

The Influence Of Job Evaluation On The Wage Bill In Public Sector Organizations

Author

Abstract.

Public service is the main driver of growth for most developing countries. It is a key component because it facilitates the delivery of services to the citizens. However, despite the efforts to grow the economy and deliver quality services, there are challenges with the costs associated with ever-increasing public sector wages. Although a well-paid public sector could be more efficient, the wage bill should be maintained at fiscally sustainable levels to enable the achievement of development goals. Kenya like other developing countries has been grappling with the management of costs associated with wages in the public sector, which were growing at an alarming rate. This is mainly because of the large number of employees, arbitrary determination of wages and implementation of the Constitution of Kenya, 2010. This study will seek to examine the influence of human resource strategies for managing the public sector wage bill in Kilifi County, Kenya. The study will particularly focus on human resource strategies such as job evaluation, total rewards, and performance-related pay and their influence on the management of the public sector wage bill in public sector organizations within Kilifi County. These public sector organizations are expected to be implementing these strategies although the degree of implementation may be varying.

The study will, therefore, seek to find out the extent to which their application influences the management of the wage bill costs to a manageable level.

The study will also examine the theories associated with wage management. The theories of equity, efficiency wage, and public sector motivation will be examined to determine their influence on the management of wages in the public sector. Questionnaires will be developed and self-administered to the human resource management professionals in the public sector organizations. This will enable the Researcher to capture perceptions of the application of these strategies in their organizations.

Their in-depth understanding of the human resource strategies being studied will be useful to the study.

The study design will be a survey of the 52 government organizations within Kilifi County thus the target population for the survey will be a census of the 52 public sector organizations. The sampling method applied will be purposive thus the HR professionals will be the respondents. The data collected will be analyzed using analysis of variance (ANOVA) which will be used to establish the relationship between the independent variables and the dependent variable. The findings of the study will be presented in the form of tables, charts and statistical measures such as an analysis of variance.

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I. Background Information.

The efficiency wage theory assumes that paying workers above the minimum or the market rate will result in more efficiency in an organization (Dan Weltmann, 2016; Saygili Seref, 1988). They argue that increased productivity levels cater for increased wages. A study conducted by Schlight E. (2016) on efficiency wages found that wage-setting practices had an effect on the efficiency of an organization's workforce and balanced the costs and benefits. He emphasized that higher wages can assist an organization in the selection process by providing higher offers to applicants thus having the potential to reduce the turnover, improve the morale of employees and enhance discipline. He further stressed that large organizations paid more for comparable work to the smaller organizations, perhaps explaining why the public sector organizations paid higher wages. Wolfers and Zilinsky (2015) found that higher wages led to higher productivity, improved customer service and increased production quality when low wage earners received increased wages.

Taylor et al (2011) argued that paying employees above the market rate or premium wage guaranteed maximum effort. They emphasized that premium payments to employees raised their productivity, fostered workplace unity, employee responsibility and loyalty, and reduced shirking by raising the cost of leaving the organization (Westley and Schmidt, 2006; Taylor et al, 2011). Schlight E. (2016) argued that although higher wages improved productivity they increased the labour costs. He further stated that improper wage setting can result in an imbalance in supply and demand introducing issues such as over education and wage differentials among others. Bossler M. (2015) in a study on the effect of efficiency wage on pensions in Germany found that the risk of loss of pensions could enhance effort among the workers in the public sector.

Weltmann D. (2016) in his study argued that when wages were perceived to be below the market rate, higher wages improved performance. While pinpointing the reasons for efficient wages, he cited the works of Akerlof G., 1984 and stressed that efficient wages could avoid shirking among employees; minimized labour turnover, attracted better candidates during selection, raised the morale of employees and improved nutrition among poor employees. He added that efficiency wages explained certain phenomena such as wage rigidity, i.e. wages dropping below the prevailing market rate, and variation of wages among organizations for the same type of job (wage differentials). Davies A. (2013) in a study on unintended consequences of raising the minimum wages found that employers that paid higher wages increased the opportunity cost of being fired by giving employees incentives to increase productivity. He argued that increasing the minimum wage forced employers to improve employee productivity by increasing training. Schlicht E. (2016) argues that paying higher wages to employees introduced situations such as over education through training, discrimination and wage differentials based on regions. He proposed that the application of efficiency wages could be discouraged by introducing strategies such as taxation, labour, and collective bargaining.

A study conducted by Davis and Gabris (2008) on the use of efficient wages as a strategic compensation tool in the USA in a local government found that where above market wages were applied, it influenced the reputation for the high performance of the organization. Premium wages were thus found a useful strategy to attract and retain highly qualified personnel in the public sector (Leavitt and Morris, 2008).

Critics of the efficiency wage theory argue that it introduced discrimination by generating different pay for a similar type of work. Such discrimination may be based on gender, race or ethnicity (Schlicht, 2016). He further added that economic inefficiency occurred when the same type of work was paid differently.

II. Statement Of The Problem.

The public sector is currently the largest employer in Kenya and employs about 842,900 consisting of the teaching service, civil service, state corporations, government agencies, constitutional commissions, and the security organs (GoK, 2019). All these institutions depend on public funds for the compensation of the employees (Jairo S., 2014). The public sector wage bill has been increasing due to a large number of employees, an increase in average wages as well as employee compensation in allowances and pension (KIPPRA, 2013; KNBS, 2016). Furthermore, some of the allowances and the fringe benefits such as travel and motor vehicle allowances are not reflected in the pay statement making it difficult to control these costs (Baddock, Lang and Srivastava, 2015). This situation is expected to continue as the country implements the Constitution of Kenya, in 2010 (KIPPRA, 2013).

