the non-academic staff of the chosen institutions to gather the primary data. In order to determine the significant relationship between the variables, the data was analyzed using descriptive statistics, correlation analysis, and Mean Likert scale. The study's results also showed a positive association between non-academic university staff and

both employee recognition and performance. The findings of the previous research mostly apply to a limited number of universities in Nigeria.

Conceptual Framework



Source: Researcher (2023)

RESEARCH METHODOLOGY

The study used a descriptive research approach. The design was significant in elucidating the phenomena under investigation. The focus of this study is to examine the impact of many elements, such as financial incentives and employee recognition on the performance of workers at the Northern Water Works Development Agency in Kenya. The study used a descriptive research approach, which is appropriate for offering a comprehensive depiction of the phenomena being examined. The research focused on the Northern Water Works Development Agency in Kenya. NWWDA is situated in Garissa Town, which is part of Garissa County in Kenya. Garissa County is a Kenyan county situated in the northeastern region of the nation. The region spans around 44,175 square kilometers and is home to a varied population of many ethnic groups, such as the Somali, Borana, and Orma communities. Garissa Town serves as the county's administrative center. Garissa County is renowned for its semi-arid environment and is mostly agricultural, with agriculture and cattle farming serving as the primary economic pursuits.

At the NWWDA in Kenya, there were a combined total of forty-one supervisors and thirty-two managers, as reported by the HR Office of NWWDA in 2023. The reason for choosing managers and supervisors was their pivotal role in executing reward management techniques. Due to the relatively small size of the target group, the researcher opted to conduct a census. The sample size was chosen using a census approach, which included selecting individuals from the whole population. The sample size included the whole planned population of seventy-three individuals. Researchers recommend doing a census survey when the sample size is relatively small and can be readily managed (Mugenda & Mugnda, 2010). The study used a questionnaire to collect primary data. The collected data was quantitative in nature. The quantitative data was evaluated using descriptive statistics, including the mean and standard deviation, as well as inferential statistics such as correlation analysis and regression analysis, in SPSS 24. Numerical information was presented via tables and figures.

RESULTS AND FINDINGS

out of the total 73 questionnaire examined, 62 questionnaires were filled, constituting approximately 85% of the total, while the remaining 11 questions were not filled, making up about 15%. This distribution suggests a predominant tendency among respondents to provide answers or responses to the questions posed to them. Data on gender distribution reveals a notable gender disparity, with a higher representation of males (67.7%) compared to females (32.3%). This gender skew may reflect broader societal trends or the specific demographics of the study participants. Data on Age distribution indicated a predominantly young demographic, with the majority of respondents (69.4%) falling within the age bracket of 25 to 34 years. Smaller proportions are observed in the age categories below 25 years (19.4%) and 35 years and above (11.3%). Such age distribution underscores the importance of considering generational perspectives and potential differences in experiences across different age groups. Data on highest level of education attained by respondents indicated that an overwhelming majority (87.1%) holding Bachelor's degrees. This indicates a highly educated sample population, albeit with minimal representation of individuals holding Diplomas (3.2%) or Master's degrees (9.7%), and no respondents with a PhD. Understanding these demographic characteristics is crucial for interpreting research findings, assessing the representativeness of the sample, and considering potential biases in data collection and analysis.

Descriptive Statistics on Financial Incentives

In the upcoming section, delves into the analysis of financial incentives as perceived by respondents, as depicted in Table 1. The table presents the Mean and Standard Deviation (Std. Dev) for various statements related to financial incentives. These statements gauge respondents' attitudes and perceptions regarding the impact of cash incentives, rewards, bonuses, and allowances on their performance and motivation.

Table 1: Financial Incentives Analysis

	Mean	Std. Dev
Cash incentives improves my performance and productivity	3.0484	.66351
Rewards in form of cash makes me happy	3.9032	.46903
I prefer cash incentives to other forms of reward systems	3.8710	.33797
Bonuses are given to encourage me	3.9032	.43267
Allowances given to me aids my performance	3.8548	.35514
Aggregate Score	**3.7161**	**.45166**

Source: Field Data (2024)

The results in table 1 show that there are many implications based on the data analysis. To begin, it seems from the mean scores that most respondents believe monetary incentives greatly improve their motivation and performance. Scores of 3.9032 for "Rewards in the form of cash make me happy" and 3.9032 for "Bonuses are given to encourage me" provide strong evidence that monetary incentives are helpful in boosting motivation and morale. In addition, there is no disagreement among respondents on financial incentives, as seen by the very low Standard Deviation values for all claims. The findings are much more reliable now that we know there is a consistent pattern in the participants' perspectives. There was a connection with previous studies conducted under similar conditions, as the researcher discovered when comparing these data to the empirical literature mentioned in Section 2.2.4. Financial incentives have a positive effect on employee performance and motivation across a variety of industries and regions, according to a number of studies (Okoth, 2014; Jean, Ngui, and Robert, 2017; Sitati, 2017; Mendis, 2017; Noozarem, Sabri, and Nazir, 2021). The data backs up these claims, indicating that most people agree that financial incentives are a great way to motivate workers to do better.

