

**EFFECT OF NON-MONETARY REWARDS ON EMPLOYEE PERFORMANCE
AMONG OIL MARKETING FIRMS IN KENYA**

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A DISSERTATION

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DECLARATION

I, Francis Maina Wabita, hereby declare that this project is my work, and it has not been submitted before to any other institution of higher learning for fulfillment of any academic award.

Signed: _____

Date: _____

APPROVAL

This is to certify that, this project entitled “**EFFECT OF NON-MONETARY REWARDS ON EMPLOYEE PERFORMANCE AMONG OIL MARKETING FIRMS IN KENYA**” has been done under my supervision and now it is ready for submission.

Signed: _____

Supervisor's Name: **Professor Joseph M. Ntayi**

Date: _____

DEDICATION

I dedicate my project to my family members and friends. A special feeling of gratitude to all those whose words of encouragement and push for tenacity ring in my ears. And to my parents Mr. Joseph Wabitah Mukoma and Mrs. Margaret Nyambura Wabita who believed in me when I didn't. They taught me even the largest task can be accomplished if it is done one step at a time, and struggle is the real meaning of life.

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Special thanks to Institute of Petroleum Studies-Kampala members of staff, and by extension Uganda Christian University. I came to study, but I left with knowledge and more wisdom, you changed my life, holistically, and I am a better man than I was before I joined your institution.

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GLOSSARY OF TERMS AND ACRONYMS

NACOSTI: National Commission for Science, Technology and Innovation

SPSS: Statistical Package for Social Sciences

ABSTRACT

For optimal employee performance, an effective reward system needs to fit well with the organization's other design characteristics, including its business strategy. Many organizations have registered low employee morale, high turnover and high level of absenteeism because of poor working conditions. This study set to determine the effect of non-monetary rewards on employee performance among oil marketing firms in Kenya. To achieve this, the specific objectives include: determining the effect of flexible work hours; promotion; fringe benefits and recognition on employee performance among oil marketing firms in Kenya. This study is anchored on two theories: Expectancy theory and Herzberg two factor need theory. The study adopted descriptive explanatory design that was cross sectional in nature targeting human resource managers in the 105 oil marketing firms in Kenya. A questionnaire with closed ended question was used to collect data which was analyzed using descriptive statistics: mean, frequencies, percentages and standard deviation. A regression analysis was also used to estimate the changes in employee performance explained by each variable. The study established that flexible work shifts reduced staff's chances of being absent from work besides motivating them to consistently offer quality service to customers. The study further established that introduction of flexible work hours improved the quality of work life balance among staff in oil marketing firms. Oil marketing firms' employees in Kenya had a clear career path. Promotions were done in a transparent manner based on merit. The firms had a number of fringe benefits for their staff. These included: medical insurance, house allowance, meals allowance, education, and transport. These firms offered praises to staff for outstanding performance and had walls of fame where outstanding performance among staff was posted for all to see. This study recommends improvements to the existing flexible working hours' program by complementing the flexible working schedule so that employees get the full benefit and are able to improve their work life balance. Oil marketing firms must maintain transparency and openness in promotion and performance appraisal to keep the faith of its staff and motivate them to put in more effort for delivery on their job targets. They also need to improve the scope and flexibility of their fringe benefits to staff.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Oil marketing firms in Kenya are facing challenges with regard to employee performance as manifested through increased absenteeism, high employee turnover and reduced morale. All these issues have greatly impacted the planning of human capital as the industry invests in employee training to improve the skills and knowledge, and hence achieve better employee performance. Furthermore, the costs incurred in training new staff and the deterioration in service delivery as a new staff is recruited and trained has negatively affected the overall level of employee performance in this industry.

A study by Idris (2014) notes that non-monetary rewards incentivize the employees of the organization to go extra miles to ensure that they achieve their job targets, if not exceed them. The oil marketing firms in Kenya have implemented several non-monetary rewards such as training and development, recognition, implementing clear career paths and introducing flexible working schedules. Choi, Choi, So, Lee and You (2014) acknowledge that non-monetary rewards can be used more frequently than monetary rewards and tend to have a longer-lasting impact. Čiarnienė and Vienažindienė (2018) noted that non-monetary rewards lower occupational stress, absenteeism from work, turnover rates, and in turn elevate work morale, organizational productivity, and employee competitiveness, in addition to organizational revenue and profits.

