

# Employees Job Satisfaction And Performance Of High School Teachers In Trans Nzoia County, Kenya

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**Abstract-** This study aimed at recognizing the effect of employee job satisfaction and performance of high school teachers in Trans Nzoia County, Kenya. How teacher's work motivation was an effective response to his work situation. Thus, teacher job satisfaction refers to the teacher's actual relationship with his or her role as a teacher. The most important information about an employee are an interpreter of his work satisfaction as people join organizations, to satisfy their personal needs.

**Index Terms-** Employee pay, employee bonus, employee recognitions and employee promotion and performance of high school teachers.

## I. INTRODUCTION

According to Walker and Czajkowski (2019), the observed that high job satisfaction will retain workers in the organization, this calls for the organizational management to be considerate of job satisfaction in their workforce. Many studies on the topic of job satisfaction mainly relies on motivation theory developed by Ariani (2015) argued that those variables which may bring job satisfaction include good pay, good working environment, good organizational policies and administration, while those that may contribute to job dissatisfaction include lack of recognition, lack of advancement, work itself among others. Also according to Polit and Beck (2017), Kenya teachers' job dissatisfaction indicators may comprise of poor transport network, poor housing, work place conflicts, inadequate working resources, which reduce teachers' devotion to their work. According to Madi Assal, Shrafat and Dia (2017), the motivation of the work of the teacher was an exceptional answer to his situation at work. The most important information about an employee are an interpreter of his work satisfaction as people join organizations, to satisfy their personal needs. According to Abid and Barec (2017), they also insisted that favorable conditions are necessary for any effective work to take place. Therefore, an individual must be provided with an environment that enables him to perform and produce the desired results. They also noted that teachers working in rural centers are more disadvantaged than their counterparts due to the underdevelopment of their schools.

### 1.1.1 Affect theory

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Bassett-Jones, Nigel; Lloyd, Geoffrey (2005) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B (Christopher, 2005).

This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet. Dispositional approach; The dispositional approach suggests that individuals vary in their tendency to be satisfied with their jobs, in other words, job satisfaction is to some extent an individual trait (Dugguh & Dennis, 2014). This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins raised apart have similar levels of job satisfaction. A significant model that narrowed the scope of the dispositional approach was the [Core Self-evaluations Model](#), proposed by x argued that there are four [Core Self-evaluations](#) that determine one's disposition towards job satisfaction: [self-esteem](#), general [self-efficacy](#), [locus of control](#), and [neuroticism](#). This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy the belief in one's own competence lead to higher work satisfaction. Having an internal locus of control (believing one has control over her/his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction (Christopher, 2005).

### 1.1.2 Equity Theory

Equity Theory shows how a person views fairness in regard to social relationships such as with an employer. A person identifies the amount of input things gained from a relationship

compared to the output (things given) to produce an input/output ratio. They then compare this ratio to the ratio of other people in deciding whether they have an equitable relationship. Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person was likely to be distressed because the ratio between the input and the output are not equal (Ewen, Smith & Hulin, 1966). For example, consider two employees who work the same job and receive the same pay and benefits. If one individual gets a pay raise for doing the same work as the other, then the less benefited individual will become distressed in his work place. If, on the other hand, both individuals get pay raises and new responsibilities, then the feeling of equity was maintained. Other psychologists have extended the equity theory, suggesting three behavioral response patterns to situations of perceived equity or inequity (. These three types are benevolent, equity sensitive, and entitled. The level by each type affects [motivation](#), job satisfaction, and job performance. Benevolent-Satisfied when they are under-rewarded compared with co-workers, Equity sensitive-Believe everyone should be fairly rewarded and Entitled-People believe that everything they receive is their just due (Fishman & Husman, 2017).

The first test of equity that needs to be considered is the relationship between an individual's contributions and their rewards. For individuals to feel a sense of fairness, they need to perceive that the benefit they receive from their organization is appropriate for the level of input that they've contributed to their work (Gannon & Boguszak, 2013). The sense of what a makes a fair reward is probably shaped by societal and social norms. When individuals consider the fairness of their reward they probably make comparisons to other careers and industries. These are sensible comparisons as these are other ways they could choose to allocate their time and effort. When an individual feels that their rewards are commensurate with their contributions, they will feel they are being fairly treated. As a result, they will probably be motivated. The second test of equity that needs to be considered is the relationship between an individual's return on contribution, and that for their peer group. This process of benchmarking is known as social comparison. For individuals to feel that things are fair, they need to feel that the benefits they receive per unit of contribution are similar to the benefits that their peers receive for a comparable unit of contribution. When this is the case, individuals may feel that they are being treated fairly and be appropriately motivated (Gelso, 2006a).