In addition, the public sector wage bill grew by an average of 9% from 413,443.7 billion to 604,329.3 billion between 2014 and 2018 (Economic Survey 2019), 2019). This huge growth in the public sector wage bill has resulted in over expenditure of the recurrent funds and the crowding out of resources for socio-economic and development projects (Jairo S., 2014; Apiyo L.A & Mureithi L.p., 2018; GoK, 2017; Parashina and Olweny, 2017). On the other hand, the wage to revenue ratio has consistently exceeded 50% between 2012/2013 and 2016/2017 which is significantly higher than the 35% stipulated in the Public Finance Management Act, 2012. This growth has continued amid concerns about affordability and sustainability (

According to (KIPPRA, 2013; SRC 2016) salary and remuneration in the public sector have been determined arbitrarily through various ad hoc committees. Without a wage-setting policy, the public sector is likely to encounter intermittent demands for increased wages. On the other hand, adjusting the size of the civil service has been difficult due to political considerations despite the adverse effects it may have on the wage bill. Moreover, there is fragmentation in the management of the public sector wage bill with different institutions determining the size of the workforce on one hand and the other the Salaries and Remuneration Commission advising on the wage level.

Previously, the Kenya government had employed different strategies to address the ballooning wage bill, including employment and wage freeze, structural reforms, interest rate capping, merging state corporations and parastatals, and delay in the disbursement of pension without success ((GoK, 2017) While the wage bill is a function of the number of employees and the wages paid to each one of them, there is a need for human resource management approaches to be employed to control the public sector wage bill.

Literature Review

The public service motivation theory corresponds to the New Public Service approach. In a study conducted by Karic (2014) on the motivation of public sector employees, it was found that this approach was essential as the demands for quality service led to the transformation of services provided by the public sector creating the New Public Service approach. The Public Service Motivation theory thus focuses specifically on the public sector and its peculiar needs.

The public sector motivation theory assumes that public sector employees are different from those in the private sector and are generally motivated by intrinsic motives (Gould-Williams, 2016). Ritz et al (2016)

suggested that those working in the public sector are driven by the need to serve and to help society improve. Alonso and Lewis (2001) in a study of public service motivation and job performance in the public service in the US found that the public sector may be able to attract and retain high-quality employees even when pay is below the market rates. They argue that monetary rewards undermine the intrinsic rewards associated with public service motivation. They added that pay for performance and merit pay were not effective for employees with high public service motivation. They also stress that there are other motives for public sector employees and emphasize that the public sector offers extrinsic motivators to its employees such as job security, pension, and opportunities for professional development.

Perry et al (1990) in a study on public service motivation suggest that public sector employees are motivated by their self-interests and should be managed using extrinsic motives such as incentives. They assert that the new public service management approach is responsible for the introduction of market-related mechanisms such as performance-related pay into the public sector arena.

Kjeldsen, A.M. (2012) in her study on the dynamics of public service motivation found that the public service motivation theory applies to organizations outside the public sector that offer services to the public. Public service motivation theory has been categorized into three; rational, norm-based and effective. The rational category focuses on the need to attain maximum utility such as policymaking. The norm-based emphasizes conformity to norms and efforts are made to ensure the public reaches social equity while the affective category is triggered by an emotional response to social issues. Gailmard S. (2010) concurs with the latter and argues that the self-selection process explains the cause of the high public service motivation workforce in public organizations.

Re'em (2010) cited Paarlberg, Peery, and Hondenghem in his argument that public service motivation can use strategies such as training, feedback, important work, goal setting, participation, interpersonal relationships, relatedness and rewards to motivate employees.

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III. Research Methodology

This chapter entails the research design and methodology, study design, target population, sampling procedure, data collection methods and procedures as well as data analysis and its presentation. All these were used by the researcher to obtain the results desired as elucidated in the research objectives.

Research Design

This study adopted the survey research design and focused on the public sector organizations within Kilifi County. Gables (1994) posits that the survey research design enables the determination of the relationship between variables in a sample and therefore seeks to offer a view of the situation being studied.

The study used descriptive and inferential research approaches. According to Kothari (2004), descriptive research studies described the characteristics of a particular individual or group under study. He further argued that the inferential approach enabled the formation of a data set from which characteristics or relationships can be deduced.

The research was carried out at the public sector organizations within Kilifi County. The survey was used to assess the effectiveness of human resource strategies in managing the wage bill in Kilifi County.

Target Population

The target population of this study was the human resource professionals' i.e. human resource managers working in the public sector organizations within Kilifi County. This is because they have an in-depth understanding of the area under study and play a key role in the implementation of the pay policies within their organizations.

Sampling Technique And Sample Size

The Researcher used census sampling, thus the total population of 52 public sector organizations within Kilifi County was sampled, as provided by the County Commissioner's office. The organizations are comprised of the national government, county government and state corporations. The study did a purposive sampling of the Human Resource Managers in each of the selected organizations. The respondents were selected because of their in-depth knowledge of the subject in the study. Human resource managers are expected to understand the strategies under study. According to Kothari (2004), a census can be applied when the universal population is small.

Data Collection Methods And Procedures

Primary data was collected using questionnaires. The questionnaires were developed with closed-ended questions using a Likert scale for the rating of the perceptions. This was to allow the respondents to choose the level of agreeing to the statements in the questionnaire. Closed-ended questions were used to focus the respondents on responding to the specific questions. This will make the analysis of the findings easier (Kothari, 2004).

The questionnaires were delivered to the respondents for self-administration and collected after three days.

Validity Of Instruments

A content validity test was used to measure the validity of the instrument. Content validity measures the degree to which the test items represent the domain of indicators of the hypothesis to be tested (Mugenda and Mugenda, 2003).

Reliability Of Instruments

The reliability instrument was used to pre-test 5 questionnaires at the public organizations within Kilifi County. This represents 9.6 % of the sample size and was analyzed using Cronbach's alpha reliability coefficient to ascertain the reliability of the questionnaire. The questionnaire was amended where the results are found to be unacceptable. The internal consistency method was used to ascertain the reliability and consistency of the research instrument. Acceptable consistent results were allowed for the adoption in the final study.

According to Nassiuma and Mwangi (2004), the internal consistency method is the most popular in social science. They argued that the internal consistency reliability estimate given by Cronbach's alpha reliability coefficient of 0.70 or higher was acceptable in most situations.

Data Analysis And Presentation

The data collected from the questionnaires was checked for completeness before being analyzed using descriptive and inferential statistics. Descriptive statistics summarize the data collected and described the sample while inferential statistics is the process of analyzing the relationship between the difference or supporting or conflicting conclusions with the original (Mugenda and Mugenda, 2004).

