



EXTRINSIC MOTIVATION AND EMPLOYEE PERFORMANCE AMONG LAW ENFORCEMENT PERSONNEL

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Abstract:

Providing extrinsic incentives like awards, recognition, or chances for career progression does not always equate to higher performance from employees. Extrinsic motivators have the potential to encourage desired actions in the short term, but over time, they may become less successful, especially if they conflict with intrinsic motivators or foster a culture of reliance on outside rewards. The purpose of the study was to investigate the effect of extrinsic motivation on employee performance among law enforcement personnel with the objective to determine the effect of promotion and establish how training, the work environment and job security affect employee performance at the National Police Service Commission, Kenya. The study adopted the ERG Theory, the Two-Factor Theory of Motivation and the Hierarchy of Needs Theory. The study adopted a descriptive research design analyzing data from a sample of 180 employees from a sampling frame of 270 employees in the target population. The study collected data using questionnaires, tested the validity and reliability of the data, and analyzed the data using both descriptive and inferential statistical methods. The study established that extrinsic motivation has a favorable influence on staff performance; employee performance has a strong positive and significant influence, and work environment has a moderate positive and significant influence, while job security has a positive but low significant influence on employee performance at the National Police Service Commission of Kenya. Training has a significant positive influence on employee performance. The study recommended that in order to improve staff promotion at the commission, the management should establish clear criteria and pathways for advancement, ensuring that employees understand the skills and achievements needed for progression; To improve on employee

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training at NPSC, managers should conduct thorough training needs assessments to identify specific skill gaps and areas for development among employees; To improve on the work environment at NPSC, managers should develop open communication channels where employees feel comfortable sharing their ideas, concerns, and feedback. They should also design physical workspaces that promote comfort, creativity, and flexibility, offering options for both collaborative and independent work and to ensure that employees commit to the organization and retain them for the long term, managers should clearly communicate the organization's mission, vision, and long-term goals to instill confidence and trust among employees. Study findings inform strategic decisions in areas such as compensation, performance management, and employee engagement. HR professionals can use insights from this study to design incentive programs that effectively motivate employees to achieve organizational goals while aligning rewards with desired outcomes.

Keywords: extrinsic motivation, employee performance

1. Introduction

Employee performance is very important for organizations as every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that human resources can be utilized by making full use of them (Abbah, 2022). Components of employee performance encompass both quantitative metrics, such as productivity, sales targets, and task completion rates, as well as qualitative measures, including the quality of work, customer satisfaction, and teamwork. Additionally, communication skills, problem-solving aptitude, flexibility, and commitment to company principles and values all affect employee effectiveness (Gravina, Nastasi, & Austin, 2021). Performance results are also greatly influenced by individual characteristics, such as technical proficiency, emotional intelligence, and leadership qualities.

Extrinsic motivation refers to the drive to engage in a behaviour or task as a means to obtain external rewards or avoid punishment, rather than deriving inherent satisfaction from the activity itself. This type of motivation is characterized by tangible incentives such as monetary rewards, bonuses, promotions, or recognition (Ahmad *et al.*, 2020). Extrinsic motivation can be further divided into several components, including tangible rewards like salary increases or bonuses, social recognition such as praise or awards, and career advancement opportunities such as promotions or job security. While extrinsic motivators can be effective in incentivizing desired behaviours and achieving short-term performance goals, their impact may vary depending on individual preferences, the context of the task, and the overall work environment

The link between extrinsic motivation and employee performance is complex and multifaceted. While extrinsic motivators such as financial rewards, recognition, and career advancement opportunities can incentivize employees to achieve specific performance targets and goals, their impact on overall performance effectiveness may be

influenced by various factors (Abualoush, Obeidat and Tarhini, 2022). Research suggests that while extrinsic motivation can lead to short-term improvements in performance, its long-term effectiveness may be limited if it fails to align with intrinsic motivators or if it creates a culture of dependency on external rewards. Additionally, the degree to which extrinsic motivators positively influence performance can vary depending on individual preferences, the nature of the tasks involved, and the organizational context (Armstrong, 2020).

In the USA, a country known for its individualistic culture, extrinsic motivators like financial rewards, bonuses, and recognition often play a significant role in driving employee performance (Legault, 2020). For example, performance-based bonuses and stock options are common incentives in American corporations, motivating employees to achieve specific targets and goals. Moreover, the competitive nature of the American business environment fosters a culture where external rewards are highly valued, contributing to a strong link between extrinsic motivation and employee performance. In Brazil, where collectivism and social relationships hold considerable importance, extrinsic motivators may not have as strong an impact on employee performance compared to intrinsic motivators such as social recognition and affiliation (Locke & Schattke, 2019). For instance, in Brazilian organizations, employee performance may be influenced more by the sense of belonging to a supportive team and the recognition received from peers and supervisors.

In Canada, known for its multicultural and diverse workforce, the influence of extrinsic motivation on employee performance may vary depending on individual preferences and organizational practices (Morris, Grehl, Rutter, Mehta & Westwater, 2022). While financial incentives and recognition programs are commonly used to motivate employees, Canadian workplaces also prioritize factors such as work-life balance, job security, and opportunities for personal development. For example, companies in Canada often offer flexible work arrangements and comprehensive employee benefits packages alongside extrinsic rewards to enhance overall job satisfaction and performance.

In China, where the cultural emphasis on collectivism, social harmony, and hierarchical relationships is pronounced, extrinsic motivators such as financial rewards and career advancement opportunities may hold significant sway over employee performance (Ryan & Deci, 2020). For instance, in Chinese organizations, performance-based bonuses, promotions, and public recognition from senior leaders are commonly used to motivate employees and reinforce desired behaviours. Additionally, the strong influence of societal expectations and familial responsibilities may further amplify the importance of external rewards in driving employee performance.

In South Africa, extrinsic motivation significantly influences employee performance, albeit within a context influenced by cultural diversity and socioeconomic disparities. While financial rewards and bonuses are common extrinsic motivators across various sectors, including finance, mining, and technology, other factors such as job security and opportunities for advancement also play a crucial role (Diseth, Mathisen & Samdal, 2020). For example, in industries like mining, where the work can be physically

demanding and hazardous, competitive salaries, along with benefits such as medical insurance and retirement plans, are essential for attracting and retaining skilled workers (Mitchell, Schuster & Jin, 2020).

In Tanzania, where collectivism and communal values are prominent, extrinsic motivators may not hold as much sway over employee performance compared to intrinsic factors such as social recognition and community affiliation. While financial incentives are still important, particularly in sectors like tourism and agriculture, where wages may be relatively low, the sense of belonging to a supportive community and the recognition received from peers and supervisors can be powerful motivators (Sheehan, Herring & Campbell, 2018). For example, in Tanzanian organizations, team-based incentives and rewards, alongside traditional ceremonies and celebrations, are often used to reinforce desired behaviours and foster a sense of camaraderie among employees, ultimately driving performance.