### 1.1.3 Discrepancy Theory

The concept of discrepancy theory is to explain the ultimate source of anxiety and dejection. An individual who has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well. They will also feel dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations and responsibilities are for a particular function, and if they fail to fulfill those obligations then they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles, designated as a self-guide. Agitation and anxiety are the main responses when an individual fails to achieve the obligation or responsibility (Gyurko, Madison, Martinko, Crook & Crook, 2014). This theory also explains that if achievement of the obligations is obtained then the reward can be praise, approval, or

love. These achievements and aspirations also form an abstracted set of principles, referred to as the ideal self-guide. When the individual fails to obtain these rewards, they begin to have feelings of dejection, disappointment, or even depression (Heller, 2018).

According to Stam (2000a), the discrepancy theory regarding satisfaction is a comparative process through which the individual determines a measure of evaluation and express a level of satisfaction by comparing that measure to a perceived state. A discrepancy is a perceived difference between an adopted anchor and a personal understanding of accomplishment along the same dimension (House & Wigdor, 1967). The anchor can be set by social pressure, established employment goals, personal expectations, threshold requirements, free markets, or any agency or existing bias. This theory argues that job satisfaction hinge on if the employee perceives that their job conveys the extent that he/she values (Kopelman, Protas & Davis, 2008). Value-percept theory also suggests that people evaluate job satisfaction according to specific "facets" of the job relating to pay, promotion, colleague and managers, and work itself, described as follows: Pay Satisfaction, refers to employees' feelings about their pay; Promotion Satisfaction, refers to employees' feelings about the company's promotion policies and their execution, including fairness, occurrence, Supervision Satisfaction, reflects employees' feelings and overall and professional evaluation about their boss; Coworker Satisfaction, refers to employees' feelings and professional/relational evaluation about their fellow employees, Satisfaction with the Work Itself, reflects employees' feelings about the nature and the characteristics of their actual work tasks (Khan, Khan, Nawaz & Qureshi, 2010).

### 1.1.4 Two-factor Theory

According to [Frederick Herzberg's](#) two-factor theory also known as motivator-hygiene theory attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (House & Wigdor, 1967). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions (Kopelman, Protas & Falk, 2010).

In the 1970s, researchers were unable to reliably empirically prove the model however, with Lindsay, Marks and Gorlow (1967), they suggested that Herzberg's original formulation of the model may have been a methodological artifact. However, emerging studies have a new-found interest in the theory, particularly among employees in the public sector and among certain professions such as nurses. The theory has been criticized because it does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. The model has also been criticized in that it does not specify how motivating/hygiene

factors are to be measured. Most studies use a quantitative approach by for example using validated instruments such as the Minnesota Satisfaction Questionnaire. There are also studies that have utilized a qualitative methodology such as by means of individual interviews (Locke & Latham, 2019).

Intrinsic Factors are the actually factors that contribute to employees' level of job satisfactions. It has widely being known as job content factors which aim to provide employees meaningful works that able to intrinsically satisfy themselves by their works outcomes, responsibilities delegated experience learned, and achievements harvested (Malik & Naeem, 2012). Intrinsic Factors are very effective in creating and maintaining more durable positive effects on employees' performance towards their jobs as these factors are human basic needs for psychological growth. Intrinsic Factors will propel employees to insert additional interest into their job. When employees are well satisfied by motivational needs, their productivity and efficiency will improved. This theory further proposed the Intrinsic and Extrinsic Factors are interdependence to each other. Presence of Extrinsic Factors will only eliminate employees' work dissatisfaction; however, it will not provide job satisfaction. On the other hand, sufficient supply in Intrinsic Factor will cultivate employees' inner growth and development that will lead to a higher productivity and performance; however, absent of this factor will only neutralize their feeling neither satisfy nor dissatisfy on their jobs. Extrinsic Factors only permit employees willingness to work while Intrinsic Factors will decide their quality of work. These two groups of Extrinsic and Intrinsic Factors are not necessary opposite with each other, as opposite of satisfaction are not dissatisfaction, but rather no satisfaction. Similarly, opposite of dissatisfaction are not satisfaction, but no dissatisfaction. For instance, a study by Maidani (1991) among 124 employees from electronic companies in Malaysia revealed the employees have some differences in their intrinsic and extrinsic motivation factors. Hence, organizations should modulate their operations and procedures to satisfy both intrinsic and extrinsic motivation factors of their employees (Mathibe, 2008).