Reward systems consist of policies that provide instructions on reward management methods, policies that provide economic and non-financial benefits, processes that evaluate the relative size of the job (work assessment) and evaluate employee performance (performance management), and procedures that are used to preserve the scheme and guarantee effectiveness and flow (Aguenza & Som, 2018). An effective reward system should fit well with the organization's other design characteristics as well as its business strategy (Ibrar & Khan, 2015). Wasiu and Adebajo (2014) ascertain those decisions on the reward system should be made interactively: informed by the business strategy, tentative reward-system design decisions would then be tested against how the organization's other

characteristics are designed (Hafeez & Akbar, 2015). According to De Gieter and Hofmans

(2015), receiving a reward for a specific conduct sends a certain message about what we have accomplished and regulates our future conduct or tries to regulate it.

1.2 Statement of the Problem

One of the greatest challenges facing the oil marketing firms in Kenya has been high cases of employee turnover and demotivated staff (Kwamboka, 2017). In fact, Kagu (2014) enlists high staff turnover and absenteeism to be some of the key challenges faced by the oil marketing firms in Kenya. According to Ombati (2020) providing relevant non-monetary rewards is key in strengthening employee performance of the oil marketing firms in Kenya. Proper non-monetary rewards provide an opportunity where employees feel motivated to contribute towards overall performance of the oil marketing firms in Kenya (Ombati, 2020).

A number of studies have been done on how reward affects employee performance. Edirisooriya (2014) conducted a study on the impact of rewards on employee performance in the electricity sector. The results revealed that there is a positive relationship between extrinsic reward, intrinsic reward and employee performance. This study was done in the electricity and not oil marketing firms, thus creating contextual gap. Ibrar and Khan (2015) conducted a study on the impact of reward on employee performance using a case study of Malakand Private School. The study findings indicated that there is a positive relationship between rewards (extrinsic and intrinsic) and employee's job performance. The study was majored in the educational sector hence creating a contextual gap. Muchiri (2016) investigated the effects of rewards on employee performance in the hospitality industry. The findings of the study showed a significant relationship between intrinsic rewards and employee performance. However, the study was limited to the hospitality industry resulting into a contextual gap.

Idris (2014) conducted a study on flexible working hours as an employee retention strategy in developing countries and established that flexible working hours are the mutually beneficial agreements between worker and employer to improve worker productivity and the organization's greater profitability. The flexible working hours

All these studies have looked at rewards in general, covering both the monetary and non-monetary rewards and the effect they have on employee performance, but did not isolate

monetary versus non-monetary rewards effect on compliance and employee performance in the long-run. Therefore, it is important to look at one aspect of the rewards; this study thus looks at the effect that non-monetary rewards have on employee performance.

1.3 Purpose of the Study

To determine the effect of non-monetary rewards on employee performance among oil marketing firms in Kenya.

1.4 Research Objectives

The study was guided by the following objectives:

- i. To determine the effect of flexible work hours on employee performance among oil marketing firms in Kenya.
- ii. To assess the effect of promotion on employee performance among oil marketing firms in Kenya.
- iii. To evaluate the effect of fringe benefits on employee performance among oil marketing firms in Kenya.
- iv. To analyze the effect of recognition on employee performance among oil marketing firms in Kenya.

1.5 Research Questions

The study sought to answer the following research questions:

- i. How do flexible work hours affect employee performance among oil marketing firms in Kenya?
- ii. What is the effect of promotion on employee performance among oil marketing firms in Kenya?
- iii. How do fringe benefits affect employee performance among oil marketing firms in Kenya?
- iv. How does recognition affect employee performance among oil marketing firms in Kenya?

1.6 Scope of the Study

The study focused on the effect of non-monetary rewards on employee performance among oil marketing firms in Kenya. Specifically, the non-monetary rewards to be studied

included: flexible work hours, promotion, fringe benefits and recognition. The dependent variable was employee performance. The study targeted all the 105 oil marketing firms in Kenya as at May 2021. The study was undertaken in the first quarter of 2021 since the COVID-19 pandemic had eased during this time and it was easier when it came to data collection. The study was conducted in the head offices of the respective firms which were majorly in Nairobi. The head offices were selected because it would ease the process of data collection from the respondents.

1.7 Justification

For survival and viability of the marketing firms which operate in changing business environments, they should effectively reward their staff so as to enhance their performance. Rewards offered by these oil marketing firms to their employees can broadly be categorized into monetary and non-monetary. It was therefore important that an investigation be carried out to identify some of the non-monetary rewards that would enhance employees performance, and hence the firms' viability in the ever changing competitive business environment.

1.8 Significance of the Study

Oil marketing industry plays a key role in the distribution of petroleum products across the country. Through this study, managers in the industry would understand the different ways that non-monetary rewards affect the outcomes posted by their employees. This would help inform their decision-making in relation to implementation of policies and procedures related to non-monetary rewards, and as a result help improve employee morale for improved overall performance in the industry.

The study would also contribute to growth and extension of prevailing literature on non-monetary rewards and employee performance. It would further provide additional empirical literature besides suggestion of areas for further research that future scholars can focus on. This would contribute to future discourse on the variables examined.