The quantitative approach of analysis i.e. descriptive statistics was adopted using the analysis of variance (ANOVA). According to Kothari (2004), ANOVA is used when multiple samples are involved enabling the researcher to perform simultaneous tests. ANOVA also allows the investigation of differences in means of the populations simultaneously.

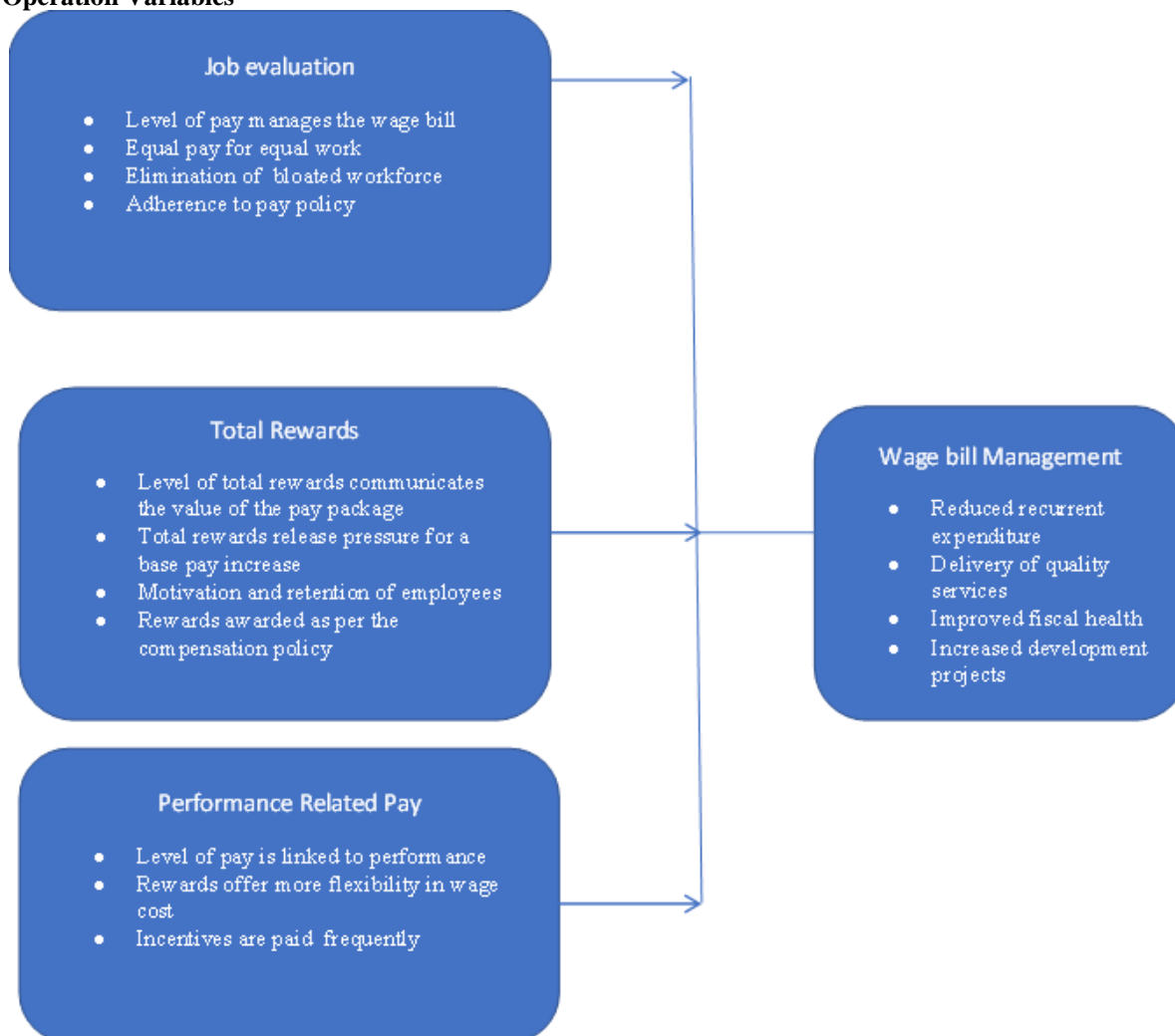
Data Presentation

The data obtained from the study was coded, analyzed and presented in the form of tables with supporting data, charts (bar charts, graphs), and statistical measures e.g. analysis of variance to communicate the findings.

Ethical Issues

Ethical issues in research are important and were considered. This ensured that the rights of the participants were protected and confidentiality was given utmost consideration. The researcher sought a permit to collect data for the study from the National Commission for Science and Technology Institute (NACOSTI). The researcher also sought the consent of the participants and assures them of the confidentiality of the data collected during the study. In addition, the data collected during the study was used for the study only and no information was shared with people not involved in this study. These steps were taken to ensure the integrity of the researcher and safeguard the respondents.

Operation Variables



IV. Findings And Discussions

Introduction

This chapter presents the analysis of descriptive and inferential statistics and the interpretation of the findings. The descriptive statistics provide a summary outline of the public sector organizations which formed the population of this study including their gender, educational level, length of service and organization type. The descriptive statistics of the three variables including job evaluation, total rewards, and performance-related pay are also presented.

Inferential statistics involving correlation analysis were performed to establish the relationship between variables presented in this chapter.

Reliability Test

The reliability of the questionnaire was tested using the Cronbach's Alpha coefficient using SPSS software. Reliability analysis for the constructs of the variables yielded a Cronbach alpha value of which was more than 0.7 implying that the data collection instruments were reliably answered each latent variable. The Kunder-Richardson (K-R20) formula was used in line with other previous studies (Patrick, 2012; Nzioki, 2013; Kinanga, 2013).

As shown in Table 4.2 Cronbach alpha values for all the variables; job evaluation, total reward, performance were greater than 0.7. In general, a Cronbach's alpha value of 0.70 or higher is considered acceptable (Sekaran, 2009). From these findings it can be concluded that the constructs measured had the adequate reliability for the subsequent stages of analysis since all the Cronbach Alpha values were greater than 0.7.

Table 1: Cronbach Alpha for Reliability Assessments

Variables	Number of Items	Cronbach's Alpha
Job evaluation	4	0.767
Total reward	4	0.738
Performance	4	0.735

Correlation Analysis

The strength of association between two study variables was tested using correlations analysis. Correlation values range from -1 to +1, with a value of +1 indicating that the two variables are positively linearly related, -1 indicates are negatively linearly related and 0 no relationship.