## 2.1 Employee Pay

Besides expectations, social comparison processes also impact employees' pay satisfaction. This showed that the amount of pay received only has a marginally impact on pay satisfaction, whereas relative pay comparing the own pay to others seems to play a much stronger impact on how satisfied individuals are with their pay (Mutai & Osoro, 2021). Social comparisons on pay disparities impacts greatly on the internal relations within the organizations. Employer-employee relations play a strategic role in improving workers' involvement, high performance, commitment and retention. This pointed out that poor relationship with a line manager can be the push factor behind an individual's decision to quit the job or leave the organization. The concept of productivity of work is divided into two parts: Individual productivity and organizational productivity (Mni, 2015). One of the purposes of someone being the employee or a labor of a company was to earn an income in the form of wages or compensation. Wages are earned can fulfill basic necessities such as food, clothing and housing. Every company in setting the amount of the wage paid to an employee must be viable, so that

the lowest wage given to meet the needs of their life (Mutai & Osoro, 2021). The calculation of wage increases not only the necessities of worth living but also inflation, economic growth, and productivity. The concept of productivity of work was divided into two parts: Individual productivity and organizational productivity. Individual dimension associated with the characteristics of the personality characteristics of the individual appears in the form of mental attitude and individual efforts to improve the quality of life. Organizational dimensions look productivity within the framework of the relationship between input and output techniques (Migwe, Gachunga & Iravo 2017). One of the purposes of someone being the employee or a labor of a company was to earn an income in the form of wages or compensation. Wages are earned can fulfil all basic necessities such as food, clothing and housing. Every company in setting the amount of the wage paid to an employee must be viable, so that the lowest wage given to meet the needs of their life. The calculation of wage increases not only the necessities of worth living but also inflation, economic growth, and productivity. The concept of productivity of work was divided into two parts: Individual productivity and organizational productivity. Individual dimension associated with the characteristics of the personality characteristics of the individual appears in the form of mental attitude and individual efforts to improve the quality of life. Organizational dimensions look productivity within the framework of the relationship between input and output techniques (Mutai & Osoro, 2021).

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Paying employees fairly is considered to be also in a company's best interest. There is a significant body of research suggesting that organizations with a more engaged workforce outperform their peers on a number of organizational performance metrics (Mutai & Osoro, 2021). Organizations may also save money through reduced work stress, which leads to improved psychological and physical health, which means fewer absences and better focus. Turnover intentions may also be reduced, and the hefty cost of replacing an employee may be avoided by paying employees fairly. Employees' work performance can be analyzed by gauging the level of their commitment and the level of satisfaction that they derive from doing the job. Work commitment and attitude is related to the employees' behaviour and their performance efficiency. Organizational commitment is multi-dimensional in nature, encompassing workers' loyalty, their willingness to exert more effort on behalf of the organization,

adherence to organizational values, and desire to remain in the organization (Nyoro & Jayne, 2019).

An effective wage strategy is expected to contribute on the viability of the unit of work, the realization of the vision and mission, as well as for the achievement of the targets of work (Mutai & Osoro, 2021). Employee productivity measurement using the net value added shows wages and employee performance has a positive correlation, but the rate of growth of net value added per worker is faster than the rate of growth of wages per worker (Otieno, 2016). Means that there are factors other than wages in improving employee performance that is non-monetary factors. Wage flexibility is the main topic of the economy, are mostly found in the literature related to the provision of incentives provided by the company. A number of theoretical models have developed an explanation of how the company should design compensation schemes to encourage employees to work for the benefit of the company. The conclusion is put some effort into their work to maximize corporate profits (Waiyaki, 2017). Wages become an important aspect of being effective if linked to the performance significantly. Granting wages remuneration is the most complex task for the industry, is also the most significant aspects for workers, because of the amount of wages reflects the size of the value of their work among the workers themselves, their families and communities.