In Uganda, where the cultural landscape is characterized by a mix of traditional values and modern influences, extrinsic motivation influences employee performance through a combination of financial rewards, recognition, and opportunities for career advancement (Kotera, Taylor, Fido, Williams, & Tsuda-Mc-Caie, 2023). While salary levels may vary across different industries and regions, organizations often use performance-based pay structures, bonuses, and employee recognition programs to motivate and retain talent. For example, in Ugandan businesses, sales commissions, performance bonuses, and public recognition ceremonies are commonly used to reward high achievers and stimulate productivity.

In Kenya, extrinsic motivation significantly influences employee performance, particularly within the context of a diverse and dynamic economy. Financial rewards, such as competitive salaries, bonuses, and incentives, play a crucial role in motivating employees across various sectors, including banking, telecommunications, and technology (Zaccone & Pedrini, 2019). For example, in the banking industry, performance-based bonuses tied to metrics such as sales targets and customer satisfaction scores incentivize employees to achieve higher levels of productivity and service excellence. Similarly, in the telecommunications sector, companies may offer commission-based compensation structures to sales representatives, driving them to meet and exceed revenue goals. These financial incentives serve as tangible rewards that directly impact employee motivation and performance.

2. Statement of the Problem

Extrinsic motivators often fail to work because they undermine intrinsic motivation by shifting the focus from the joy of the activity itself to the external rewards. When individuals are primarily driven by external rewards such as money, grades, or praise, their engagement and persistence can wane once these rewards are removed. In addition, extrinsic motivators can lead to a transactional mindset, where individuals do the minimum required to obtain the reward rather than developing a deeper, sustained interest in the task (Phalomano, 2022). The impact of extrinsic motivation on performance

can vary depending on individual preferences, the nature of the tasks involved, and the overall work environment. Research suggests that a balance between extrinsic and intrinsic motivators is essential for sustainable performance improvement (Miao, Rhee & Jun, 2020). Therefore, while extrinsic motivation can be a valuable tool for driving performance in certain contexts, it should be complemented by efforts to cultivate intrinsic motivation and foster a supportive organizational culture that values employee well-being and personal growth.

The performance of the National Police Service Commission has shown mixed performance, characterized by efforts to improve efficiency and service delivery amid significant challenges. While there are notable strides being made, NPSC still faces substantial hurdles that need addressing to achieve sustainable development and public trust (NPSC Annual Report, 2022). NPSC is faced with a number of challenges relating to employee motivation and capacity. There is also poor-quality service delivery, which is coupled with poor performance of employees who do not meet deadlines in terms of meeting targets, since the Commission employees are demotivated, as most qualified personnel opt to work in other areas where there is good working conditions and security, hence, the need to improve staff capacity building to boost quality service delivery (Yussuf, 2019). Over the past three years, NPSC failed to meet its yearly objectives, and 56 % of NPSC employees failed to meet their targets.

Numerous academics have investigated how employee performance in firms is impacted by extrinsic motivation. The impact of job promotions on the performance of Mercu Buana University's teaching staff was examined by Rinny, Purba, and Handiman (2020). According to the study's findings, performance is positively and significantly impacted by job promotion. The relationship between employee performance in the security industry and extrinsic motivation is not discussed in the study, though. The effects of job promotion methods on employee performance at the Kenya Forestry Research Institute in Muguga, Kenya, were examined by Veronica, Hannah, and Felistus (2020). According to the study, employee performance in Kenya is significantly impacted by job promotion procedures. The relationship between employee performance in the security industry and extrinsic motivation is not included in the study. Karim, Choudhury, and Latif (2019) carried out an investigation to assess how employee performance inside the company is affected by training and development. According to the study, training is one of the most effective motivators that can have a wide range of positive effects on employees and the company by boosting productivity and assisting in the achievement of organizational goals. The relationship between employee performance in the security industry and extrinsic motivation is not included in the study. Taheri, Miah, and Kamaruzzaman (2020) used both quantitative and qualitative character analysis to investigate how the workplace affects employee job satisfaction. The study found that in order to improve job satisfaction, attention must be paid to the workplace. The relationship between employee performance in the security industry and extrinsic motivation is not included in the study. Nemteanu, Dinu, and Dabija (2021) examined how supervisor support and advancement prospects, as well as employment instability and insecurity, affected each employee's level of job satisfaction. The study

found that there was a noteworthy inverse relationship between an individual's perception of job instability and their level of job happiness, supervisor support, and promotion prospects. The relationship between employee performance in the security industry and extrinsic incentives is not discussed in the study. From the reviews, there was no study that was done to look at the effect of extrinsic motivation on employee performance at the National Police Service Commission, Kenya. The study filled this gap by answering the following question:

- What was the effect of extrinsic motivation on employees' performance at the National Police Service Commission, Kenya?

2.1 Purpose of the Study

To establish the effect of extrinsic motivation on employee performance at the National Police Service Commission, Kenya.

2.2 Objective of the Study

- 1) To determine the effect of promotion on employee performance at the National Police Service Commission, Kenya.
- 2) To establish the effect of training on employee performance at the National Police Service Commission, Kenya.
- 3) To examine the effect of work environment on employee performance at the National Police Service Commission, Kenya.
- 4) To assess the effect of job security on employee performance at the National Police Service Commission, Kenya.

2.3 Research Questions

- 1) To what extent does promotion affect employee performance at the NPSC?
- 2) What is the effect of employee training on employee performance at the NPSC?
- 3) What is the effect of the work environment on employee performance at the NPSC?
- 4) What is the influence of job security on employee performance at the NPSC?

3. Literature Review

3.1 Theoretical Framework of the Study

The theoretical framework is the structure that can hold or support a theory of a research study and the narrative explanation about how the researcher engages in using the theory and its fundamental assumptions to examine the research problem. The main objective of theories was to find out what controls, organizes and motivates people. For this study, four theories were found relevant: the Hierarchy of Needs theory (Maslow, 1943), the ERG Theory (Alderfer, 1972), the Two Factor Theory (Herzberg, 1959) and the Transactional Theory of Stress (1984).

3.2 Empirical Literature Review

This section provided a review of studies relating to Promotion and Employee Performance, Training and Employee Performance, Work Environment and Employee Performance and Job Security and Employee Performance.

3.3 Promotion and Employee Performance

The job crafting literature was summarized meta-analytically by Lichtenthaler and Fischbach (2018). The study combined work crafting conceptualizations based on roles and resources into a single job crafting model, which theoretically explained both positive and negative job crafting outcomes. Additionally, it employed logic from the regulatory focus theory to distinguish between job designing that was prevention-focused and that was promotion-focused. The study's hypothesis was that prevention-focused work crafting has a negative relationship with employee engagement, performance, and health, while promotion-focused job crafting has a favourable relationship. Promotion-focused job crafting was found to be positively correlated with work engagement and negatively correlated with burnout, whereas prevention-focused job crafting was found to be negatively correlated with work engagement and positively correlated with burnout, according to the results of cross-sectional meta-analytical structural equation modelling.