Consistent with other empirical research, this study concludes that financial incentives are an effective means of increasing employee motivation and performance. Firms looking to improve their remuneration systems to boost employee engagement and productivity might utilize these results as beneficial advice.

Employee Recognition

In the subsequent section, the researcher examined the descriptive analysis of employee recognition as perceived by respondents, as presented in Table 2. The table displays the Mean and Standard Deviation (Std.Dev) for various statements related to employee recognition. These statements gauge respondents' perceptions regarding the extent to which their employers appreciate and acknowledge their contributions and efforts.

Table 2: Descriptive Analysis of Employee Recognition

	Mean	Std. Dev
My Employer appreciates me for job well done	4.1145	.5682
My employer involves me in decision making	4.1129	.60340
My employer recognizes my efforts	4.5000	.50408
My employer appreciates my work through official recognition which helps to improve my performance	4.4839	.50382
I am being given letter of commendation sometimes	4.4839	.50382
Aggregate Score	**4.3390**	**.53666**

Source: Field Data (2024)

The findings indicate that the majority of survey respondents hold the belief that their respective organizations excel in acknowledging and appreciating their personnel. The respondents expressed substantial agreement with phrases such as "My employer acknowledges my efforts" and "My employer values me for a job well done" (Mean=4.1145, SD=0.5682) when questioned about their employers' appreciation of their efforts. In addition, the statements "My employer involves me in decision-making (Mean=4.1129, SD=0.60340)" and "My employer appreciates my work through official recognition (Mean=4.4839, SD= 0.50382)" received high Mean scores, suggesting that employees have a positive perception of employee involvement and official recognition programs.

These findings align with prior research in the empirical literature review in section 2.4, which have shown that employee recognition significantly impacts both organizational performance and employee satisfaction. Orajaka (2021), Hussain et al. (2019), Meena et al. (2019), and Tessema et al. (2013) all support the notion that effective employee recognition positively influences satisfaction, motivation, and job performance. Organizations that have robust employee recognition programs often have more employee satisfaction and motivation, resulting in improved performance and productivity (as seen by the elevated Mean scores in Table 4.6). The findings of the descriptive study corroborate the assertions made in the literature on the importance of employee recognition in organizational contexts.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Monetary rewards have been identified as a crucial element in stimulating employee engagement and enhancing performance inside the firm. The investigation showed a strong consensus among participants about the beneficial effect of financial incentives on their productivity and morale. Employees see financial prizes and bonuses as effective means of acknowledging their achievements and promoting increased levels of involvement in their job. These results align with existing research that emphasizes the motivating impact of financial incentives on employee behavior and performance. Organizations should acknowledge the significance of creating and executing equitable and transparent financial incentive programs to cultivate a culture of acknowledgment and remuneration. By ensuring that incentives are in line with both individual and organizational objectives, firms may successfully inspire workers and improve overall performance and productivity.

The examination of employee recognition methods revealed their pivotal significance in influencing organizational dynamics and employee contentment. Respondents indicated a robust sense of the favorable influence of recognition programs on their morale and work satisfaction. Implementing effective employee recognition efforts is crucial for cultivating a supportive work environment that promotes a sense of worth and appreciation for workers' achievements. These results are consistent with previous research that highlights the correlation between employee appreciation, motivation, and performance. Organizations should give priority to implementing formal recognition programs that honor and commemorate employee accomplishments and significant events. Companies may foster a culture of gratitude and boost employee engagement and loyalty by consistently delivering feedback and recognition, leading to increased organizational performance.

Recommendations

It is essential for governments to give utmost importance to the establishment of strong rules and regulations that oversee the management and preservation of water resources, both at the local and national levels. These policies should include matters such as water allocation, measures for conservation, control of pollution, and the sustainable use of water resources. Governments may guarantee sustainable and equitable access to water for all residents by establishing explicit rules and regulatory frameworks.

It is crucial for county and national governments to give top priority to investing in water infrastructure development projects, including the building of dams, reservoirs, pipelines, and water treatment facilities. These initiatives are crucial for enhancing the dependability of water supply, increasing the availability of uncontaminated water, and reducing the consequences of water-related calamities like floods and droughts.

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