



## Moderating role of organizational culture on reward strategies and employee performance in faith-based facilities in Kakamega County, Kenya

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### ABSTRACT

A reward system, which consists of financial and non-financial rewards, is very essential to organizations in managing employee loyalty and performance. Most firms struggle to determine the best compensation and reward systems for their staff. The main purpose of the study was to examine the effect of reward strategies and organizational culture on employee performance in Faith-Based Facilities (FBFs) in Kakamega County, Kenya. The study determined the moderating role of organizational culture on the relationship between reward strategies and employee performance in FBFs in Kakamega County. Reinforcement Theory, also known as Learning Theory, guided this study. The study was done in Kakamega County with 685 employees in 27 FBFs as the target population. An explanatory study design was adopted for in-depth analysis with a sample size of 246 employees chosen through stratified random sampling technique. A self-administered questionnaire was used whose content and construct validity were established through expert review, while reliability tests yielded Cronbach's alpha coefficients between 0.783 and 0.916. Data analysis was done using SPSS version 24 to generate descriptive and inferential statistics. Analysis established that organizational culture had a significant moderating effect ( $R^2=.267$ ,  $F=26.853$ ,  $p=.000$ ). The coefficients from the moderated regression model revealed significant influence by the interaction terms on reward strategies: recognition ( $B=.035$ ,  $p=.010$ ), job security ( $B=.067$ ,  $p=.000$ ), and promotion ( $B= -.038$ ,  $p=.019$ ). The study concludes that the effectiveness of reward strategies in improving performance is enhanced when a supportive and collaborative organizational culture is in place. Faith-based facilities should continuously promote an organizational culture of employee involvement, communication, inclusivity, and representation to enhance positive staff attitude and behavior for optimal performance.

**Keywords:** Employee Performance, Kakamega County, Moderating Role, Organizational Culture, Reward Strategies

### I. INTRODUCTION

Reward system which consists of financial and non-financial rewards has become essential to organizations in managing employees' performance (Noorazem et al., 2021). Al Kurdi et al. (2020) assert that high performance and loyalty can be determined by certain reward systems. Reward systems are important to organizations because they motivate employees, improve performance, attract and retain talent, support professional development, increase job satisfaction and align individual and organizational goals (Victor & Hoole, 2017). Nguyen and Malik (2020) opine that implementing reward systems in an organization boosts employee engagement, reduces employee turnover, enhances employer branding to attract high caliber candidates, improves customer service, and fosters culture of appreciation and positive workplace environment. Naa et al. (2021) encourage organizations to understand the motivating need of each employee to improve performance. Kobia (2021) define motivation as the underlying force or drive that guides a person's action and behavior. Motivation catalyzes employee energies to accomplish given tasks that contribute to organizational growth (Pang & Lu, 2018). According to Anku et al. (2018), reward is generally understood as the total amount of financial and non-financial compensation or total remuneration provided to an employee in return for labour or service rendered at work. The effectiveness of any method of reward system engaged by the organization must be aligned to the strategic goals of the organization and human resource management policy (Komolafe, 2021).

According to Ojeleye et al. (2020), multiple variables including bonuses, cash incentives, increased salaries and wages, other cash rewards, serenity of physical work environment, training and development, and cordial working relationships have effect on employee performance. According to Chukwuma et al. (2022), reward systems have a critical role in determining the organization's ability to attract high potential employees and to retain high performing ones to achieve greater levels of quality and performance. Employee recognition is the open acknowledgment and praise of employee behavior or achievement (Sikira et al., 2024). Employee recognition speaks to the employee in a language of meaning and personal context and creates a deep-rooted and long-term ownership among the employees



for the organization (Mugaa et al., 2018). Recognition not only boosts individual employee engagement, but has also been found to increase productivity and loyalty to the company, leading to higher retention (Mounika, 2021). Job security is the assurance based on the structure and nature of work that an individual will remain on his or her job for a longer period (Magaji et al., 2021). Darvishmotevali and Ali (2020) argue that job security boosts employee well-being, which in turn influences long-term performance.