Given that, the Pearson' coefficient was used to verify the existence or non-existence of linear correlation between and among the study variables.

Regression Analysis

Linear regression was used to determine the linear statistical relationship between the dependent and independent variables in the study. Regression is used to determine the value of one variable based on the value of another variable.

Descriptive Statistics

This section presents the descriptive statistics providing the profiles of 35 organizations which represent 67 per cent of the total sample population that filled the questionnaire. The summary has been presented using frequency distribution of scores in gender, educational level, length of service and the organization type. The study used a frequency distribution to show the data sets briefly and offer a glance position of their distribution.

Outlining of the respondent organizations was aimed at providing an understanding of their peculiar features as units of studying the causal relationship between the variables in the human resource strategies and management of the wage bill link.

The theoretical and conceptual arguments presented in the study indicate that wage bill management is influenced by several variables including job evaluation, total rewards, and performance-related pay strategies.

Gender of the respondents

This section profiled the respondents based on their gender. The majority of the organizations sampled had males as the Human Resource Managers. Males constituted 51.5 per cent while females were 48.5 per cent. Studies conducted by Thomas A. et al (2010) and Ozbiligin M. et al (2015) demonstrate that top management positions are dominated by men who prefer candidates who resemble them thus more men in managerial positions. In addition, they argue that women tend to undermine their professional expertise, especially in managerial positions.

The researcher performed descriptive statistics to derive the percentages in relation to the gender of Human Resource Managers. Fig. 1 shows the profile of the respondents by gender.

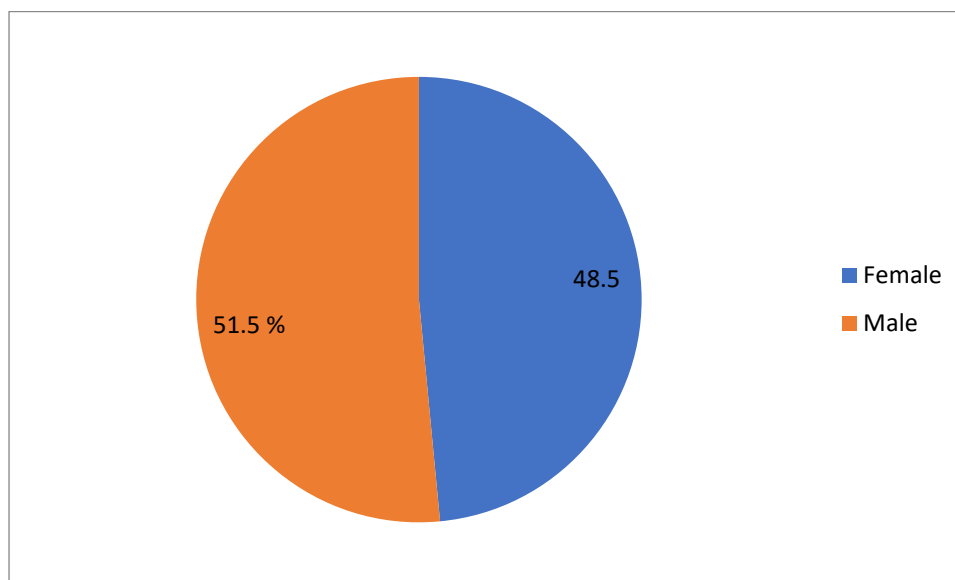


Figure 4.1: Gender of the respondents

Education Level of the Respondents

The level of education of the respondents was analysed. Observations showed that the level of education of the Human Resource Managers varied among the different organizations. In this section, the descriptive statistics were performed to profile the respondents' level of education from four choices; Master's degree, Bachelor's degree, Diploma, and Certificate.

There were more university graduates than people of other qualifications that participated in the study, with degree holders being 42.4% and master's holders being 24.2%. Fig 4.2 presents the descriptive statistics showing the profile of the education of the respondents.

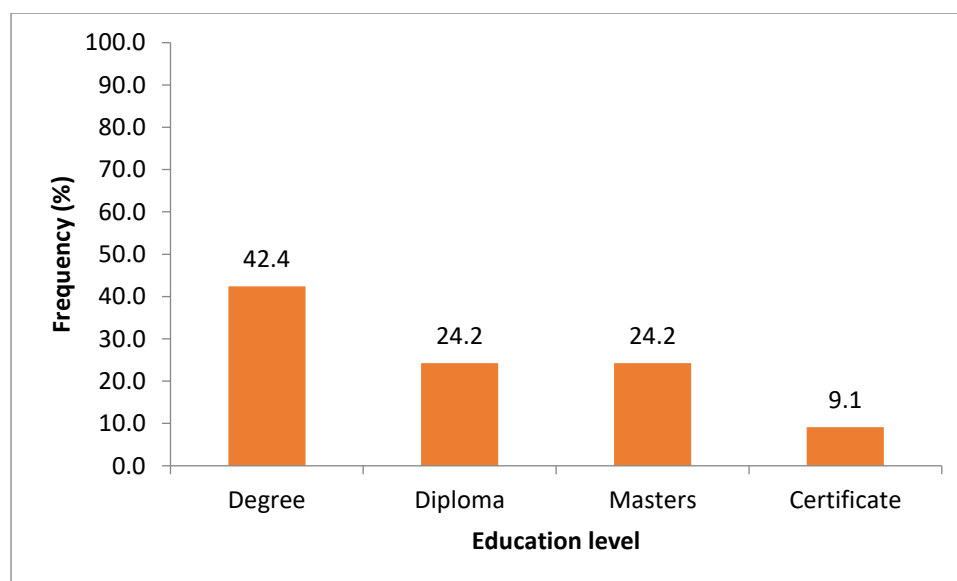


Figure 4.2: Education level of the respondents

Years of Work experience

The years of work experience were conceptualized as one of the socio-demographic characteristics of this survey. Work experience demonstrates the respondents' understanding of a particular problem. The years of work varied among the organizations. In this section, the respondents indicated the number of years worked in the organization. Figure 4.3 shows the profiling of the work experience.