Rinny, Purba and Handiman (2020) studied the influence of job promotions on the teaching staff's performance at Mercu Buana University. The study used a quantitative method to conduct a causal analysis. Convenience sampling techniques were used to deliver questionnaires to 77 employees of Mercu Buana University out of a total population of 332 employees. Multiple linear regression was the analytical technique employed in this investigation. The findings demonstrated that performance was significantly impacted by job promotions. According to the study's findings, performance is positively and significantly impacted by job promotion.

Veronica, Hannah and Felistus (2020) examined how employee performance was affected by job promotion policies at the Kenya Forestry Research Institute in Muguga, Kenya. Expectancy theory served as the study's foundation. Descriptive research design and positivist philosophy were employed in the study. The Kenya Forestry Research Institute served as the analysis unit. The 178 employees of the Kenya Forestry Research Institute in Muguga were the target population. Data was analysed through descriptive and inferential statistics. The study established that employee performance in Kenya is significantly influenced by job promotion procedures.

Rinny, Purba and Handiman (2020) carried out research on the connection between Mercu Buana University's employees' performance and job promotions in Indonesia. The population of the study consisted of university personnel, and it took a quantitative approach using questionnaires. Nonetheless, the sample size was chosen through the use of convenience sampling. The study discovered that employee performance and job satisfaction are significantly impacted by job promotions. Noor and Silitonga (2018) studied the connection between Pt. Harapan Mulia Berkah Tangerang regency's performance and job advancement. employing a descriptive methodology.

There were ninety-three employees in the study population, and both descriptive and inferential statistics were used to examine the data. The findings showed that organizational commitment and performance were significantly impacted by job promotion.

3.4 Training and Employee Performance

Iseu (2023) carried out a study to establish the effect of training on organizational performance in Kenya's Public Universities. The total population was 8,175 employees, out of which 200 respondents were selected as the sample size of the study from the University of Nairobi-Main Campus staff members. Data was collected using Surveys due to the Coronavirus Pandemic Conventions. Data was analysed using SPSS. The study's findings yielded a strong positive correlation between training and organizational performance.

Karim, Choudhury, and Latif (2019) carried out a study to assess how employee performance in the organization is affected by training and development. Thirty employees made up the target responders. Version 20 of SPSS was used to evaluate the data that was gathered via questionnaires. According to the study's findings, training is one of the most effective motivators that can have a wide range of positive effects on employees and the company by boosting productivity and assisting in the attainment of organizational goals.

Bagha (2019) carried out a study to see how training affected organizational performance in Kenya's banking industry. 400 Prime Bank workers who worked in the bank's relationship, retail, mortgage, and human resources divisions made up the target group. To gather data, questionnaires were employed. The analysis of the data was done using SPSS Version 22.0. The study's conclusion showed that there was a substantial and positive impact on organizational performance.

3.5 Work Environment and Employee Performance

Taheri, Miah and Kamaruzzaman (2020) aimed to comprehend how the workplace affects employee happiness by a quantitative and qualitative examination of contributing personalities. Data was collected by optimizing a well-structured questionnaire. Bangladesh Rural Electrification Board and the Department of Agricultural Extension were the two agencies from which the contributing populations were drawn. The sample was taken particularly from one Bangladeshi district. The study's results bolstered the imperative effects of the workplace on job satisfaction. Better facilities are necessary for firms to function well, and employees' top concerns are related to their working environment. This study's conclusion is that in order to improve job happiness, attention must be paid to the workplace.

Yusliza, Faezah and Muhammad (2021) examined the connection between specific aspects of a positive work environment and academic staff retention in Malaysia. A cross-sectional survey is used to obtain data for this quantitative investigation. For this study, 225 academic staff members from one of Malaysia's public institutions were gathered through online and hardcopy surveys. The partial least squares (SEM-PLS) method of

structural equation modelling analyses the data and puts the study's suggested hypotheses to the test. The results of this study showed a strong positive association between employee retention and specific supportive work environment aspects. In conclusion, academic workers in Malaysia may be less likely to plan to leave if they have a positive opinion of their workplace.

Saputra and Riana (2021) examined how potential employee retention is affected by the non-physical work environment, pay, and organizational commitment. Sixty employees were surveyed and interviewed as part of the saturated sampling process to determine the sample collection. Additionally, we use both multiple linear regression analysis and descriptive analysis to analyse the data processing. The findings indicate that there is no discernible relationship between the non-physical work environment and organizational commitment, staff retention, or salary. had, nevertheless, a noteworthy and favourable impact on staff retention.

3.6 Job Security and Employee Performance

A study by Aman-Ullah, Aziz, Ibrahim, Mehmood and Abbas (2021) investigated the effect of job security on doctors' job retention, premising job satisfaction and job embeddedness as mediators in public hospitals in Pakistan. Analysing data from selected public hospitals from a simple random sample participant selection, optimising partial least squares-structural equation modelling validated a direct mediation relationship.

Jung, Sik and Yoon (2021) was to ascertain the moderating influence of generational variables and confirm that work insecurity, as experienced by deluxe hotel employees, significantly impacts their job engagement and turnover intent. An empirical analysis of earlier research served as the study's foundation. The study's conclusion demonstrated that the staff of deluxe hotels were less engaged when they felt that their jobs were insecure. Additionally, it was discovered that job engagement decreased the intention to leave. The relationship between perceptions of job insecurity and intent to leave was fully mediated by employee engagement, and job insecurity brought on by COVID-19 had a greater influence on decreasing job engagement amongst Gen-Y than in Gen-X, signifying Gen-Y are more negatively influenced by job insecurity.

In a study by Darvishmotevali and Ali (2020) premised on transactional theory of stress and coping, the study investigated the buffering role of psychological capital as a means through which employees overcome the negative impact of JI on SWB and JP. Analysing data from a sample of 250 four and five-star hotel employees in Tehran, Iran, the study established a mediating role of SWB, affirming that JI negatively impacts employees' JP by diminishing their SWB. Moreover, the results indicated that employees with a high level of PsyCap are better able to cope with JI. This implies that hotel management should make appropriate decisions to minimize or eliminate stressful stimuli, and particularly JI in the workplace, which is established to lead to severe emotional, mental and behavioural consequences.

Nemteanu, Dinu and Dabija (2021) examined the influence of job instability and insecurity on employees' job satisfaction, alongside supervisor support and promotion opportunities. The study was based on Adaptation-level Theory, Stress and Coping

Theory, and Motivation Hygiene Theory. The survey was based on an empirical study implemented with the aid of a questionnaire taken by 568 employees in Romania. The results were determined with the help of a correlation analysis, highlighting a strong, direct and positive link between job instability and employee insecurity in increasing employee competitiveness. The impact of job insecurity and instability on the components considered in terms of job satisfaction varied. Job insecurity was found to have a negative correlation with satisfaction, specifically on supervisor support and job promotion opportunities. Perceived job instability showed a significant negative impact on individual work satisfaction, satisfaction with supervisor support and promotion opportunities.