## 2.2 Employee Bonus

In any business scenario, bonuses and incentives are two essential elements that the employers and the management team need to consider. Incentives and rewards are given to employees who perform exceptionally well and work beyond their limitations (Widhianingrum, 2018). These factors act as a form of motivation for the workers. The employees whose performance is better than other employees receive a bigger bonus or incentive than the others. The 'built-in incentive' for any workers or the employee's demands high performance from the business or the organization. Gifts can be of various types (Bawa, 2017). Performance bonuses are given to employees who perform well in the organization; year-end bonuses are given to employees who worked dedicatedly throughout the year and do not change the organization. These bonuses are given for their loyalty.. Bonuses and employee help the organizations or businesses to retain their employees. Gifts will ensure that employ the polemic between proponents and opponents a key question regarding bonuses is often overlooked: How important is handing out bonuses for an organization to become and stay successful for a longer period of time? One way to obtain an answer to this question is by studying the results of research into the characteristics of "high-performance organizations" (HPOs) (Mutai & Osoro, 2021). These characteristics that explain the sustainable success of an organization. This paper discusses the set-up and the results of this HPO research, and describes in more detail the findings in the field of reward systems and bonuses.

The consequences of the research results for the role of reward systems in creating and maintaining HPOs are also discussed (Bhatti, Nawaz, Ramzan, & Ullah, 2017). Finally a conclusion, practical implications and limitations of the research are given eyes and workers get a feeling of attachment with the company. On the other hand, individual incentives; such as large bonuses are often surprisingly ineffective in increasing employee

morale and productivity (Mutai & Osoro, 2021). Rewarding individual employees can produce negative outcomes by eroding workplace cohesion, as employees become reluctant to share information with others even at the expense of reduced output. Relative comparisons at the individual level create competition which results in decreased trust, sharing and teamwork; in Drago and Turnbull, for example, tournament-based compensation led to decreased helping behavior and increased the potential for sabotaging other workers. In an effort to prevent such negative competitive dynamics that can result from individual-based bonuses, organizations often turn to incentivizing employees for their collective performance, encouraging cooperation and teamwork rather than competition (Doshmanziari, 2018).

Ever since the financial scandals that rocked the business world and the worldwide financial crisis that followed, the debate on the effects of bonuses on the performance of especially managers and the role of reward systems in organizations has divided academics and practitioners alike (Mutai & Osoro, 2021). The divergence of opinion among academics becomes clear when studying scientific research into bonuses and reward systems. On the one side are the proponents of bonuses who state that use of bonuses and emphasis on monetary rewards increases productivity and organizational performance. For instance, Yao (1997) studied the impact of profit sharing and bonus payment on the performance of Chinese state industries and concluded that over half of the value-added growth of these industries could be explained by bonus incentives. Further, El Achi and Sleilati (2016) found, while studying the data of the 1998 Workplace Employee Relations Survey conducted in England, strong evidence that the use of performance related pay enhances performance outcomes, although this relationship is influenced by the structure of workplace monitoring environments.

We suggest that prosocial bonuses offer an alternative approach that has the potential to provide some of the same benefits as team-based compensation increased social support, cohesion, and performance while carrying fewer drawbacks (Mutai & Osoro, 2021). Research suggests that the desire to help others is a need deeply rooted in human nature, and that giving to others has a causal impact on increasing happiness and life satisfaction. At the organizational level, previous correlational research suggests that prosocial behavior in the workplace often termed citizenship behaviors is linked to employee morale and performance: the extent to which employees perceive themselves and their organizations as prosocial predicts organizational commitment. We suggest that prosocial bonuses can have a causal impact on employee satisfaction and performance, such that providing employees with money to help others would have a greater organizational impact than providing employees with money to spend on themselves. We note that we are not the first (Hashim, Ullah & Khan, 2017).