Ligare et al. (2020) define job promotion as the advancement of an employee to a position of greater significance and compensation, effectively moving the employee up the hierarchical structure, hence augmenting their level of responsibility. Promotion entails assuming new job titles, greater responsibilities, a salary boost, expansion of benefits, increase in managerial authority, advanced roles characterized by more challenges, enhanced self-worth and elevated status thus motivating employees to deliver improved performance (Nyaga & Omuya, 2024). Promotion possesses intrinsic motivating value, as it enhances an employee's prestige and authority within an organizational context (Saharuddin & Suleiman 2016). Umi et al. (2015) assert that organizational culture comprises a collection of norms and values established and enacted by a company to shape employee behavior and facilitate timely execution of tasks, thereby directing employees towards attainment of organizational objectives. Through a strong organizational culture, companies can inspire employees to adopt high performance standards, innovation, and customer orientation, which in turn can increase the firm's competitive advantage (Jufrizen, 2021). Employee recognition, job security, promotion and organizational culture therefore complement each other towards attainment of optimal employee performance. Other empirical studies had investigated the effect of monetary and non-monetary rewards on financial performance of FBFs in other counties. This study focused on investigating the moderating role of organization culture on the relationship between reward strategies and employee performance in Faith-Based Facilities in Kakamega County, Kenya.

### 1.1 Statement of the Problem

Faith-Based Facilities were created to bridge the gap in providing quality and affordable healthcare services to the vulnerable populations in different communities in Kenya (Gor, 2022). Quite a number of the FBFs were established during colonial times by missionaries for local communities to access healthcare services hence are among the oldest health care facilities, but they have remained dormant for a long period of time as compared to other privately owned and government hospitals (Wanjiku et al., 2022). As much as they have increased their reach to many people across the country, they still face significant challenges that have affected their overall performance and sustainability (Gor, 2022). Kiplangat (2018) conducted a study to assess the impact of human resource practices on the performance of Faith-Based Facilities in Kajiado County, revealing that recruitment and selection, training, employee education, compensation, and career development positively affected employee performance. Oyoo et al. (2016) conducted a study to assess the impact of reward systems on employee retention in Faith-Based Facilities in Kenya, using Mukumu Hospital in Kakamega County as a case study. They found that between 2013 and 2014, a total of 30 employees had departed to other organizations. It was then disclosed that numerous hires did not remain for over four months; consequently, the hospital relied significantly on experts from public hospitals engaged on a locum or part-time basis on their days off. This elevated service delivery prices and client discontent when the outsourced specialists were occupied elsewhere. All the aforementioned empirical assessments affirm that FBFs have problems that can directly affect their performance. This study aimed to examine the impact of compensation schemes and organizational culture on employee performance in Family-Based Facilities in Kakamega County, which had not been previously researched.

### 1.2 Objective of the Study

The objective of the study was to establish the moderating role of organizational culture on reward strategies and employee performance in Faith-Based Facilities in Kakamega County, Kenya.

### 1.3 Hypothesis of the Study

$H_0$  : Organizational culture has no significant effect on the relationship between reward strategies and employee performance in Faith-Based Facilities in Kakamega County, Kenya.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

Reinforcement Theory also known as Learning Theory is a motivation principle developed by Burrhus Frederic Skinner in 1963 referring to the stimuli used to produce desired behaviors with different occurrences and schedules. The theory explains that behaviors are shaped by their consequences, and that individual behaviors can be changed through reinforcement, punishment and extinction (Wei & Yazdanifard, 2014). According to Wei and Yazdanifard (2014), reinforcement is a behavioural construct where control is achieved by manipulating the



consequences of behavior. Rewards fiscally or non-monetarily assume a crucial role in propelling employees to feel as compelling and effective work drive (Wei & Yazdanifard, 2014). A negative reinforcement is the utilization of an outcome, for example, lost pay or a downgrade, to dishearten a worker from failing to meet expectations or carrying on upsettingly or unscrupulously. The power of praise in the workplace can move employees from apathy or resentment to happiness, productivity and positive reinforcement makes people feel appreciated and encouraged, which can be motivating and rewarding (Susanto et al., 2021). A written recognition gives an employee a feeling of being part of a major family. Employee affirmation such as worker-of-the-month or representative-of-the-year assures workers that their endeavors don't go unnoticed. Tangible rewards like organization logo journal, pen, or gift propel employees to greater performance (Susanto et al., 2021).