3.7 Employee Performance

Legault (2020) study revealed that intrinsic motivation, stemming from factors such as the enjoyment of the work itself or a sense of accomplishment, is a powerful driver of sustained high performance. Extrinsic motivators, including rewards, recognition, and career advancement opportunities, were found to be crucial for incentivizing employees and reinforcing desired behaviours. Moreover, the alignment of individual goals with organizational objectives and values has been found to enhance motivation and commitment, leading to improved performance outcomes. Understanding the diverse motivational factors that influence employees can enable organizations to design effective incentive systems and cultivate a work environment that fosters high levels of engagement and productivity.

Ryan and Deci (2020) research indicated that a positive organizational culture characterized by trust, open communication, and collaboration cultivates a sense of belonging and purpose among employees, which in turn enhances their motivation and commitment to achieving organizational goals. Effective leadership, marked by clear communication, supportive behaviours, and role modelling of desired values, plays a critical role in shaping the organizational culture and influencing employee attitudes and behaviours. Furthermore, leaders who empower and develop their teams foster a culture of innovation, accountability, and continuous improvement, driving higher levels of performance and organizational success.

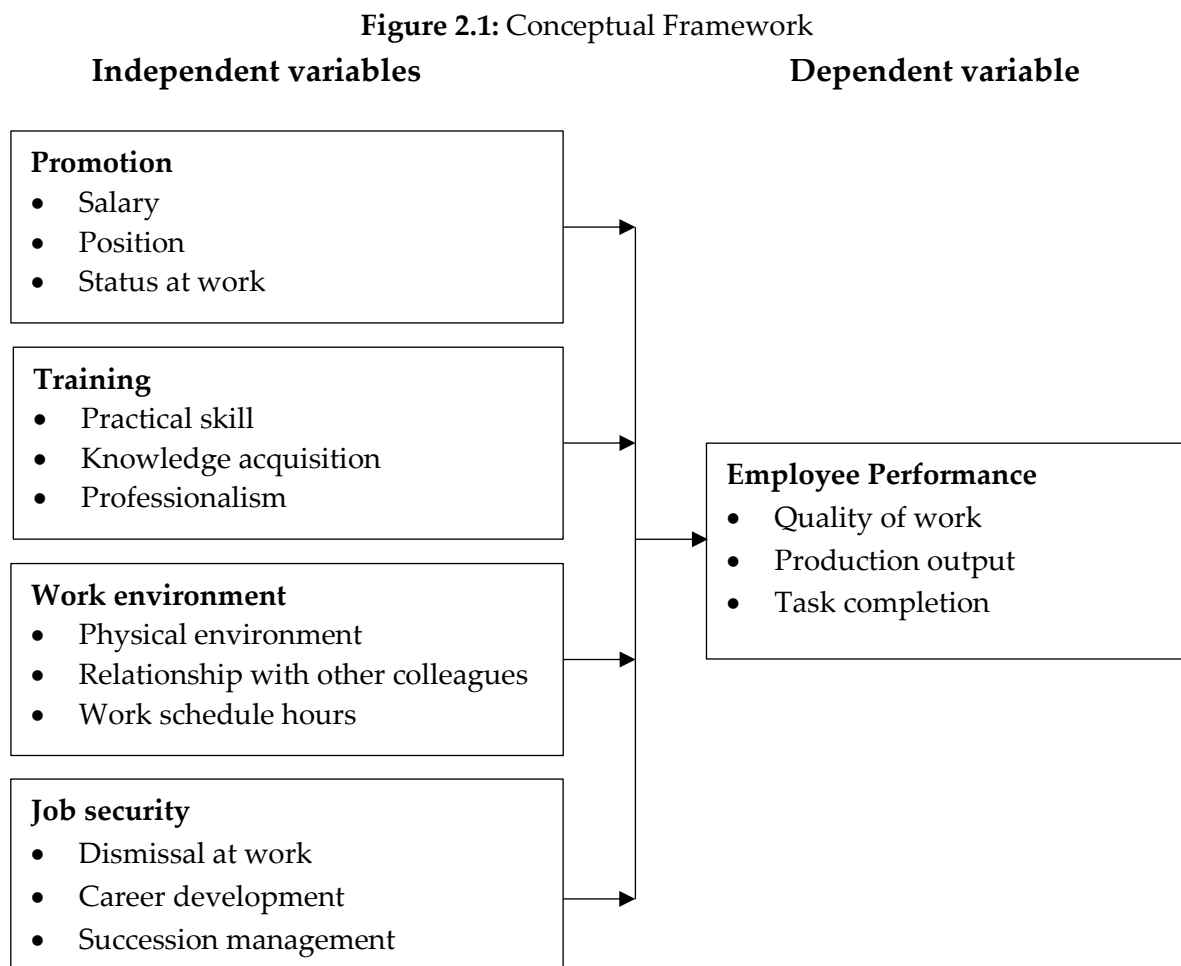
Mitchell, Schuster and Jin's (2020) study suggested that well-designed jobs that provide autonomy, opportunities for skill development, and a sense of meaning and purpose tend to yield higher levels of job fulfilment and performance. Moreover, factors such as workload, work-life balance, physical workspace, and access to resources and support systems influence employee engagement and effectiveness. Organizations that prioritize job design and create supportive work conditions can enhance employee motivation, reduce burnout, and improve performance outcomes, ultimately contributing to a more resilient and productive workforce.

Derfler-Rozin and Pitesa (2020) research indicates that personality traits, cognitive abilities, emotional intelligence, and job-related skills influence how individuals approach their work tasks, interact with others, and navigate challenges in the workplace. Furthermore, ongoing learning and development opportunities, feedback mechanisms,

and performance appraisal processes are essential for helping employees identify their strengths and areas for improvement, thereby enhancing their performance over time. By investing in the development of employee competencies and creating a supportive learning culture, organizations can empower individuals to reach their full potential and drive organizational success.

3.8 Conceptual Framework of the Research Study

It is an architectural diagram which explains the expected relationship of variables. According to Varpio (2020), a conceptual framework is the justification for why a given study should be conducted. The independent variables were promotion, training, work environment and job security, while the dependent variable was employee performance. The conceptual framework of the study was presented as shown in Figure 2.1.



Source: Author (2024).