The study would also be important to the Government of Kenya, especially the Ministry of Energy together with the Ministry in-charge of Labor, in assessment of the effectiveness of the prevailing policies so as to establish the strengths and weaknesses which can be revised for optimal downstream industry performance.

1.9 Conceptual Framework

A conceptual framework is an illustration of the relationship between variables in a study. It indicates the independent and the dependent variables together with how they are operationalized through the indicators (Kothari, 2004). The conceptual framework of the study is indicated in Figure 1.1.

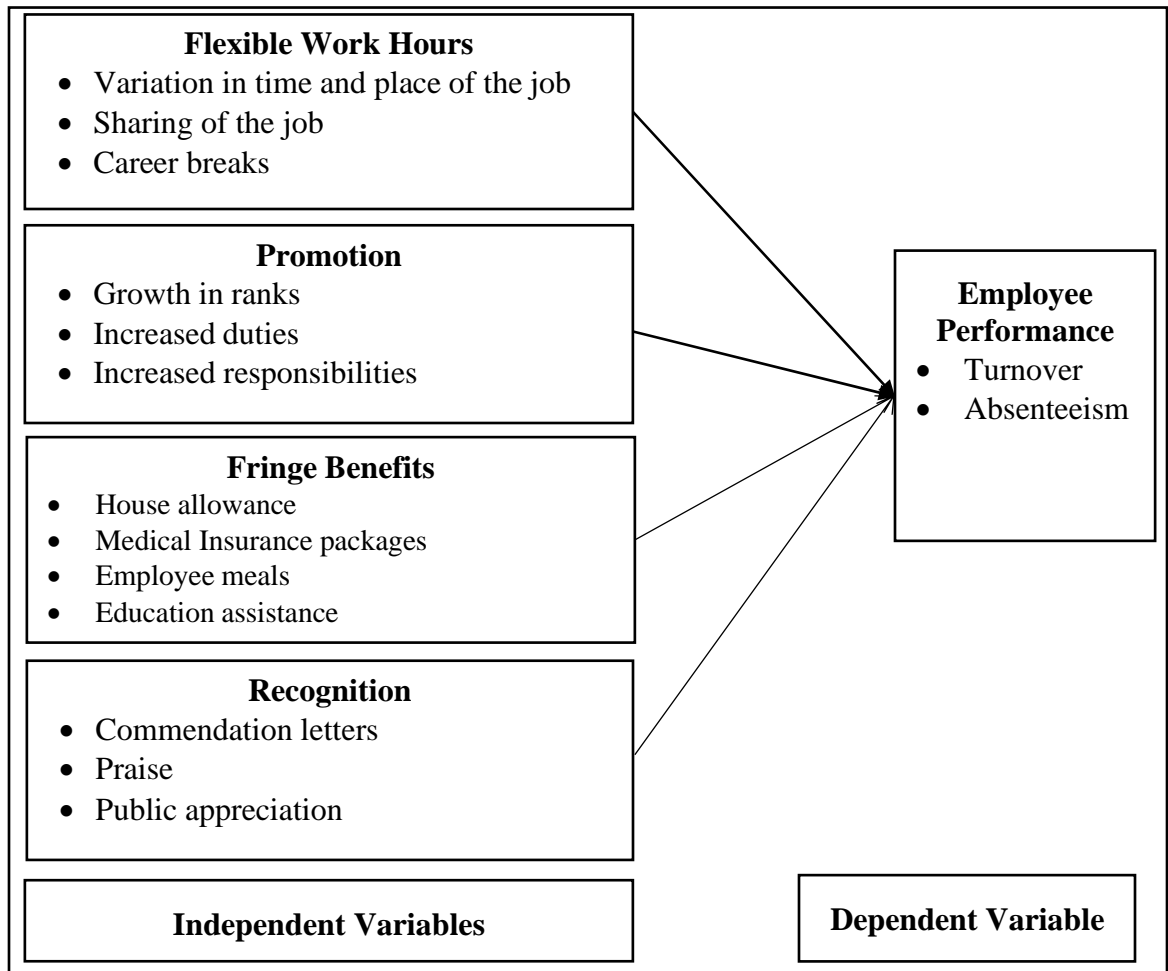


Figure 1. 1: Conceptual Framework

Source: Literature review (2021)

According to Groen, Van Triest, Coers and Wtenweerde (2018), flexible working hours allow employees to report to the place of work at varied time while at the same time sharing their job responsibilities. Flexible working hours allow employees to have career breaks especially when they work on shifts. Promotion is critical in allowing employees to grow their ranks while increasing the scope of their assigned duties and responsibilities. This is

to imply that employee promotion comes with more duties and responsibilities to the incumbent (Ratemo, Bula & Felistus, 2021). An organization can leverage on house allowance and medical insurance as forms of fringe benefits to reward employees for superior performance (Saranya, 2017). Besides, meals can be provided to staff besides provision of education scholarships and bursaries to employees or their next of kin. The leadership of the organization can recognize superior performance of employees through recommendation letters, praised and public appreciation (Montani, Boudrias & Pigeon, 2020). A highly performing workforce would stay committed to an organization and would not find any reason of leaving and this will impact on turnover ratio (Budur & Poturak, 2021). Such employees will always be present at the place of work to execute their daily duties and this will have an implication on absenteeism (Rizky & Ardian, 2019).