Wei and Yazdanifard (2014) concluded that positive reinforcement is seen to be the most effective way of motivating staffs to perform better in organizations. Punishment is applied to reduce or remove certain behavior. Those who are given penalty show better discipline. However, punishment is often not favoured as it may bring down some employees (Wei & Yazdanifard, 2014). A consequence-based technique is very effective in managing an individual or even a team of staff (Susanto et al., 2021). According to Susanto et al. (2021), in a study to determine the effect of reinforcement and punishment on employee performance in Malaysia, reinforcement and punishment significantly influence motivation, values, decision making, tackling conflicts and overall performance of the employee. Employee recognition, job security and promotion can provide positive reinforcement to enhance performance amongst FBFs employees. Job insecurity and lack of promotion can provide negative reinforcement to performance. Penalty can be used to deter behaviors such as absenteeism, lateness to work, unavailability at workplace to serve customers or unfriendliness to customers.

## 2.2 Empirical Literature Review

Olawuyi (2017) asserts that an employee's performance, whether high or negative, is driven by an underlying urge or motivation. The driving force behind an employee's engagement inside a business is the organizational culture. Organizational culture is defined as the shared values, beliefs, and norms that influence employees' emotions, thoughts, and behaviors in the workplace (Kirwa et al., 2024). Soomroh and Shah (2019) posits that organizational culture comprises the fundamental principles of the organization, which underpin the attitudes, behaviors, and actions of all its members. Organizational culture encompasses the behaviors of individuals inside organizations and comprises a set of norms that include beliefs, attitudes, core values, and shared behavioral patterns (Lau et al., 2020). Wanjiku et al. (2022) contends that corporate culture indicates how duties or tasks may be executed by personnel. It may represent the fundamental or guiding concepts to which organizational employees are expected to conform without undue resistance. Olawuyi (2017) delineates the primary elements of corporate culture as behavioral patterns, ideas and ideologies, structure and control, and the decision-making process, integrated with prevailing leadership concepts. These components determine the primary strategy of the institution or organization and its probability of remaining in or exiting the market.

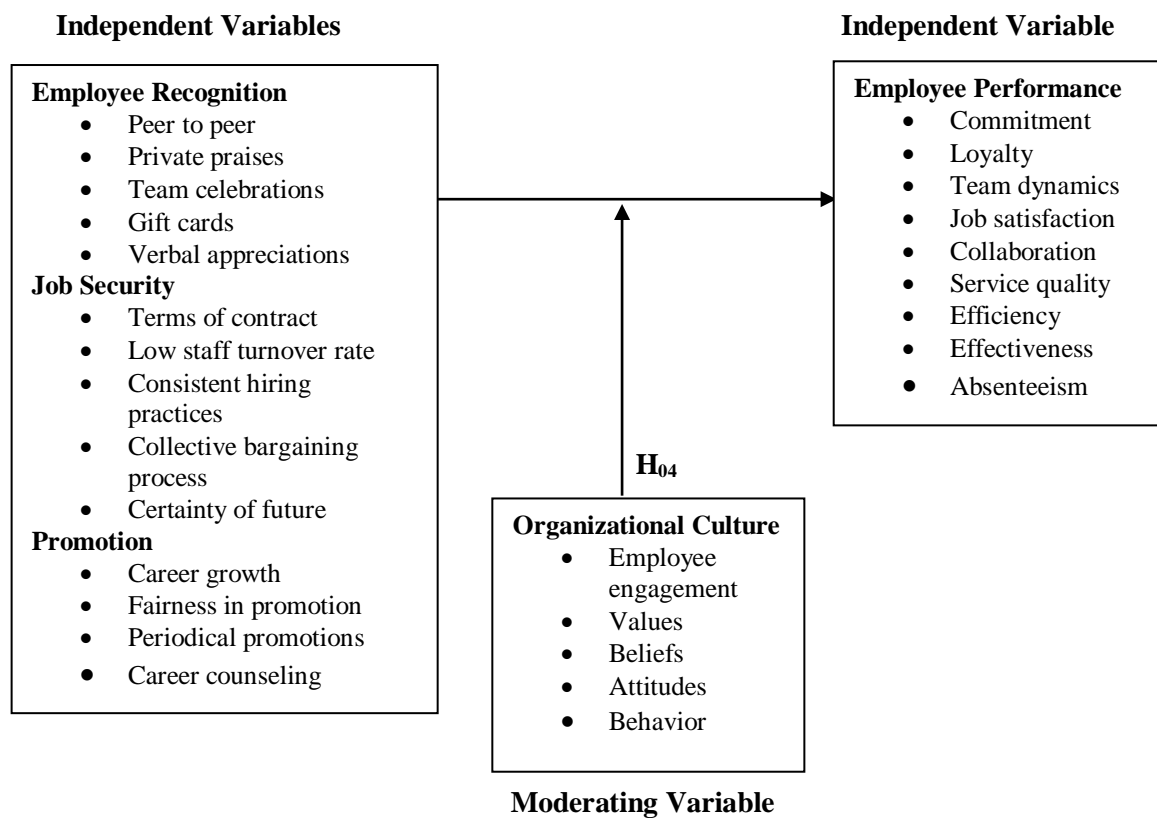
Organizational culture establishes a competitive advantage by delineating the organization's parameters about human interactions, experiences, and information processing capacities (Soomro & Shah, 2019). An effective organizational culture increases employees' motivation to pursue the organization's goals in a defined direction (Santoso & Soehari, 2020). A group of individuals cultivates and interprets identical methodologies, so culture inside organizations pertains to the characteristics, lifestyle, expertise, language, and social practices of individuals employed in the same organization (Onday, 2016). Consequently, organizational culture is perceived as a shared symbolic system that encompasses accumulated cognitive outputs and subconscious mental mechanisms that support cultural manifestations, as posited by structuralists. The organizational culture may be a more critical determinant of an organization's future success or failure. Organizations possessing robust cultures are challenging to replicate and maintain a competitive advantage over those with weaker cultures (Gor, 2022). The organizational culture must be conducive to enable employees to conceive and implement solutions for enhancing customer-institution connections.