3.9 Promotion

Employee promotion refers to the advancement of an individual within an organization to a higher level of responsibility, authority, and often, compensation. It typically signifies recognition of an employee's contributions, skills, and potential, as well as their readiness to take on increased challenges and leadership roles (Haryono, Supardi & Udin,

2020). Promotions can take various forms, including vertical promotions to higher job positions, lateral promotions to different departments or teams, or even diagonal promotions where an employee assumes responsibilities that cut across different functions or hierarchies. Effective promotion processes are usually based on objective criteria such as performance evaluations, skills assessments, and demonstrated leadership qualities, ensuring that promotions are fair, transparent, and aligned with organizational goals and values (Chang, Hou, Wang, Cui & Zhang, 2020).

3.10 Training

Employee training encompasses the systematic process of equipping employees with the knowledge, skills, and abilities required to perform their job effectively. It involves a variety of methods such as workshops, seminars, on-the-job training, e-learning modules, and mentorship programs tailored to meet the specific needs of the organization and individual employees (Kusumawati, Fauziddin & Ananda, 2023). Effective training programs not only address skill gaps but also promote professional development, enhance job satisfaction, and contribute to overall organizational success. By investing in employee training, organizations foster a culture of continuous learning, adaptability, and innovation, ultimately improving employee performance, retention, and competitiveness in the marketplace (Duan, Fernández, Van-Dongen & Kohn, 2020).

3.11 Working Environment

The work environment encompasses the physical, social, and psychological conditions in which employees carry out their tasks within an organization. It includes factors such as office layout, workspace design, lighting, temperature, noise levels, and ergonomic considerations, all of which can significantly impact employee comfort, health, and productivity (Mardanov, 2020). Social dynamics, organizational culture, leadership style, and communication patterns within the workplace contribute to the overall work environment. A positive work environment fosters collaboration, creativity, and employee engagement, leading to higher job satisfaction, lower turnover rates, and improved organizational performance. Conversely, a negative or toxic work environment characterized by high stress, conflict, or lack of support can detrimentally affect employee well-being and hinder organizational success (Chen, Dai, Wang, Yang, Li & Wei, 2021).

3.12 Job Security

Job security, as used in reference to employment, denotes assurance or confidence that an employee has concerning the job continuity and stability in an organization. It includes the belief that one's employment status is relatively safe from the risk of termination or layoffs due to factors such as organizational restructuring, technological advancements or economic downturns (Alase & Akinbo, 2021). Job security can be influenced by various factors, including the strength of the economy, the financial health of the organization, industry trends, and the individual's performance and skills. Having job security provides employees with a sense of stability, which can positively impact their job

satisfaction, mental well-being, and willingness to invest in their professional development and long-term commitment to the organization (Miao, Rhee & Jun, 2020).

3.13 Employee Performance

Employee performance refers to the effectiveness and efficiency with which an individual fulfils their job responsibilities and achieves the goals and objectives set by their organization. It encompasses a range of factors, including productivity, quality of work, reliability, creativity, communication skills, teamwork, and adherence to organizational values and standards (Kuswati, 2021). Evaluating employee performance typically involves assessing both quantitative metrics, such as sales figures or production output, and qualitative measures, such as customer satisfaction or peer feedback. Effective performance management processes involve setting clear expectations, providing regular feedback and coaching, identifying areas for improvement, and recognizing and rewarding high performance, all with the aim of maximizing individual and organizational success (Diseth, Mathisen & Samdal, 2020).

3.14 Research Gaps

A survey of the research literature has revealed inconsistent findings from different investigations. The impact of job promotions on the performance of Mercu Buana University's teaching staff was examined by Rinny, Purba, and Handiman (2020). According to the study's findings, performance is positively and significantly impacted by job promotion. The effects of job promotion methods on employee performance at the Kenya Forestry Research Institute in Muguga, Kenya, were examined by Veronica, Hannah, and Felistus (2020), who established a relationship between employee performance and job promotion procedures. An investigation by Karim, Choudhury, and Latif (2019) to assess how employee performance inside a company is affected by training and development found out that training is among the most effective motivators that offers a wide range of positive effects on employees and the company by boosting productivity and supporting the achievement of organizational goals. Taheri, Miah, and Kamaruzzaman (2020), using quantitative and qualitative character analysis to assess how workplace influences employee job satisfaction, established that to improve job satisfaction, focusing on the workplace environment is critical. A related study by Nemteanu, Dinu and Dabija (2021) on the effects of job instability and insecurity on an employee's job satisfaction, alongside supervisor support and promotion opportunities, established that perceived job instability indicated a significant negative effect on individual job satisfaction, satisfaction with supervisor support and promotion opportunities. A comprehensive review of these studies indicated that there is hardly any focused study on the effect of extrinsic motivation, particularly at the National Police Service Commission, Kenya; hence the need for this study considering the centrality of this service in addressing security concerns of the country at large.

4. Materials and Methods

The study adopted a descriptive research design (Creswell, 2013; Mugenda & Mugenda 2019) on a sampling frame of 270 employees. The sampling frame consisted of 270 employees from five departments which include Appeals, policy and legal affairs committee (30), Discipline and HR Audit committee (60), Finance, planning, administration and professional development committee (50), Promotions and transfers committee (60) and lastly Recruitment, appointment, confirmation and welfare committee (70).

Stratified random sampling technique was used (Kothari & Garg 2014; Gichuru, 2021; Etikan & Bala 2017). The sample size of the study was defined by Taro Yamane (1973).

$$n = N \div 1 + N(e)^2$$

where

n = the sample size;

N = the population size and

E = sampling error (0.05)²

$$n = \frac{270}{1 + 270 (0.05)^2}$$

$$n = \frac{270}{1 + 270(0.0025)}$$

$$n = \frac{270}{1 + 0.5} = \frac{270}{1.5} = 180$$

$$n = 180.$$

The study made use of content validity and Cronbach's alpha (Neuman, 2014; Taherdoost, 2017) With a permission sought and approved by the National Commission for Science and Technology (NACOSTI), a questionnaire (Dempsey, 2003; Kothari 2004) was used to collect data from the respondents, data was analyzed using descriptive and inferential statistics and presented in tables and inferential statistical indices through and regression coefficients.

Inferential statistics particularly supported drawing of conclusions on associations between variables through techniques including the t-test, analysis of variance, and multiple regression (Taherdoost, 2022). The following regression model was adopted:

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

Where:

Y = Employee Performance,

X_1 =Promotion,
 X_2 = Training,
 X_3 = Work Environment,
 X_4 = Job Security,
 β_0 = constant term,
 $\beta_1, \beta_2, \beta_3$ and β_4 =Beta coefficients,
 ϵ_i = error term.

5. Results and Discussion

5.1 Promotion

Study participants were asked to indicate the extent to which they agreed with statements given relating to promotion, and the responses are as presented in Table 4.1.

