

# INDIRECT FINANCIAL COMPENSATION PRACTICES AND SERVICE DELIVERY AMONG EMPLOYEES OF COUNTY GOVERNMENT OF KERICHO, KENYA

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**Abstract:** Employee compensation is the remuneration received by an employee in return of their contribution to the organization; it is a form of pay given to an employee which arise from the employment and it is either in form of monetary or non-monetary for better service delivery. There has been frequent unrest by county staff and this in many occasions has led to poor service delivery hence the need for this study to examine the relationship between indirect financial compensation practices and service delivery among employees of County Government of Kericho. The study adopted a cross-sectional research design where a sample population of 354 respondents was randomly selected from a target population of 3108 permanent employees working in all the ministries and departments in the County Government of Kericho. Structured questionnaire was the primary data collection instrument which was validated by experts in Human Resource where their comments were incorporated in the final data collection instrument. Reliability of the research instrument was determined using Cronbach's Alpha coefficient where coefficient values of 0.847 was achieved from a pilot study that was done in Bomet County which showed that the instrument was reliable. Descriptive statistics was used for quantitative data analysis and were presented in form of tables The study recommends that; employees should be provided with housing facility; competitive salary and wages, relevant allowances; bonuses; career advancement; natured; respected, praised, recommended and acknowledged so that they are encouraged and motivated to offer better service.

**Keywords:** Human resource management, Service delivery, Employee compensation practices, indirect financial compensation.

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## 1. INTRODUCTION

### 1.1 Background of the Study

Employee compensation is the remuneration received by an employee in returns of their contribution to the organization. The compensation management is an organized practice which is important for balancing the work and employee relationship by providing monetary and non-monetary compensation to employees for better service delivery. Compensation includes all form of pay given to the employees which arise from the employment and non monetary reward (Shaun, 2016).

According to Cascio (2012), compensation which includes direct cash payment, indirect payments in the form of employees' benefits and incentives to motivate employees to strive for higher levels of productivity is a critical component of the employment relationship. It is recompense, reward, wage or salary given by an organization to persons or a group of persons in return to a work done, services rendered, or a contribution made towards the accomplishment of organizational goals. Compensation management is something organizations must take seriously if they are to achieve competitive advantage in the market particularly the service sectors where employees are the creators and drivers of value

rather than one more factor of production. Firms around the world are paying close attention to how much they pay, the kind of components that this pay includes and whether they are offering competitive compensation.

Organizational reward system has been found to play a critical role in enhancing employee satisfaction. Mondy (2018) claims that non financial rewards can predict employee performance as the more challenging a goal is, the higher the performance level becomes and the higher the perceived satisfaction. Mondy (2018) argues that an employee's performance is determined by the degree to which available non financial rewards are attractive, so as efforts lead to higher levels of performance (first-level outcomes) which in turn, leads to second level outcomes (praise, friendship, wages). People need non financial rewards to ensure that they are always at their optimum working condition. In turn, this will absolutely lead to optimum productivity.

Compensating employees is associated with the motivation of the workforce of organization for better performance. However, what type and mix of compensation strategies to use is a challenge for the organizations. Several studies have demonstrated compensation have positive impact on service delivery. It is one of the factors that sought increase employee's engagement in the work place, which is the key element in the work performance among employees (Furtado et al. 2015; Lawler and Worley, 2016; Ong and Teh, 2012).

The rationale behind the use of various components of compensation to employees is that motivated employees become satisfied in terms of fulfilling their wants, both financial and non-financial thus demonstrate improved performance. Failure to do so, employees will be tempted to leave the organization (Azasu, 2017). On one hand, employees prefer receiving intrinsic rewards in terms of praise and recognition for certain work accomplishments, while other employees are happy with extrinsic reward in terms of salaries, bonus and incentive offered to employees in order to enhance their performance (Sajuyigbe, Bosede and Adeyemi, 2013). It is therefore clear that subjecting employee to various compensation strategies motivates them and consequently a replica to an improved performance.

## 1.2 Statement of the Problem

There has been frequent staff unrest due to delayed salaries payment; lack of necessary protective's gears especially by County Health workers and this in many occasions has lead to poor service delivery. County Government employee get their salary very late as from 15<sup>th</sup> of the following month or even go unpaid for months due to delays in releasing the monies to the devolved unit by the national government; they do not get promoted easily due to lack of promotional policy, they do not have social welfare facilities; that they are in most cases exposed to being infected by diseases due to lack of proper protective gears and that they are not paid risk allowances when they are to attend to emergencies which are risky and demanding all of these have led to poor service delivery in county government Kericho being one of them. All these have affected service delivery hence it was necessary to determine the relationship between indirect financial compensation practices and service delivery in Kericho County Governments so as to offer guidance and suggest appropriate solutions to the challenges and potential complexities that exists.