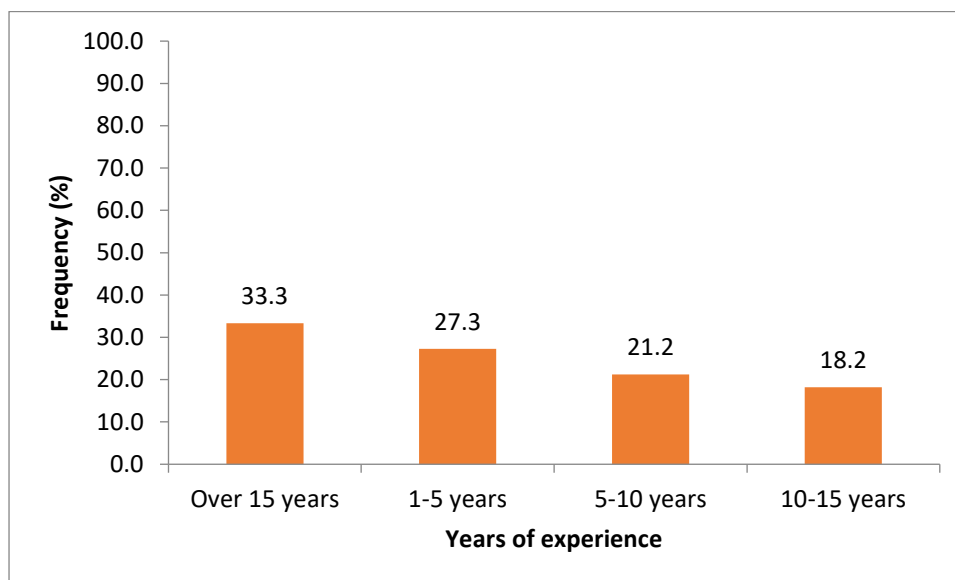


Figure 4.3: Years of work experience

Fig. 4.3 shows those who had over 15 years' experience were the majority with 33.3 per cent while those with less than 5 years were 27.3 per cent.

Type of Organization

The type of organization was profiled as one of the characteristics affecting human resource strategies for managing the public sector wage bill. Observations showed that the public sector organizations were varied. In this section, descriptive statistics were performed to outline the organizations by their type. During data collection, the respondent indicated the type of organizations they worked for from three choices; state corporations, national government, and county government. Fig. 4.4 shows the descriptive statistics explaining the outline of the type of organization. The type of organization that was mainly represented were state corporations (45.5%), with the national and county governments having equal representation at 27.3%.

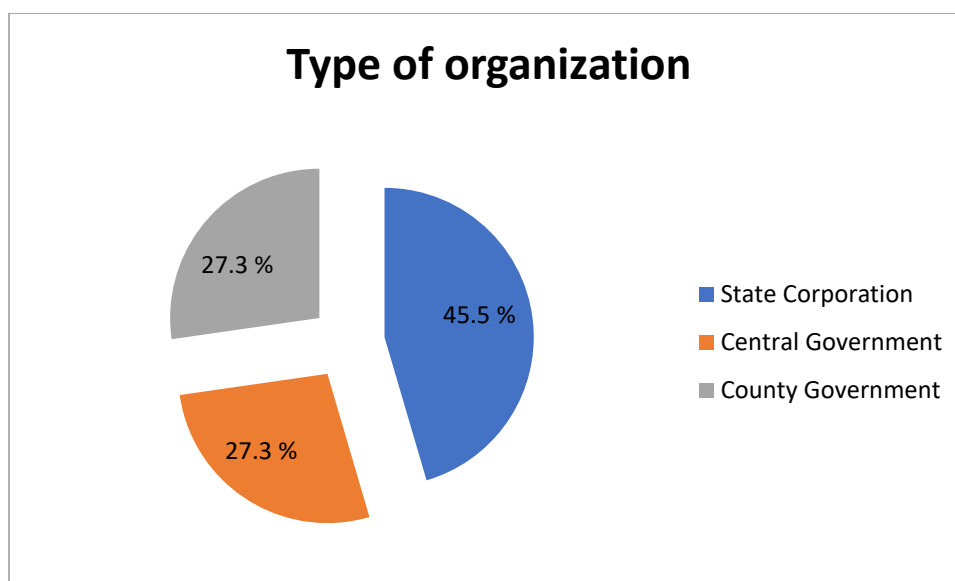


Figure 4.4: Type of organization

Influence of job evaluation on wage bill management in the public sector

Organizations implement different strategies to manage the wage bill to achieve a competitive advantage. The study applied job evaluation as a human resource strategy for managing the wage bill in the public sector. In this section, data was collected to show the influence of job evaluation on wage bill management in the public sector. The organizations indicated the extent to which job evaluation influenced the management of the wage

bill and measured level of pay, equal work pay when job evaluation, elimination of duplication of roles as well as adherence to the salary policy as per job evaluation using a five-point Likert scale. Table 4.1 presents the influence of job evaluation on wage bill management in the public sector while tables 4.2 to 4.4 present the findings by the type of organization.

Table 2: Job evaluation

Opinion statements	Scale (%)					Mean	Std. Deviation
	1	2	3	4	5		
The level of pay as determined by job evaluation in my organization can assist with managing the wage bill	3.1	9.4	9.4	62.5	15.6	3.78	0.941
Implementation of job evaluation in my organization fosters equal work policy, hence enables managing the wage bill	6.3	18.8	3.1	43.8	28.1	3.69	1.256
Job evaluation eliminates duplication of roles reducing a bloated workforce and helps to manage the wage bill	0	0	6.3	43.8	50	4.44	0.619
Adhere to the salary policy as per job evaluation can assist my organization manage the wage bill	3.1	3.1	3.1	59.4	31.3	4.13	0.871