Table 4.1: Promotion

Statement	Mean	Std. Dev
Once promoted to a higher rank, an employee is offered an improved salary	4.43	.993
Employees agree that promotion is followed by an increased salary	4.28	.942
Management ensures that individuals rightfully occupy positions of power at NPSC	4.24	1.005
Employees agree that positions are held by staff as per HR guidelines and ranking	4.35	1.014
The management values each individual's status at work, but discourages abuse of power	4.19	.902
Employees agree that they work as a team towards the commission objective despite their status	4.11	.876
Once promoted to a higher rank, an employee is offered an improved salary	3.93	.932
Overall Mean	4.237	

Source: Research Data (2024).

As shown above, statement on: Once promoted to a higher rank, an employee is offered an improved salary had a mean of 4.43; Employees agree that promotion is followed by an increased salary had a mean of 4.28; Management ensures that individual rightful occupy positions of power at NPSC had a mean of 4.24; Employees agree that positions are held by staff as per HR guidelines and ranking had a mean of 4.35; The management values each individual status at work, but discourages abuse of power had a mean of 4.19; Employees agree that, they work as a team towards commission objective despite their status had a mean of 4.11 and the statement on Once promoted to a higher rank, an employee is offered an improved salary had a mean of 3.93.

The statements had an overall mean of 4.237, and study participants agreed that promotion influences employee performance at NPSC. This implies that promotion is a key factor and employees are more committed and responsible to the organization when promoted fairly. The findings are similar to those of a study by Rinny, Purba and Handiman (2020), which analysed the effect of job promotions on the performance of Mercu Buana University's teaching staff. The finding indicated a significant effect of job promotions on employee performance. The study concluded that Job promotion has a

positive and significant effect on performance. The result is also consistent with Veronica, Hannah and Felistus's (2020) study on the effects of job promotion practices on employee performance carried out at the Kenya Forestry Research Institute in Kenya, which established significant effect job promotion practices have on employee performance.

5.2 Training

Study participants were asked to indicate the extent to which they agreed with statements given relating to training, and the responses are as presented in Table 4.2.

Table 4.2: Training

Statement	Mean	Std. Dev
The management provides training opportunities to enhance the staff's practical skills	4.48	.944
Employees agree that NPSC provides them with the required practical skills	4.41	.952
The management provides training opportunities to gain more knowledge	4.25	.788
Employees agree that NPSC provides them with the required knowledge	3.81	.865
The management provides opportunities to enhance their professional development	3.78	1.120
Employees agree that NPSC has made the necessary effort to develop staff professionalism	4.33	1.112
Overall Mean	4.175	

Source: Research Data (2024).

As shown in the table above, statement on the management provides for training opportunities to enhance staff practical skills had a mean of 4.48; employees agree that NPSC provides employees with required practical skills had a mean of 4.41; the management provides for training opportunities to gain more knowledge had a mean of 4.25; employees agree that NPSC provides employees with required knowledge had a mean of 3.81; the management provides opportunities to enhance their professional development had a mean of 3.78 and the statement employees agree that NPSC has made necessary effort to develop staff professionalism had a mean of 4.33.

Based on an overall mean of 4.175, study participants agreed that training influences employee performance at NPSC. This implies that training is a key factor in enhancing employee performance, as employees become more skilled and knowledgeable, their levels of performance improve. The findings of the study are similar to those of Karim, Choudhury, and Latif (2019), who evaluated the impact of training and development on employee performance in the organization. The result of the study indicated that training is one of the most potent motivators which can lead to many possible benefits for both individuals and the organization by helping to achieve the objectives of the organization as well as increasing its performance.

5.3 Work Environment

Study participants were asked to indicate the extent to which they agree with statements given relating to the work environment, and the responses are as presented in Table 4.3.

Table 4.3: Work environment

Statement	Mean	Std. Dev
NPSC is constantly improving the physical working environment for members of staff	4.03	.712
Employees agree that the work environment has greatly improved	3.77	.865
The management has built good working relations between colleagues to foster harmony and peaceful existence.	3.43	.910
Employees agree that they relate well and work harmoniously	3.52	.977
NPSC engages employees in planning working schedules	3.62	.833
Employees agree that scheduling is done after being consulted	3.54	.767
Overall mean	3.651	

Source: Research Data (2024).

As shown above, statement on: NPSC is constantly improving the physical working environment for members of staff had a mean of 4.03; employees agree that the work environment has greatly improved had a mean of 3.77; the management has built good working relations between colleagues to foster harmony and peaceful existence had a mean of 3.43; employees agree that they relate well and work harmoniously had a mean of 3.52; NPSC engages employees in planning working schedules had a mean of 3.62 and statement on employees agree that scheduling is done after being consulted had a mean of 3.54.

The statement had an overall mean of 3.651. Study participants moderately agreed that the work environment affects employee performance at NPSC. This implies that the work environment has an effect on employee performance. However, it's not a critical factor; despite this observation, managers cannot ignore its effect. A further improvement of the environment may have a greater impact on employee performance. The study findings are different to those of a study by Saputra and Riana (2021), which analysed the effect of non-physical work environment, compensation, and organizational commitment on potential employee retention. Findings established an insignificant effect of non-physical work environment on organizational commitment.

5.4 Job Security

Study participants were asked to indicate the extent to which they agreed with statements given relating to job security, and the responses are as presented in Table 4.4.

Table 4.4: Job security

Statement	Mean	Std. Dev
NPSC has laid down procedures for staff dismissal when an officer's conduct is deemed against the law	3.47	.880
Employees agree that their jobs are secure and can be dismissed at will	3.54	.859
The management provides necessary support for staff who wish to develop their career	3.79	.736
Employees agree that the career development support offered by the management	3.98	.624

The management of NPSC has a clean plan for handling succession management in-case of vacuum in senior management	3.50	.812
Employees agree that, filling of top positions is handled in an orderly manner	3.43	.870
Average	3.62	

Source: Research Data (2024).

As shown above, statement on: NPSC has a laid down procedures for staff dismissal when an officers conduct is deemed against the law had a mean of 3.47; Employees agree that their jobs are secured and dismissed at will had a mean of 3.54; The management provides necessary support for staff who wish to develop their career had a mean of 3.79; Employees agree that there career development support offered by the management had a mean of 3.98; The management of NPSC has a clean plan for handling succession management in-case of vacuum in senior management had a mean of 3.50 while statement on employees agree that, filling of top positions is handled in an orderly manner had a mean of 3.43.

Statements had an overall mean of 3.62. Study participants moderately agreed that job security influences employee performance at NPSC. This implies that job security has an effect on employee performance. However, it's not a critical factor; despite this observation, managers cannot ignore its effect. A further enhancement of job security can have a greater impact on employee performance. The study contradicts the findings by Nemteanu, Dinu and Dabija (2021), who analysed the influence of job instability and job insecurity on individual job satisfaction, including supervisor support and promotion opportunities. Job insecurity has a negative correlation with satisfaction, particularly with supervisor support and promotion opportunities.

5.5 Employee Performance

Study participants were asked to indicate the extent to which they agree with statements given relating to employee performance at NPSC, and the responses are as presented in Table 4.5.