## 2.3 Employee Recognition

According to Hussein and Simba (2017), recognition programs should be balanced between performance-based and value based initiatives, but the programs should be comprised of three methods: formal, informal and day-to-day recognition. Similarly he, has also mentioned that there are three types of recognition such as organization-wide formal recognition, departmental-specific informal recognition and everyday

spontaneous recognition. Formal recognition consists of structured recognition programs with clearly defined objectives, processes, and criteria linked to rewarding and recognizing individuals, teams, or departments on a companywide level for achieving specific business targets, exemplifying specific organizational values, or performing actions that go above and beyond normal work expectations. This approach is extremely organized recognition involving recognizing employees who have done so many years of service at the organization. Informal recognition focuses primarily on performance achievements, goal accomplishments, and other milestones by individuals or teams that may occur monthly or quarterly (Mutai & Osoro, 2021). It may include low-cost awards, refreshments, point-value incentives, gift cards, and certificates.

Informal recognition programs have been identified to point out employee value and contribution at the right moment as a result of its instantaneous nature and the continuous changing work environment (Mutai & Osoro, 2021). Day-to-day recognition is a type of recognition practices that are frequent (daily or weekly), low or no cost, often intangible and often reliant on interpersonal skills for positive feedback that can be given to all employees. The day-to-day recognition brings the benefit of immediate and powerful reinforcement of desired behavior and sets an example to other employees of desired behavior that aligns with organizational objectives. To him, it gives individuals and teams at all levels, the opportunity to recognize good work by other employees and teams, and it also gives the opportunity for them to be recognized on the spot for their own good work. According to Kumari (2016), he stressed that the conceptual differentiation between formal recognition and social recognition informal and day-to-day recognition is very important. Although social recognition has been given relatively less attention than formal recognition, considerable research has shown that if social recognition is provided on a contingent basis in managing employee behavior, it can be a powerful incentive motivator for performance improvement.

Benefits of Employee Recognition; Employee recognition has been identified to be a highly effective motivational instrument, that can have significant positive impact on employee job satisfaction and performance as well as overall organizational performance. From the perspective of Mutai and Osoro (2021), when effective recognition is provided in the workplace, favourable working environment is produced, which motivates employees to become committed to their work and excel in their performance. Highly motivated employees serve as the competitive advantage for an organization because their performance leads an organization to well accomplishment of its goals and business strategy as well as achieve growth and prosperity. However, a demotivated environment has been identified to produce low or courage less employees who hardly practice their skills, lack innovativeness and not fully commitment to the extent an organization needs. Non-financial rewards such as recognition have been highlighted to have positive relationship on employee job satisfaction and organizational performance. Satisfied employees have positive attitude towards organization and their jobs thereby increasing the quality and quantity of employee performance (Nabi, Waslam & Hossain, 2017).

Ghanaian universities are expected to serve as a repository of knowledge for nurturing the manpower requirements of the

country. The realization of this goal depends to a greater extent on the critical roles of management is to create a work environment that will motivate to employees to be committed and perform at their best (Mutai & Osoro, 2021). The work environment of Universities in Ghana has undergone significant changes over the years in terms of the nature and scope of work. The changing nature of the work environment has necessitated the use of various approaches to motivate university staff to service an ever-growing student population and manage new initiatives. Attractive remuneration packages have been cited as very crucial to high perform because it fulfills financial and material desires. Dissatisfaction with salaries is one of the key factor undermining the commitment of academics to their institutions and careers. According to Omulo and Kumeh (2020) in their study also provided that the African worker is more interested in financial reward and may not be affected by the absence of nonfinancial reward.

However, Management of Ghanaian universities have long expunged the erroneous belief that highly motivated employees are those who have received financial rewards in a form of high salary and other benefits. Ghanaian universities have a long history of celebrating excellent performance and meritorious work of staff through awards and recognition (Mutai & Osoro, 2021). The recognition programs in place seek to praise efforts, reward results, honour achievements and increase influence of employees at all levels (senior members, senior staff and junior staff) to enhance performance and productivity. Most of these programs are in the form of cash awards, symbolic awards, spot programme and verbal recognition (Otieno, 2016). The corporate strategic plans of most Ghanaian universities have captured the need to give meaningful recognition and budget allocations are earmarked for such purposes. Recognition of employees in Ghanaian universities seemed to take place during graduation ceremonies to make the contributions of employees overtly made known to other employees and the general public. Employees who get recognized for doing good work feel a greater sense of self-esteem. These positive feelings play a significant role in how they view themselves and work with others (Oruko, Tibbs & Maniagi, 2020).