Influence of job evaluation by type of organization

Table 3: Influence of job evaluation by type of organization

Job evaluation statements	Type of organization	Scale (%)					N
		Strongly disagree	Disagree	Not sure	Agree	Strongly agree	
The level of pay as determined by job evaluation in my organization has the ability to assist with managing the wage bill	National Government	0.00%	11.10%	22.20%	66.70%	0.00%	9
	County Government	11.10%	22.20%	0.00%	33.30%	33.30%	9
	State Corporations	0.00%	0.00%	7.10%	78.60%	14.30%	14
Implementation of job evaluation in my organization fosters equal work policy, hence enables managing the wage bill	National Government	0.00%	22.20%	0.00%	55.60%	22.20%	9
	County Government	22.20%	11.10%	0.00%	33.30%	33.30%	9
	State Corporations	0.00%	21.40%	7.10%	42.90%	28.60%	14
Job evaluation eliminates duplication of roles reducing a bloated workforce and helps to manage the wage bill	National Government	0.00%	0.00%	11.10%	33.30%	55.60%	9
	County Government	0.00%	0.00%	0.00%	66.70%	33.30%	9
	State Corporations	0.00%	0.00%	7.10%	35.70%	57.10%	14
Adhere to the salary policy as per job evaluation can assist my organization manage the wage bill	National Government	0.00%	0.00%	0.00%	55.60%	44.40%	9
	County Government	11.10%	11.10%	0.00%	55.60%	22.20%	9
	State Corporations	0.00%	0.00%	7.10%	64.30%	28.60%	14

Level of pay as determined by job evaluation

The respondents were asked whether the level of pay as determined by job evaluation could assist the organization to manage the wage bill. Based on the results in table 4.1, 78.1% of the respondents agreed or strongly agreed and formed the majority.

However, 3.1% of the respondents strongly disagreed with the statement, while an equal percentage of 9.4% either disagreed or were not sure.

Table 4.2 presents varied responses by the type of organization. 66.7% which was the majority of the national government organization respondents agreed that the level of pay as determined by job evaluation has the ability to manage the wage bill. The county government and state corporations had the majority agreeing or strongly agreeing. 66.6% of the respondents in county governments agreed or strongly agreed equally at 33.3%. The state corporations had the highest number of respondents agreeing at 78.6% and 14.3% strongly agreeing.

The findings show that the majority of public sector organizations implemented job evaluation as a strategy for managing the wage bill and more importantly in determining the level of pay.

Implementation of job evaluation in my organization fosters equal work pay policy

The equal work pay policy was conceptualized as one of the characteristics affecting wage bill management. However, the equal work pay policy was varied among the organizations. Based on the findings in table 4.1 above, 71.9% of respondents either strongly agreed or agreed that implementation of job evaluation in their organization fostered equal work pay policy while 25.1% strongly disagreed or disagreed and 3.1% were not sure whether job evaluation assisted their organization to achieve equal work pay policy.

Tables 4.3 show the varied findings by type of organization on the same statement. 55.6% of the respondents in the national government organization agreed, 22.2% strongly agreed while 22.2% disagreed. 33.3% of the respondents in the county governments agreed, an equal percentage strongly agreed while 22.2% strongly disagreed and 11.1% disagreed. In the state corporations, 42.9% agreed, 28.6% strongly agreed while 21.4% disagreed and 7.1% of the respondents were not sure whether job evaluation fostered an equal work pay policy in their organizations.

The findings implied that the majority of the organizations practiced job evaluation and had an equal work pay policy implemented as a strategy for managing the wage bill.

Elimination of duplication of roles

Elimination of duplication of roles was profiled as one of the characteristics affecting wage bill management. Respondents were asked whether job evaluation eliminated duplication of roles and reduced a bloated workforce and helped to manage the wage bill. Different organizations had varied responses to this statement. Table 4.1 shows that the majority of organizations, 93.8% strongly agreed or agreed that job evaluation eliminated duplication of roles thereby reducing a bloated workforce and helped in managing the wage bill. However, 6.3% were not sure whether job evaluation eliminated duplication of roles and reduced the bloated workforce. None of the respondents disagreed.

Tables 4.4 presents the varied findings by the type of organization on the statement. 33.3% of the national government respondents agreed and 55.6% strongly agreed that job evaluation eliminated duplication of roles while 11.1% were not sure. In the county government organizations, 66.7% of the respondents agreed and 33.3% strongly agreed. 35.7% of respondents in the state corporations agreed and 57.1% strongly while 7.1% were not sure.

The findings indicate that job evaluation eliminated job evaluation and reduced a bloated workforce which is crucial in managing the wage bill.

Adherence to the salary policy as per job evaluation

Adherence to the salary policy as determined by job evaluation was profiled as a characteristic affecting wage bill management. However, organizations responses to this statement were varied. 90.7% of respondents agreed or strongly agreed that adherence to the salary policy as determined by job evaluation; while 9.3% were either not sure, disagreed or strongly disagreed with the statement.

Tables 4.5 present the varied results by type of organization. 55.6% of the respondents in the national government organizations agreed to the statement and 44.4% strongly agreed. In the county governments, 55.6% agreed and 22.2% strongly agreed while 11.1% strongly disagreed. 64.3% of state corporation respondents agreed and 28.6% strongly agreed while 7.1% were not sure whether adherence to the salary policy could influence the wage bill management.

The findings demonstrate that adherence to the salary policy as determined by job evaluation had the ability to assist with the management of the wage bill.

Influence of total reward on wage bill in the public sector

Table 4: Influence of total reward on wage bill in the public sector

Opinion statements	Scale (%)					Item Statistics		
	Strongly disagree	Disagree	Not sure	Agree	Strongly disagree	N	Mean	Std. Deviation
Implementation of total reward in my organization has the ability to manage the wage bill	3.1	18.8	12.5	50	15.6	32	3.56	1.076
Total rewards are attractive	6.3	28.1	12.5	50	3.1	32	3.16	1.081
total reward can release pressure for a base pay increase	3.1	18.8	18.8	50	9.4	32	3.44	1.014
total rewards can motivate and retain employees	6.3	18.8	3.1	56.3	15.6	32	3.56	1.162

Influence of total rewards by type of organization

Total rewards were conceptualized as one of the human resource strategies for managing the public sector wage bill. In this section, data was collected to demonstrate the influence of total rewards on wage bill management. The organizations indicated the extent to which total rewards influenced the management of the wage bill and measured implementation of total rewards, the attractiveness of the total rewards awarded, the ability of total rewards to release pressure for base pay, and the ability of total rewards to motivate and retain employees using a five-point Likert scale.