A study by Lau et al. (2020) in Malaysia emphasized that corporate culture influences and molds the attitudes and behaviors of all employees, significantly impacting their performance. In another study, Gor (2022) investigated the relationship between adhocracy culture and company performance in level 5 hospitals in Kenya, concluding that adhocracy culture positively correlates with firm performance. A study conducted by Mugaa et al. (2018) aimed to determine the moderating effect of organizational culture on the relationship between reward systems and employee performance in large commercial banks in Nairobi County, Kenya, revealing that organizational culture significantly moderates the impact of financial rewards. Kirwa et al. (2024) investigated the moderating effect of organizational culture on the link between reward systems and teacher retention in public secondary schools in Kenya. The study indicated that although reward systems were crucial for teacher retention, their efficacy was considerably influenced by corporate culture.



### 2.3 Conceptual Framework

The reward strategies investigated included employee recognition, job security and promotion. Recognition factors considered included peer to peer praises, private praises, team celebrations, gifts, and verbal appreciation. Promotion strategies assessed were career growth, fairness in promotion, career counseling and periodical promotions. The job security constructs considered were contractual terms, consistent hiring practices, collective bargaining processes and certainty of future. Harmonized employee reward strategies instituted by the FBFs in Kakamega County were predicted to have effect on several employee performance attributes namely: commitment, loyalty, team dynamics, job satisfaction, collaboration, service quality, efficiency, effectiveness and absenteeism. Organizational culture was expected to either directly influence employee performance or play the moderation role on the relationship between reward strategies and employee performance. The organizational culture elements considered in the study included employee engagement, values, beliefs, attitudes and patterns of behavior shared in the institutions. This was presented in Figure 1.



**Figure 1**

*Conceptual Framework for Moderating Role of Organizational Culture on Reward Strategies and Employee Performance in Faith-Based Facilities in Kakamega County, Kenya*

Source: Author (2025)

### III. METHODOLOGY

The study was conducted in Faith-Based Facilities in Kakamega County, and adopted an explanatory study design. The population of interest to this study comprised of 685 employees according to human resource data availed by administrators in the FBFs in Kakamega County. Kakamega County has 374 health facilities spread across its 12 sub-counties and 27(7.2%) of these are FBFs, 194(51.9%) are public, 5(1.3%) under NGO’s and 148(39.6%) are private facilities. The 27 FBFs are distributed across all the sub-counties namely: Butere 2, Ikolomani 3, Khwisero 4, Likuyani 1, Lugari 3, Lurambi 2, Malava 2, Matungu 2, Mumias East 1, Mumias West 3, Navakholo 2 and Shinyalu 2 according to Kenya National Bureau of Statistics data of 2022. The sample size was determined using Fisher’s formula to arrive at a sample of 246 respondents. Data was collected using a questionnaire and was analyzed using linear regression model.