## 2.4 Employee Promotion

One effort that can be done is to do a promotion program. Promotion is a move that enlarges the authority and responsibility of employees to higher positions in an organization so that obligations, rights, status, and producers the greater the (Ongeri & Osoro, 2021). The importance of developing human resources was done to create better employee performance than before so that the objectives of the organization can be achieved. Efforts to improve employee performance are not easy, and therefore there is a need for employee motivation by career development, one of which is by promoting positions. This is evidenced by the previous research conducted by other scholars "where the results of his research indicate that the promotion variable has a significant effect on employee performance (Mutai & Osoro, 2021). The potential of its human resources as a very valuable asset. One effort that can be done is to do a promotion program.

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importance of developing human resources was done to create better employee performance than before so that the objectives of the organization can be achieved (Otieno, 2016). Employee development through job promotion programs was intended to provide experience in carrying out management functions at a higher structural level than before, where the new position has broader and heavier responsibilities, so employees are required to work harder to improve their abilities so that their duties and responsibilities can be carried out successfully. Job promotion programs can be implemented if there are positions that have not been filled or there are vacancies as well as the re-evaluation of old positions (Mutai & Osoro, 2021).

The opportunity to fill a position was first given to those who have fulfilled all the requirements regarding the implementation of the promotion. According to Otieno (2016) regarding several criteria that need to be considered before conducting promotions, namely seniority, quality of education, work performance and level of loyalty. Placement of employees is done by making adjustments to the needs of the organization associated with planning to get the right people in the right position as well or commonly known as "right man on the right place". To get a good and professional, responsible, honest and fair state civil apparatus, a recruitment system based on open capability based on capability is needed. In theory, the application of a merit system is still not optimal and optimal to be implemented. According to Law Number 5 of 2014, the implementation of a merit system is a necessity that needs to be done by the government (Mutai & Osoro, 2021).

## 2.5 Performance of High School Teachers

Measurement of employee performance is an activity that is very important because it can be used as a measure of success in supporting the success of the high school teacher's results. Factors used in the measurement of labor productivity include the quantity of work, quality of work and timeliness (Mutai & Osoro, 2021). Individual characteristics that affect performance include age, gender, education, length of employment, job placement and work environment. Performance is influenced by two factors: Factors of self-acting self and external factors acting. Factors that is in the position holders are competence, skills, knowledge, motivation, attitude and experience. External factors are environmental organization office holders, including surveillance, communication, training and performance assessment in an organization. Human productivity has a major role to determine the success of the company (Shah, Khattak & Shah, 2020). Human productivity is often referred to as mental attitude always had the view that today is better than yesterday and tomorrow.

Pay and incentives linked to long-term performance: in a literature review into characteristics of high-performing organizations, Mutai and Osoro (2021) found that linking employee pay and incentives to long-term performance of the organization had a positive relationship with productivity. In the light of the recent recession and ponderous economic recovery, a better balance in the incentives for short-run and long-run performance has to be achieved as currently corporate managers have stronger incentives to pursue short-term profit-seeking activities than to invest in longer-term productive activities This is also an issue in the public sector, while researching the introduction of performance pay in England's National Health

Service, that the new reward system in theory was viewed favorably but that there was a big fear that the system would not be used fairly and equitably and therefore would be ineffective. This found that good performing international companies used reward systems that value their employees. According to Shah, Khattak and Shah (2020), in their research of what motivates employees to excel, discovered that equity was very important to them: to be treated justly in relation to the basic conditions of employment and having a sense of elemental fairness in the way they are treated, which could be achieved by for employees satisfactory compensation and fringe benefits. This is called "a fair employee deal" which is important for creating the impression of a fair compensation system among employees, as the reward structure directly to a strategic performance measurement system increases the feeling of fairness employees have toward the reward system.

Rewards for results, not efforts or seniority: Shah Khattak and Shah (2020), they concluded that for a company to become a responsive organization it among others has to install incentive systems that reward for performance and not for effort. According to Otieno (2016) in a study of New Zealand businesses which used high-involvement work practice found that they specifically rewarded employees for their results, not for their seniority in the company. The same result was found by among successful Australian companies, and in a review of the world's most admired companies. Tanoli MF (2016), in his study of Dutch high-performing organizations, stated that these companies used incentive systems that specifically rewarded employees for their performance and punished them for poor results. According to Onger and Osoro (2021), in their research of what motivates employees to excel, found that high-performing employees take pride in their accomplishments by doing things that matter and doing them

## 3.1 Research methodology

This study used descriptive research design: In a descriptive design, a researcher is solely interested in describing the situation or case under their research study. It is a theory-based design method which was created by gathering, analyzing, and presenting collected data. This allowed a researcher to provide insights into the why and how of research (Kothari, 2011). Descriptive design helps others better understand the need for the research.