Table 5: Influence of total rewards by type of organization

Total rewards statements	Type of organization	Scale (%)					N
		Strongly disagree	Disagree	Not sure	Agree	Strongly agree	
Implementation of total reward in my organization has the ability to manage the wage bill	National Government	0.00%	22.20%	0.00%	44.40%	33.30%	9
	County Government	11.10%	11.10%	11.10%	55.60%	11.10%	9
	State Corporations	0.00%	21.40%	21.40%	50.00%	7.10%	14
The total reward awards in my organization are attractive and can assist in managing the wage bill	National Government	22.2	22.20%	11.1	44.40%	0.00%	9
	County Government	0.00%	22.20%	11.10%	66.70%	0.00%	9
	State Corporations	0.00%	35.7	14.30%	42.90%	7.10%	14
The total reward offered by my organization can release pressure for a base pay increase and can assist in managing the wage bill	National Government	0.00%	22.20%	0.00%	44.40%	33.30%	9
	County Government	11.10%	11.10%	11.10%	55.60%	11.10%	9
	State Corporations	0.00%	21.40%	21.40%	50.00%	7.10%	14
The total rewards awarded by my organization has the ability to motivate and retain employees thus managing the wage bill	National Government	0.00%	22.20%	0.00%	44.40%	33.30%	9
	County Government	11.10%	11.10%	11.10%	55.60%	11.10%	9
	State Corporations	0.00%	21.40%	21.40%	50.00%	7.10%	14

Implementation of total reward in my organization has the ability to manage the wage bill

Respondents were asked whether the implementation of total rewards in their organization had the ability to manage the wage bill. The responses to this statement were varied. Table 4.7 shows the responses; 50% of the respondents agreed and 15.6% strongly agreed with this statement. However, 18.8% disagreed, 3.1% strongly disagreed and 12.5% were not sure whether total rewards had the ability to manage the wage bill.

Table 4.8 presents the responses to this statement by type of organization. In the national government organizations, 77.7% formed the majority of the respondents agreed or strongly agreed while 22.2% disagreed. In county governments, 66.7% agreed or strongly agreed while 22.2% either strongly disagreed or disagreed. 57.1% of the respondents in the state corporation agreed or strongly disagreed while 21.4% disagreed. 21.4% were not sure whether the implementation of total rewards could manage the wage bill.

The findings imply that the total reward was implemented in public sector organizations and could manage the wage bill.

The total rewards awarded in my organization are attractive and can assist in managing the wage bill

The attractiveness of total rewards was conceptualized as one of the characteristics affecting the management of the wage bill. Respondents were asked whether the total rewards awarded by their organizations were attractive and could assist with managing the wage bill. The responses to this statement were varied and were presented in table 4.7. 53.1% agreed and strongly agreed, 34.4% strongly disagreed or disagreed while

12.5% were not sure whether the total rewards awarded by their organizations were attractive and could manage the wage bill.

Table 4.9 presents the varied findings by type of organization. 44.4% agreed with the statement, 44.4% either strongly disagreed or disagreed while 11.1% were not sure about the national government organizations. In county government organizations, 66.7% agreed, 22.2% disagreed and 11.1% were not sure. 50.9% of the respondents in the state corporations agreed or strongly agreed, 35.7% disagreed and 14.3% were not sure.

The findings in tables 4.7 and 4.9 indicate that the total rewards awarded were attractive and could be used as a strategy to manage the wage bill.

The total reward offered by my organization can release pressure for a base pay increase and can, therefore, assist in managing the wage bill

Respondents were asked to indicate whether the total rewards offered by their organizations could release pressure for a base pay increase and assist to manage the wage bill. The responses to this statement were varied. Table 4.7 presents the varied responses to the statement. 59.4% of the respondents agreed or strongly agreed, 21.9% either strongly disagreed or disagreed and 18.8% were not sure.

Table 4.10 shows the findings by type of organization. The responses to the statement were varied. 44.4% of respondents in the national government agreed or strongly agreed, 33.3% disagreed and 22.2% were not sure. In the county government 66.7% agreed or strongly agreed, 11.1% strongly agreed and 22.2% were not sure. 64.2% of respondents from state corporations agreed or strongly agreed, 21.4% disagreed and 14.3% were not sure whether total rewards offered by their organizations could release pressure for a base pay increase.

The findings imply that total rewards can release pressure for a base pay increase and therefore assist in the management of the wage bill.

The total rewards awarded by my organization have the ability to motivate and retain employees thus managing the wage bill

The respondents were asked the level of agreement to the statement above. The responses were varied as shown in table 4.7. The majority of the respondents, 71.9% agreed or strongly agreed with the statement, 25% either disagreed or strongly disagreed and 3.1% were not sure whether total rewards could motivate and retain employees and manage the wage bill. Table 4.11 presents the varied responses to this statement by the type of organization. The majority of the respondents in the national government, 77.7% agreed or strongly agreed with the statement, 33.3% disagreed and 11.1% were not sure. In the county government, 66.7% agreed or strongly agreed, 22.2% strongly disagreed and 11.1% disagreed. 85.7% of the respondents in the state corporations strongly agreed or agreed and 14.3% disagreed.

The findings show that total rewards offered by organizations have the ability to motivate and retain employees.

Influence performance related pay to the wage bill in the public sector

Performance-related pay was conceptualized as one of the human resource strategies for managing the wage bill. In this section, data was collected to show the influence of performance-related pay on the management of the wage bill. The organizations indicated the extent to which performance-related pay influenced wage bill management and measured implementation of performance-related pay, flexibility in the wage cost, incentives paid by organizations and the fairness of the performance appraisal process and its reliability to determine pay using a five-point Likert Scale.