$Y = \beta_0 + \beta_1 X_1 + \epsilon$ ,  $Y = \beta_0 + \beta_2 X_2 + \epsilon$ ,  $Y = \beta_0 + \beta_3 X_3 + \epsilon$ ,  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ , Where: Y = the dependent variable (Employee Performance),  $\beta_0$  = the constant  $\beta_1, \beta_2, \beta_3$  = independent variable coefficients X = the



independent variables  $X_1$ = Recognition  $X_2$  = Job security  $X_3$  = Promotion  $\epsilon$  = Error term assumed to have mean zero and independent across time period.

#### IV. FINDINGS & DISCUSSION

The study sought to establish the moderating role of organizational culture on the relationship between reward strategies and employee performance in Faith-Based Facilities in Kakamega County. Table 1 displays the summary of the regression analysis model. The study incorporated interaction terms  $X_1M$  organizational culture and recognition,  $X_2M$  organizational culture and job security, and  $X_3M$  organizational culture and promotion, which signify the moderating effect of organizational culture on the independent variables.

**Table 1**  
*Moderating Effect of Organizational Culture on Reward Strategies and Employee performance in FBHs in Kakamega County*

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.517 <sup>a</sup>	.267	.257	.45682	.267	26.853	3	221	.000
a. Predictors: (Constant), $X_1M$ , $X_2M$ , $X_3M$									
ANOVA <sup>a</sup>									
Model			Sum of Squares	df	Mean Square	F	Sig.		
1	Regression		16.812	3	5.604	26.853	.000 <sup>b</sup>		
	Residual		46.119	221	.209				
	Total		62.931	224					
a. Dependent Variable: Performance									
b. Predictors: (Constant), $X_1M$ , $X_2M$ , $X_3M$									
Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.		
		B	Std. Error	Beta					
1	(Constant)	2.961	.090			32.936	.000		
	$X_1M$	.035	.014	.274		2.596	.010		
	$X_2M$	.067	.014	.540		4.745	.000		
	$X_3M$	-.038	.016	-.306		-2.363	.019		

a. Dependent Variable: Performance

**Source: Research Data (2025)**

The coefficient of determination,  $R^2$ , is 0.267, and R is 0.517 at a significance level of 0.05. The moderated model indicates that the interaction between reward techniques and corporate culture accounts for 26.7% of the variance in employee performance. This is a substantial positive correlation between the interaction terms of reward systems, corporate culture, and employee performance. The F change value ( $F(3, 221) = 26.853, p = .000$ ) indicates that the addition of interaction factors substantially enhanced the model's explanatory capacity. The unstandardized coefficient values indicate that all three interaction terms significantly affect employee performance.

The relationship between recognition and organizational culture ( $X_1M$ ) is positive and significant ( $B = .035, p = .010$ ), indicating that organizational culture amplifies the impact of recognition on performance. The unstandardized coefficient demonstrates that a one-unit increase in the interaction between organizational culture and recognition ( $X_1M$ ) results in a 0.035-unit increase in employee performance. The interaction between job security and organizational culture ( $X_2M$ ) is both positive and significant ( $B = .067, p = .000$ ), suggesting that a supportive organizational culture amplifies the impact of job security on employee performance. The unstandardized coefficient indicates that a one-unit increase in the interaction between organizational culture and job security ( $X_2M$ ) leads to a 0.067-unit enhancement in employee performance. The interaction between promotion and organizational culture ( $X_3M$ ) is significant and negative ( $B = -.038, p = .019$ ), indicating that organizational culture negatively moderates promotion. The negative unstandardized coefficient indicates that a one-unit increase in the interaction between organizational culture and promotion ( $X_3M$ ) leads to a 0.038-unit decrease in employee performance. The fitted regression equation for the moderation is  $Y = .035X_1M + .067X_2M - .038X_3M$ . The results indicate that corporate culture significantly moderates the effectiveness of diverse reward strategies on employee performance. The negative moderating effect of culture on promotion is explainable by FBFs context. The descriptive findings highlighted