### 3.1.1 Employee Recognitions on Performance high school teachers in Trans Nzoia County

When the respondents were asked whether they agree that in their high school on employee recognitions have clearly articulated the objective of performance of high school teachers in Tran Nzoia County Kenya, Majority 46 (44.8%) of the respondents agreed, while 43 (23.2%) of the respondents strongly agreed, a few 19 (14.7%) of the respondents were neutral, further 16 (12%) of the respondents disagreed and the remaining 7 (5.3%) of the respondents strongly disagreed. The researcher also asked the respondents whether they agree that their school has the best peer recognition has enhanced performance of high school teachers in Trans Nzoia County, Kenya, Majority 42 (42.3%) of the respondents strongly agreed, while 37 (18%) of the respondents were neutral, a few 21 (16.1%) of the respondents disagreed, further 21 (15.7%) of the respondents agreed and the

remaining 10 (7.9%) of the respondents strongly disagreed. This is in line with the findings of Mutai and Osoro (2021)

When the researcher also asked the respondents to indicate their level of agreement as to whether their school have been involving their family towards embracing high performance, Majority 56 (42.7%) of the respondents agreed, while 36 (27.3%) of the respondents were neutral, further 34 (26%) of the respondents strongly agreed, also 4 (3.1%) of the respondents disagreed and the remaining 1 (0.9%) of the respondents disagreed. When the respondents were asked to indicate whether their level of agreement whether high school immediate gratification on employee recognition in their schools performance in Tran Nzoia County, Majority 67 (51.4%) of the respondents agreed, while 34 (26.1%) of the respondents were neutral, further 13 (9.6%) Of the respondents disagreed, also

10(7.9%) of the respondents strongly disagreed and the remaining 7 (5%) of the respondents strongly agreed.

Further the researcher wanted the respondent to indicate whether employee recognitions has an effect on performance of high school teachers in Trans Nzoia County, Kenya, Majority 71.2% of the respondents ticked Yes, while 28.8% of the respondents ticked No. The researcher requested who ticked Yes to explain why they agree that employee recognitions has an impact on performance of high school teachers in Trans Nzoia County, Kenya, nearly 69.1% all the respondents who had ticked Yes explained precisely that employee recognitions is the only driver towards childcare that can be impressed to improve performance of modern high school teachers by being pro-active in alternative scheduling. Only 2.1% of the respondents abstained from explaining even though they have ticked Yes.

**Table 1.1: Employee Recognitions on performance in high school teachers in Trans Nzoia County**

Statements	SA	A	N	D	SD	both
Are you in agreement that in your school human interaction had clearly articulated objectives of employee recognitions?	44.8	23.2	14.7	12	5.3	
Are you in agreement that school has the best peer recognition approaches and tactics towards performance of high school teachers in Trans Nzoia County.	42.3	18	16.1	15.7	7.9	
Are you in agreement that school has a good family involvement towards better performance	42.7	27.3	26	3.1	0.9	
Are you in agreement that immediate gratifications goals always endeavour to improve employee recognition on performance of high school teachers in Trans Nzoia County.	51.4	26.1	9.6	7.9	5	

**Employee Promotion**

**3.1.2 Employee promotion on Performance high school teachers in Trans Nzoia County**

From table 1.2 below, the respondents concurred that high salary regular had clearly articulated the need for better performance of high school teachers in Tran Nzoia. Most of the respondents gave a mean (M) of 3.801 and a standard deviation (SD) of .7126 respectively; when the respondents were asked whether they are in agreement that their firm had the best movement of two way conversations leading to long term achievement of goals in the high school teachers, most of the respondents gave a mean (M) of 3.072 and a standard deviation (SD) of .7543 respectively; also when the respondents were asked whether they are in agreement that their school had preferred major titles to all high school teachers, most of the respondents gave a mean (M) of 4.380 and a standard deviation (SD) of .7066 respectively; further when the respondents were asked whether they were in agreement that their high school teachers always endeavors to improve their balanced psychological well-being to