Table 4.5: Employee Performance

Statement	Mean	Std. Dev
The provision of extrinsic motivation has led to improved quality of work	4.12	.908
Employees agree that the quality of work has dramatically improved	3.98	1.023
The provision of extrinsic motivation has led to increased productivity	4.61	.892
Employees agree that productivity has greatly improved	4.11	.902
The provision of extrinsic motivation has led to enhanced task completion	3.96	.922
Employees agree that task completion has greatly been enhanced	3.86	.899
Overall mean	4.107	

Source: Research Data (2024).

As shown above, statement on: provision of extrinsic motivation has led to improved quality of work had a mean of 4.12; employees agree that quality of work has greatly improved had a mean of 3.98; provision of extrinsic motivation has led to increased productivity had a mean of 4.61; employees agree that productivity has greatly improved

had a mean of 4.11; provision of extrinsic motivation has led to enhanced task completion had a mean of 3.96 and statement on employees agree that task completion has greatly been enhanced had a mean of 3.86.

The statements had an overall mean of 4.107; study strongly participants agreed that employee performance at NPSC has been influenced by extrinsic motivation provided to employees. This implies that the four constructs adopted in the study affect employee performance, although differently; there is a need for a review of extrinsic motivation measures to ensure that they contribute more towards employee performance at NPSC.

5.6 Correlational Analysis Results

The study carried out a correlation analysis to evaluate the relationship between study variables. The findings are presented in Table 4.6.

Table 4.6: Correlation results

		Promotion	Technology	Sanitation	Social	Job security
Employee performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Promotion	Pearson Correlation	.853*	1			
	Sig. (2-tailed)	.011				
Training	Pearson Correlation	.707**	.093	1		
	Sig. (2-tailed)	.019	.035			
Work environment	Pearson Correlation	.519**	.225*	.554**	1	
	Sig. (2-tailed)	.014	.025	.087		
Job security	Pearson Correlation	.498	.511	.577	.677	1
	Sig. (2-tailed)	.012	.001	.023	.023	
*. Correlation is significant at the 0.05 level (2-tailed).						
c. Listwise N=137						

Source: Research Data (2024).

As shown in table 4.8, promotion had a positive correlation ($r = .853^{**}$; $P \leq .011$); training had a positive correlation ($r = .707^{**}$; $P \leq .019$); Work environment had a positive correlation ($r = .519^{**}$; $P \leq .014$) and lastly, job security had a positive correlation ($r = .498^{**}$; $P \leq .012$). From the findings, it was revealed that promotion and training have a strong correlation with employee performance at the National Police Service Commission, Kenya. Furthermore, all variables had a positive correlation; hence, extrinsic motivation in general has a positive correlation with employee performance at the National Police Service Commission, Kenya. In a related investigation, Mitchell, Schuster and Jin (2020) established that well-designed jobs which provide autonomy, opportunities for skill development, and a sense of purpose and meaning usually result in higher levels of employee job satisfaction, positively impacting performance.

5.7 Model Summary

This is a concise and structured presentation of the key statistical and analytical information related to a regression analysis. The summary was used to communicate the results and findings of a regression analysis to a broader audience.

Table 4.7: Model summary

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.713 ^a	.508	.493	.64440
a. Predictors: (Constant), Promotion, Training, Work environment and Job security				

Source: Research data (2024).

As shown in Table 4.9, the model summary provides the proportion of variance of the dependent variable explained by the set of model predictors represented by the R-square statistic. In this regard, the model summary results show that the set predictors (Promotion, Training, Work environment and Job security) explain 50.8 percent (adjusted R-square =.508) of the variations in employee performance at the National Police Service Commission, Kenya.

5.8 Analysis of Variance

ANOVA is a statistical technique used to compare and analyse the variation between groups and within groups in a dataset. This technique was employed to assess whether there were statistically significant differences among the means of two or more groups or treatments.

Table 4.8: ANOVA results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	63.212	6	10.53	15.76	.027 ^b
Residual	86.864	130	.668		
Total	150.076	136			
a. Dependent Variable: Employee performance					
b. Predictors: (Constant), Promotion, Training, Work environment and Job security					

Source: Research Data (2024).

The ANOVA results show the fitness of the overall model. It provides evidence of the suitability of relying on the set of model predictors to predict the outcome variable. As shown, the F ratio is significant (F=15.76, p<0.027), indicating that the model is appropriate in predicting employee performance at the National Police Service Commission, Kenya.

5.9 Regression Coefficient

In regression analysis, the regression coefficient results show the significance of each predictor variable (Promotion, Training, Work environment and Job security) in predicting the dependent variable (Employee performance at the National Police Service Commission, Kenya) by comparing the corresponding p-value of each regression

coefficient with a threshold value. In this study, the regression coefficient results are presented in Table 4.9.

Table 4.9: Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		β	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	8.107	1.083		7.485	.022	5.957	10.257
	Promotion	.923	.187	.421	4.923	.039	1.295	.551
	Training	.879	.178	.366	4.940	.018	.526	1.233
	Work environment	.555	.256	.375	4.509	.028	1.664	.647
	Job security	.487	.167	.326	4.489	.017	1.587	.709
a. Dependent Variable: Employee performance								

Source: Research Data (2024).

From the table above, it's observed that promotion ($\beta=0.923$, $p<0.039$) has a significant influence on employee performance at the National Police Service Commission, Kenya. Also, Training ($\beta=0.879$, $p<0.018$) has a significant influence on employee performance at the National Police Service Commission Kenya; Further, Work environment ($\beta= .555$, $p=.028$) has a significant influence on employee performance at the National Police Service Commission Kenya and lastly, Job security ($\beta= .487$, $p=.017$) has a significant influence on employee performance at the National Police Service Commission Kenya. In a related study, Mitchell, Schuster and Jin (2020) found that well-designed jobs that provide autonomy, opportunities for skill development, and a sense of meaning and purpose tend to result in higher levels of job satisfaction and performance.

The regression model used was as follows:

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

$$Y = 8.107 + 0.923X_1 + 0.879X_2 + 0.555X_3 + 0.487X_4 + \epsilon_i$$

Where:

Y = Employee Performance

X₁ =Promotion

X₂ = Training

X₃ = Work Environment

X₄ = Job Security

6. Discussion

6.1 Promotion

The study sought to assess the effect of promotion on employee performance at the Kenyan NPSC. Based on the analysis of responses from study participants, there was a

strong agreement that promotion influences employee performance at NPSC. Participants supported this with the fact that once promoted to a higher rank, an employee is offered an improved salary, Management ensuring that individuals rightfully occupy positions of power at NPSC and promotions based on HR guidelines and ranking. Based on correlation analysis, promotion had a strong positive correlation with employee performance at NPSC. Furthermore, regression coefficients revealed that promotion has a strong positive significant influence on employee performance at the National Police Service Commission, Kenya. The findings are similar to those of a study by Rinny, Purba and Handiman (2020), which analysed the effect of job promotions on the performance of Mercu Buana University's teaching staff. The results showed that job promotions had a significant effect on performance. The study concluded that Job promotion has a positive and significant effect on performance.