## 2. INDIRECT FINANCIAL COMPENSATION PRACTICE AND SERVICE DELIVERY

Indirect compensation refers to non-monetary compensation provided to employees in return of their services to the organization and include; a) Leave Policy which is the right of employee to get adequate number of leave while working with the organization. The organizations also provide for paid leaves such as, casual leaves, medical leaves (sick leave), maternity leaves and statutory pay, b) Overtime Policy where employees are provided with the adequate allowances and facilities during their overtime; c) Medical benefits where employees are provided with allowances to get their regular check-ups and also provide medical-claim for their family; d) Insurance where organizations provide for accidental insurance and life insurance for employees. This gives them the emotional security and they feel themselves valued in the organization; e) Leave Travel Allowances where employees are provided with leaves and travel allowances to go for holiday with their families; f) Retirement Benefits where organizations provide for pension plans and other benefits for their employees which benefits them after they retire from the organization at the prescribed age; g) Holiday homes provided by the organizations for their employees at different locations. These holiday homes are usually located in hill station and other most wanted holiday spots and; h) Flexible Timings where organizations provide for flexible timings to the employees who cannot come to work during normal shifts due to their personal problems and valid reasons (Pickard, 2013).

Employee training provides opportunities to employees to widen their knowledge and abilities for more efficient teamwork and achieve individual development (Jun et al., 2006). When workers receive self-development training, the level of their job satisfaction is higher than those without such training. According to Kerka (2018) career development is an organized approach used to achieve employee goals with the business needs of the agency workforce development initiatives. According to the author, the purpose of career development is to; enhance each employees current job performance, enable individuals to take advantage of future job opportunities and fulfill agencies goals for a dynamic and effective workforce.

According to Cole (2005), the benefits of employee development to an organization include: increasing the employees morale since training will improve the employees confidence and motivation; lowering cost of production through better and economical use of material and equipment thereby reducing and avoiding waste. In addition, he observed that training of employees leads to a low turnover that comes as result of improved security in the workplace. Training helps improve change management by increasing the understanding and involvement of employees in change management process.

Recognition is the demonstration of appreciation for a level of performance, an achievement or a contribution to an objective. It can be confidential or public, casual or formal. It is always in addition to pay (Pitts, 2015) In addition to reward, employees also need recognition. Individuals like to share their achievements with others and have it recognized and celebrated. When this need is satisfied, it works as an excellent motivator. If employers rely on reward alone to recognize contribution and achievement it is most possible that the employees objective will become modified to secure the pay and nothing more and this in turn will lead to a degraded culture of the organization. When used correctly recognition is a cost-effective way of enhancing achievements and enable people to feel involved in the company culture (Pitts, 2015). Recognition and celebration do not work as an alternative to a base pay, they are only adders, not replacements for pay. However, together with a solid pay approach, recognition and celebration is an effective way to make rewards communicate effectively. Used properly, these two factors give the company opportunity to communicate the role that employees should play in making the organization a success.

When traditional pay solutions fail to acknowledge issues such as business opportunities, organization design and competency, recognition can be a great tool to address them (Zingheim and Schuster, 2000). An intrinsically motivated individual, according to Ajila (2017) will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. And an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. According to Shore and Shore (2005), employees who are able to experience and receive recognition for their work are also able to have a better perception of their work, their workplace and the people they work for. Thus, there is a need for the employer to really make an effort in showing the employee that his/her wellbeing is of concern to the organization and the management and that the contribution of the employee towards the organization is highly valued.

### **3. RESEARCH DESIGN**

The study adopted a cross-sectional research design which is a procedure in research whereby investigators administer research instrument to a sample or to the entire population of people to describe the attitudes, opinions behaviours, or characteristics of the population. The target population for the study comprised of 3108 permanent employees working in all the ministries and departments in the County Government of Kericho. Both simple random sampling and stratified techniques was used during data collection. The reliability of the research instrument was assessed using Cronbach's Alpha coefficient. This tool measures internal consistency among a group of items combined to form a single scale (Creswell, 2013).

### **4. FINDINGS ON INDIRECT FINANCIAL COMPENSATION PRACTICES AND SERVICE DELIVERY**

Respondents were asked to indicate the extent to which indirect compensation practices influences service delivery in Kericho County Government and their response are as per Table 1. The responses were in a likert scale where 1 was strongly disagree, 2 was disagree, 3 was undecided, 4 was agree and 5 was strongly agree.