internal and external client leading to performance of high school teachers in Tran Nzoia County, Kenya, hence high performance. Majority of the respondents gave a mean (M) of 4.028 and standard deviation (SD) of .6723 respectively; the respondents also were requested to state their level of agreement regarding their own opinion in relation to employee promotion on performance of high school teachers in Trans Nzoia County, Kenya majority of the respondents gave Yes response which is equivalent to mean (M) of 4.201 and a standard deviation (SD) of .8203 respectively; when the respondents were asked if they gave Yes they explain majority of the respondents gave a mean (M) of 4.003 and a standard deviation (SD) of .8013 respectively. These findings concur with Mutai and Osoro (2021) that the goal of employee promotion was to improve performance of high school teachers in Trans Nzoia County, Kenya. This is in line with the finding of Kothari (2011). It is essential for employee promotion managers to comprehend the provisions of policies to be enhanced towards performance of high school teachers in Trans Nzoia County, Kenya.

**Table 1.2: Employee Promotion**

Statement	Mean	Std. Dev.
Are you in agreement that in high school earn high salary toward employee promotion and better performance	3.801	.7126
Are you in agreement that in high school teachers prefer major job title to realign both short term and long term achievement of goals in their high school	3.072	.7543
Are you in agreement that your firm has well cascaded goals throughout the high school teachers	4.380	.7066
Are you in agreement that in their high school teachers psychological wellbeing leading to better performance of the high school teachers, hence performance of high school teachers in Trans Nzoia County.	4.028	.6723
In your own opinion do you agree that employee promotion has an effect on performance of high school teachers in Trans Nzoia County, Kenya.	4.201	.8203
When the respondents were asked to explain Their response was;	4.003	.8013

**3.1.3 Regression Analysis**

To establish the degree of effect of employee motivation for a regression analysis was conducted, with the postulation that: variables are normally dispersed to avoid distortion of associations and significance tests, which was achieved as outliers were not identified; a linear relationship among the independent and dependent variables for accurateness of approximation, which was attained as the standardized coefficients were used in clarification. The expression of multiple regression model was as follows:  

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

Performance of all high school teachers =  $\beta_1$  (employee pay) +  $\beta_2$  (employee bonus) +  $\beta_3$  (employee recognitions) +  $\beta_4$  (employee promotion) + error term.

Regression analysis produced the coefficient of purpose and analysis of variance (ANOVA). Analysis of variance was completed to show whether there is a significant mean variance among dependent and independent variables. The ANOVA was conducted at 95% confidence level.

**3.1.4 Model of Goodness Fit**

Regression analysis was used to create the strengths of relationship among the performance of all high school teachers (dependent variable) and the predicting variables; employee pay, employee bonus, employee recognitions and employee promotion (independent variables). The results showed a correlation value (R) of 0.759 which shows that there is a good linear dependence between the independent and dependent variables. These findings concur with the findings of Mutai and Osoro (2021). This is in line with the findings of Kothari, (2011), who observed that this also depicted the significance of the regression analysis done at 95% confidence level. This implies that the multiple regression model was important and can thus be used to assess the relationship among the dependent and independent variables. This echoes the findings of Nyoro and Jayne (2019), who detected that analysis of variance statistics scrutinizes the differences among group means and their related procedures.

**Table 1.3 Model Goodness of Fit**

R	R <sup>2</sup>	Adjusted R	Std. Error of the Estimate
0.759	0.786	0.739	0.068

With an R-squared of 0.786, the model shows that employee pay, employee bonus, employee recognitions and employee promotion can boast up to 78.6% of the differences on performance of high school teachers while 21.4% is explained by other indicators which are not inclusive in this study or model. A measure of goodness of fit synopsis the discrepancy between observed values and the values anticipated under the model in question. This finding is in line with the findings Mutai and Osoro (2021).

**Summary**

Summarizing results based on each of the specific objective of this study. The specific objectives of the study were as follows; employee pay, employee bonus, employee recognitions and employee promotion respectively on performance of High school teachers in Trans Nzoia County, in Kenya. Therefore, an individual must be motivated so as to provide him with an environment that enables him to perform and produce the desired results. They also noted that teachers working in rural centers are more disadvantaged than their counterparts due to the underdevelopment of their schools.

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