6.2 Training

The objective of the study was to establish the effect of training on employee performance at the National Police Service Commission, Kenya. Based on responses from study participants, there was a strong agreement that training influences employee performance at NPSC. Participants supported this due to the fact that management provides training opportunities to enhance staff practical skills, NPSC provides employees with required practical skills, management provides training opportunities to gain more knowledge and the fact that NPSC has made necessary efforts to develop staff professionalism. Based on correlation analysis, training had a strong positive correlation with employee performance at NPSC. Furthermore, regression coefficients revealed that training has a strong and significant influence on employee performance at the National Police Service Commission, Kenya. The findings of the study are similar to those of Karim, Choudhury, and Latif (2019), who evaluated the impact of training and development on employee performance in the organization. The result of the study indicated that training is one of the most potent motivators which can lead to many possible benefits for both individuals and the organization by helping to achieve the objectives of the organization as well as increasing its performance.

6.3 Work Environment

The objective of the study was to establish the effect of the work environment on employee performance at the National Police Service Commission, Kenya. Based on responses from study participants, there was a moderate agreement that the work environment influences employee performance at NPSC. Study participants supported this with the fact that NPSC is constantly improving the physical working environment for members of staff, NPSC engages employees in planning working schedules and scheduling of work after consulting employees. Based on correlation analysis, the work environment had a moderately strong positive correlation with employee performance at NPSC. Furthermore, regression coefficients revealed that the work environment has a positive and significant influence on employee performance at the National Police Service Commission, Kenya. The study findings are different to those of a study by Saputra and

Riana (2021), which analysed the effect of non-physical work environment, compensation, and organizational commitment on potential employee retention. The findings found no significant effect of non-physical work environment on organizational commitment.

6.4 Job Security

The objective of the study was to establish the effect of job security on employee performance at the National Police Service Commission, Kenya. Based on responses from study participants, there was a moderate agreement that job security influences employee performance at NPSC. Study participants supported this with the fact that NPSC has laid down procedures for staff dismissal when an officer's conduct is deemed against the law, jobs are secured and not dismissed at will, and management provides necessary support for staff who wish to develop their career. However, participants disagreed on the order of filling top positions. Based on correlation analysis, job security had the least positive correlation with employee performance at NPSC. Furthermore, regression coefficients revealed that job security has a positive but nonsignificant influence on employee performance at the National Police Service Commission, Kenya. The study contradicts the findings by Nemteanu, Dinu and Dabija (2021), who analysed the influence of job instability and job insecurity on individual job satisfaction, including supervisor support and promotion opportunities. This established a negative correlation between job insecurity and employee satisfaction, particularly supervisor support and employment promotion opportunities.

7. Conclusions

Based on study findings, it's concluded that extrinsic motivation has a positive influence on employee performance at the National Police Service Commission, Kenya. In relation study variables, its concluded that; Promotion has a strong positive significant influence on employee performance at the National Police Service Commission Kenya; Training has a strong and significant influence on employee performance at the National Police Service Commission Kenya; Work environment has a moderate positive and significant influence on employee performance at the National Police Service Commission Kenya while Job security has a positive but low significant influence on employee performance at the National Police Service Commission, Kenya. In a related study, Mitchell, Schuster and Jin (2020) found that well-designed jobs that provide autonomy, opportunities for skill development, and a sense of meaning and purpose tend to result in higher levels of job satisfaction and performance.

8. Recommendations of the Research Study

8.1 Promotion

To improve staff promotion at the commission, the management should establish clear criteria and pathways for advancement, ensuring that employees understand the skills

and achievements needed for progression. Management should also implement regular performance reviews and feedback sessions to provide employees with constructive insights on their strengths and areas for improvement. Furthermore, managers should encourage continuous learning and skill development through training programs, mentorship opportunities, and access to resources. Finally, managers should ensure that promotion decisions are fair, unbiased, and based solely on merit, promoting trust and confidence among employees in the organization's commitment to their growth and success.

8.2 Training

To improve employee training at NPSC, managers should conduct thorough training needs assessments to identify specific skill gaps and areas for development among employees. This can be enhanced by utilizing a mix of traditional classroom training, online courses, workshops and hands-on experiences to accommodate different learning preferences and maximize knowledge retention. Management should also encourage active participation and incorporate interactive elements such as group discussions, case studies, and role-playing exercises into the training sessions. Finally, there is a need for the establishment of a learning culture and growth by providing ongoing support, feedback, and opportunities for employees to apply their newly acquired skills in real-world scenarios, ultimately driving individual and organizational success.

8.3 Work Environment

To improve on the work environment at NPSC, managers should develop open communication channels where employees feel comfortable sharing their ideas, concerns, and feedback. They should also design physical workspaces that promote comfort, creativity, and flexibility, offering options for both collaborative and independent work. Furthermore, they should invest in amenities such as relaxation areas, wellness programs, and ergonomic furniture to support employees' physical and mental health. Lastly, they should cultivate a sense of belonging and respect by celebrating diversity, recognizing achievements, and promoting work-life balance through flexible scheduling and remote work options when feasible.

8.4 Job Security

To ensure that employees commit to the organization and retain them for the long term, managers should clearly communicate the organization's mission, vision, and long-term goals to instil confidence and trust among employees. They should also implement robust performance management systems that provide regular feedback and recognition for achievements while also addressing areas for improvement. Finally, they need to establish contingency plans and resources to weather economic uncertainties, demonstrating a commitment to safeguarding employees' livelihoods even during periods of volatility.

8.5 Implications of Research Findings to HR Practice

Study findings inform strategic decisions in areas such as compensation, performance management, and employee engagement. HR professionals can use insights from this study to design incentive programs that effectively motivate employees to achieve organizational goals while aligning rewards with desired outcomes. Moreover, recognizing the limitations of extrinsic motivation in sustaining long-term engagement, HR can also focus on fostering intrinsic motivation through opportunities for meaningful work, autonomy, and personal growth. By integrating these findings into HR policies and practices, HR managers can create an environment that inspires and empowers employees to perform at their best, ultimately driving success and competitiveness.

8.6 Recommendations for Further Studies

The model summary shows that the set predictors (Promotion, Training, Work environment and Job security) explain 50.8 percent (adjusted R-square =.508) of the variations in employee performance at the National Police Service Commission, Kenya. This means the four variables adopted are important because they explain more than half of indicators of employee performance. However, there is a need for further studies to look into other factors affecting employee performance at the National Police Service Commission, Kenya.

Conflict of Interest Statement

All authors do hereby declare no conflicts of interest in this publication and matters related to it.

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