several gaps in relation to staff promotion namely: lack of structured career development guide for staff, perception amongst staff of promotion being infrequent, a general sense of disapproval regarding promotion processes, lack of fairness and transparency in promotional processes, opportunities for promotion not always communicated effectively within the facilities and heavy reliance on supervisory evaluations rather than open competitive processes.

The aforementioned finding aligns with the research conducted by Mugaa et al. (2018), which examined the impact of financial incentives on employee performance in large commercial banks within Nairobi City County, Kenya. Their study employed a positivist research ethic utilizing a descriptive research design and determined that organizational culture served as a positively significant moderating variable between financial rewards and performance. The present study's findings align with those of Kirwa et al. (2024), who examined the moderating influence of organizational culture on the link between reward systems and teacher retention in public secondary schools in Kenya. The research indicated that although reward systems were crucial for teacher retention, their efficacy was substantially influenced by organizational culture. The present study's findings align with those of Gor (2022) who examined the influence of organizational culture on individual work, with national culture of cost-strain firms serving as a moderator. The research indicated that hierarchy within corporate culture significantly enhances task performance. Nevertheless, the study employed purposeful sampling, which significantly undermines the generalizability of the conclusions. Lau et al. (2020) examined the influence of organizational culture on employee performance within multinational firms in Sarawak, Malaysia. The research employed a quantitative correlational methodology and identified a substantial correlation between corporate culture and employee performance. The primary distinction in this study was the employment of organizational culture as an independent variable rather than as a moderator, as is the case in the current study. Orocakwa (2018), in his investigation of the impact of organizational culture within Cameroon's local government sector, employed a descriptive cross-sectional design and stratified sampling techniques, revealing a negative yet statistically significant correlation between adaptability culture and employee productivity, in contrast to the present study. Organizational culture was found to significantly moderate the relationship between organizational learning and employee performance in classified hospitality firms in Kenya (Wanjiku et al., 2022). The current study's findings are in line with these findings. While the previous study used a cross-sectional approach for both descriptive and explanatory research, the present study relies solely on a case study design.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusions

This study set out to investigate the moderating role of organizational culture on the reward performance relationship in FBFs in Kakamega County. The findings lead to the following:

The study conclusively demonstrates that the organizational culture within FBFs significantly influences how reward strategies impact employee performance. A supportive and collaborative organizational culture acts as a powerful enhancer, strengthening the positive effects of non-monetary rewards like employee recognition and the psychological reward of job security on performance. The negative moderating effect on promotion is a critical revelation. It indicates that the prevailing organizational culture does not cause poor performance but rather exposes deep-seated flaws in the promotion systems. In cultures that value fairness and transparency, unjust promotion practices become particularly potent sources of demotivation. Therefore, the overall effectiveness of reward strategies in FBFs is heavily dependent on the nature of the organizational culture and the integrity of the reward systems themselves.

### 5.2 Recommendations

Based on the conclusions, the following actionable recommendations are proposed for the management of Faith-Based Facilities in Kakamega County:

**Deliberately Cultivate a Supportive Culture:** Management should intentionally foster an organizational culture that emphasizes employee involvement, open communication, inclusivity, and teamwork. This can be achieved through regular feedback mechanisms, participatory decision-making, and reinforcing the facility's faith-based mission as a unifying purpose.

**Overhaul Promotion Systems:** Immediate attention should be given to reforming promotion practices. This includes: developing a clear, transparent, and well-communicated career progression framework for all staff cadres, establishing objective criteria for promotions that combine performance metrics, seniority, and skill acquisition, moving away from sole reliance on supervisory evaluations as well as ensuring procedural justice by creating appeal mechanisms and involving panels in promotion decisions.



Leverage Recognition and Job Security: Given their strong positive interaction with culture, FBFs should continue to invest in structured recognition programs and policies that enhance job security, such as offering permanent contracts where possible and engaging in constructive collective bargaining.

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