Table 6: Influence performance related pay to the wage bill in the public sector

Opinion statements	Scale (%)					Item Statistics		
	Strongly disagree	Disagree	Not sure	Agree	Strongly agree	N	Mean	Std. Deviation
Implementation of performance-related pay in my organization can assist in managing the wage bill	0	12.1	9.1	51.5	27.3	33	3.94	0.933
Performance-related pay provides flexibility in the wage cost thus managing the wage bill	0	12.1	9.1	60.6	18.2	33	3.85	0.870
Incentives paid by my organization through performance-related pay are paid frequently and help to manage the wage bill	9.1	36.4	12.1	30.3	12.1	33	3.00	1.250
The performance appraisal process is fair and can be	6.1	27.3	3	36.4	27.3	33	3.52	1.326

relied upon to determine pay, thus assisting in managing the wage bill								
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Table 7: Influence performance related pay by type of organisation

Performance related pay	Type of organization	Scale (%)					N
		Strongly disagree	Disagree	Not sure	Agree	Strongly agree	
Implementation of performance-related pay in my organization can assist in managing the wage bill	National Government	0.00%	11.10%	0.00%	55.60%	33.30%	9
	County Government	0.00%	22.20%	11.10%	33.30%	33.30%	9
	State Corporations	0.00%	6.70%	13.30%	60.00%	20.00%	15
Performance related pay provides flexibility in the wage cost thus managing the wage bill	National Government	0.00%	33.30%	11.10%	44.40%	11.10%	9
	County Government	0.00%	0.00%	0.00%	44.40%	55.60%	9
	State Corporations	0.00%	6.70%	13.30%	80.00%	0.00%	15
Incentives paid by my organization through performance are paid frequently and help to manage the wage bill	National Government	11.10%	44.40%	22.20%	22.20%	0.00%	9
	County Government	0.00%	33.30%	0.00%	44.40%	22.20%	9
	State Corporations	13.30%	33.3	13.30%	26.70%	13.20%	15
The performance appraisal process is fair and can be relied upon to determine pay, thus assisting in managing the wage bill	National Government	0.00%	33.30%	11.10%	33.30%	22.20%	9
	County Government	11.10%	33.30%	0.00%	22.20%	33.30%	9
	State Corporations	6.70%	2.00%	0.00%	46.70%	26.70%	15

Implementation of performance-related pay in my organization can assist in managing the wage bill

Respondents were asked to indicate whether the implementation of performance-related pay in their organizations could assist in managing the wage bill. The responses to this statement were varied as presented in table 4.12 above. 78.8% of the respondents who formed the majority agreed or strongly agreed, 12.1% disagreed and 9.1% were not sure.

Table 4.14 presents responses to this statement by type of organization. 88.9% which formed a majority of the respondents sampled in the national government agreed or strongly agreed while 11.1% disagreed. In the county governments, 66.6% agreed or strongly agreed, 22.2% disagreed and 11.1% were not sure. For state corporations, 80% agreed or strongly agreed, 6.7% disagreed and 13.3% were not sure.

The finding in tables 4.12 and 4.14 strongly indicate that implementation of performance pay as a human resource strategy has the ability to manage the wage bill.

Performance-related pay provides the flexibility of the wage cost thus managing the wage bill

The flexibility of wage cost was conceptualized as one of the characteristics affecting wage bill management. Respondents were asked to indicate their level of agreement to the statement above. The responses to this statement were varied and the finding presented in 4.12. 68.6% which formed the majority of the respondents agreed or strongly agreed, 12.1% disagreed while 9.1% were not sure.

Table 4.15 presents the responses to the statement by type of organization. The responses to the statement were varied.

In the national government organizations 55.5% agreed or strongly agreed, 33.3% disagreed and 11.1% were not sure. In the county government, 44.4% agreed and 55.6% strongly agreed. 80% of the respondents in the state corporations agreed, 6.7% disagreed and 13.3% were not sure.

The findings imply that performance-related pay provides the flexibility in the wage costs and can assist with managing the wage bill.

Incentives paid by my organization through performance-related pay are paid frequently and help to manage the wage bill

Incentives paid and the frequencies of the payments were conceptualized as one of the characteristics affecting the management of the wage bill. Respondents were asked to indicate their level of agreeing with the statement above.

The responses to the statement were varied. Table 4.12 presents the findings. 30.3% of the respondents agreed and 12.1% strongly agreed. 36.4% disagreed, 9.1% strongly disagreed and 12.1% were not sure.

Table 4.16 presents the responses by type of organization. In national government organizations, 22.2% agreed with the statement, 44.4% disagreed, 11.1% strongly disagreed and 22.2% were not sure. In county government organizations, 44.4% of the respondents agreed, 22.2% strongly agreed and 33.3% disagreed. In state corporations, 26.7% agreed, 13.3% strongly agreed, 33.3% disagreed, 13.3% strongly disagreed and an equal percentage were not sure.

The findings indicate that incentives are paid however the ability to help in managing the wage bill was varied in the different types of public organizations.

The performance appraisal process is fair and can be relied upon to determine pay, thus assisting in managing the wage bill

Performance appraisal was profiled as one of the characteristics affecting wage bill management. Respondents were asked to indicate their level of agreeing with the above statement. The responses were varied and were presented in table 4.12. 63.7% of the respondents either agreed or strongly agreed with the statement, 27.3% disagreed; 6.1% strongly disagreed and 3% were not sure.

Table 4.17 presents responses to the statement by type of organization. 55.5% of the respondents in the national government agreed or strongly agreed, 33.3% disagreed and 11.1% were not sure. In the county government 55.5% agreed or strongly agreed, 33.3% disagreed and 11.1% strongly disagreed. In the state corporations, 46.7% agreed and 26.7% strongly agreed; 20% disagreed and 6.7% strongly disagreed.

The findings in Tables 4.12 and 4.17 indicate that performance appraisal can be relied upon to determine the level of pay and therefore assist with managing the wage bill.

V. Conclusions

Based on the findings, the study made the following conclusions; with regard to the first objective Influence of job evaluation on wage bill management in the public sector, the study made the following conclusion that implementation of job evaluation as a way to foster equal work pay policy, eliminate duplication of roles, determine level of pay and adhere to salary policy will enhance management of wage bill.

From the second objective Influence of total reward on wage bill in the public sector the study revealed implementation of total rewards in an organization, the total rewards offered being attractive, having the ability to release pressure for a base pay increase and motivating employees to remain in the organization have the ability to manage wage bill.

From the third objective Influence performance related pay to the wage bill in the public sector the study showed that implementation of performance-related pay that provides flexibility of wage cost, providing incentives through performance-related pay and performance appraisal process being fair can assist in managing wage bill.

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