**Table 1: Indirect Financial Compensation Practices**

Statements on Indirect Compensation Practices	1	2	3	4	5
I get adequate number of paid leave such as, casual leaves, medical leaves (sick leave), and maternity/paternity leaves while working for my county and these motivates me to offer better service.	55 (16.2%)	84 (24.7%)	27 (8.0%)	86 (25.4%)	87 (25.7%)
We are provided with the adequate allowances and facilities during overtime and this encourages us to continuously offer quality service	143 (42.2%)	86 (25.4%)	28 (8.3%)	54 (15.8%)	28 (8.3%)
I am being provided with medical allowances and that the county usually setup free medical check-ups for staff and their family	84 (24.7%)	172 (50.7%)	27 (8.0%)	28 (8.3%)	28 (8.3%)
The county government provides us with accidental and life insurance covers and this gives us emotional security needed for quality service delivery	113 (33.3%)	84 (24.7%)	28 (8.3%)	86 (25.4%)	28 (8.3%)
My county provides us with leaves and travel allowances to go for holiday with our families and this motivates us to always continuously quality service	170 (50.1%)	86 (25.4%)	27 (8.0%)	28 (8.3%)	28 (8.3%)
My county provides us with retirement benefits and motivates us to contributes to a pension plans which benefits us after retirement and these encourages us to offer our services well	86 (25.4%)	111 (32.7%)	27 (8.0%)	87 (25.4%)	28 (8.3%)

Source: Research Data (2021)

Table 1 reveals that majority of the respondents who were 87 (25.7%) strongly agreed together with 86 (25.4%) of the respondents who agreed that they get adequate number of paid leave such as, casual leaves, medical leaves (sick leave), and maternity/paternity leaves while working the county government and that motivated them to offer better service. The respondents who were 84 (24.7%) disagreed so do 55 (16.2%) respondents who strongly disagreed that they get adequate number of paid leave such as, casual leaves, medical leaves (sick leave), and maternity/paternity leaves while working the county government and that motivated them to offer better service while 27 (8.0%) of the respondents were undecided

Majority of the respondents who were 143 (42.2%) strongly disagreed together with 86 (25.4%) of the respondents who disagreed that they were provided with the adequate allowances and facilities during overtime and this encouraged them to continuously offer quality service. Respondents who were 54 (15.8%) agreed as well as 28 (8.3%) who strongly agreed that they were provided with the adequate allowances and facilities during overtime and this encouraged them to continuously offer quality service. Respondents who were 28 (8.3%) were undecided.

Majority of the respondents who were 172 (50.7%) disagreed as well as 84 (24.7%) of the respondents who strongly disagreed that they were provided with medical allowances and that the county usually setup free medical check-ups for staff and their family. Respondents who were 28 (8.3%) agreed and the same number strongly agreed that they were provided with medical allowances and that the county usually setup free medical check-ups for staff and their family while 27 (8.0%) of the respondents were undecided.

The county government did not provide staff with accidental and life insurance covers since majority of the respondents who were 113 (33.3%) strongly disagreed as well as 84 (25.4%) of the respondents who disagreed and this did not gave them emotional security needed for quality service delivery. The respondents who agreed that the county government provided staff with accidental and life insurance covers were 86 (25.4%) together with 28 (8.3%) of the respondents who strongly agreed hence this gave them emotional security needed for quality service delivery. The respondents who were undecided were 28 (8.3%).

Majority of respondents who were 170 (50.1%) strongly disagreed and also 86 (25.4%) of the respondents disagreed that the county government provided them with leaves and travel allowances to go for holiday with their families and this motivates them to always continuously quality service. The respondents who were 28 (8.3%) agreed and also the same number strongly agreed that the county government provided them with leaves and travel allowances to go for holiday

with their families and this motivates them to always continuously quality service. Respondents who were undecided were 27 (8.0%).

Majority of respondents who were 111 (32.7%) disagreed and also 86 (25.4%) of the respondents strongly disagreed that the county government provided them with retirement benefits and motivates them to contributes to a pension plans which benefits them after retirement and these encouraged them to offer their services well. Respondents who were 87 (25.4%) agreed as well as 28 (8.3%) of the respondents who strongly agreed that the county government provided them with retirement benefits and motivates them to contributes to a pension plans which benefits them after retirement and these encouraged them to offer their services well while 27 (8.0%) of the respondents were undecided.

The study found out that employees of Kericho County Government adequately get the number of paid leave such as, casual leaves, medical leaves (sick leave), and maternity/paternity leaves while working for my county and these motivates me to offer better service; they were not provided with the adequate allowances and facilities during overtime and this did not encouraged them to continuously offer quality service; they were not provided with medical allowances and that the county had not setup free medical check-ups for staff and their family; the county government did not provide them with accidental and life insurance covers hence were not emotional secure which is a necessity for quality service delivery; the county government did not provided them with leaves and travel allowances to go for holiday with their families and hence were not motivated to always and continuously provide quality service; and that the county government did not provide them with adequate retirement benefits which could have motivated them to contributes to a pension plans which will benefits them after retirement and these did not encouraged them to offer their services well.

The study concludes that employees need to be adequately paid leave allowance; medical allowances; accidental and life insurance covers; and retirement benefits so that they encouraged and motivated to offer their services well. Employees should be provided with housing facility; competitive salary and wages, relevant allowances and bonuses so that they are encouraged and motivated to offer better service.

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