1.10 Chapter Summary

The chapter has examined the background information, statement of problem, research objectives and questions besides the scope and justification. The significance of the study and conceptual framework have also been set out in this chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review presents a review of previous research work carried out by other scholars on the study subject that a researcher is carrying out. It is mainly used to identify the approaches adopted, findings and recommendations so that it can inform the direction that the current study is to take. It is organized in line with the study objectives to ensure exhaustive handling of the subjects.

2.2 Review of Theories

This study is anchored on two theories: Expectancy theory and Herzberg two factor need theory. These theories are better suited in explaining the importance of non-monetary rewards on employee performance as outlined below.

2.2.1 Expectancy Theory

Expectancy theory is a theory of motivation first suggested by Victor Vroom (1964). It is about the selection or de-selection of mental processes. It describes the decisions made by an individual's mental processes. This theory emphasizes the need for organizations to relate rewards directly to performance, and to ensure those rewards are deserved and wanted by the recipients. The theory proposes that an individual will behave or act in a certain manner to select a particular conduct over others because they are driven by what they expect to be the outcome of that chosen conduct. In essence, the behavior selection motivation is determined by the result's desirability. The cognitive process of how an individual processes various motivational components, however, is at the heart of the theory. This cognitive process is performed before the ultimate decision is made. The result is not the sole determining factor in deciding how to act (Parijat & Bagga, 2014).

The Expectancy theory of motivation also describes the process of behavior, why people choose one behavior over the other (Kiatkawsin & Han, 2017). This theory explains that people can be driven towards objectives if they think that there is a positive correlation between effort and performance, the result of a positive performance will result in a desirable reward, a performance reward will fulfill a significant need and/or the result will

fulfill their need to make the effort worthwhile. The individual makes decisions based on estimates of how well the anticipated findings of a particular conduct will match with the required outcomes or eventually lead to them. Lăzăroiu (2015) suggests that motivation is a product of the expectation of the person that a certain effort will result in the expected performance, the instrumentality of this performance to achieve a certain outcome, and the individual's desirability of this consequence. Within the expectation hypothesis, Vroom introduced three variables: valence, expectation and instrumentality which are essential to choose one component over another.

Vroom (1964) further argues that the power of the inclination of the employee to behave in a certain manner relies on the intensity and attractiveness of their expectation of the result. Employees will be encouraged to exert a high amount of effort when they think it would result in organizational benefits such as promotions, bonuses, or sharing gains, and the rewards will meet their personal objectives. Expectancy theory predicts that if staff perceive a powerful connection between performance and benefits, and rewards and personal goal fulfillment, they will exert a high amount of effort (Barba-Sánchez & Atienza-Sahuquillo, 2017). Business leaders or managers should, in measurable terms, define good, adequate and poor performance and ensure that the desired level of performance can be achieved. In equipment, training and oversight, they need to find out what the individual requires for effective discharge of their responsibilities.

One of the Expectancy theory's assumptions is that individuals make choices among alternative behavioral plans based on their perceptions of the degree to which a specified conduct will lead to required results (Chen, Ellis & Suresh, 2016). Typically, there are transactions between employers and staff in employment relationships such as payment for services rendered. According to Emu and Umeh (2014), there is a connection between transactional leadership and Stimulus-Response theories because incentives which are in the form of a reward wage, award, etc. are used to guarantee that the required answers and results are reproduced and repeated in organizations. However, it is observed that the power and authority of managers is absolute and incontestable in most transactional relationships to the extent that employees become automatons in the production system. As a result, those considered productive will receive the rewards while those identified as not productive and competitive will be pushed out of the system.

The implication of this theory to the study is that the oil marketing firms in Kenya should seek to relate fringe benefits (being the rewards) with overall performance of the staff. Thus, the theory has been used to inform the variable of fringe benefits promotions.

2.2.2 Fredrick Hertzberg Two Factor Content Theory

Fredrick Hertzberg (1968) motivation theory is one of the contents theories of motivation. Fredrick Hertzberg (1968) theorized that employee satisfaction has two dimensions: hygiene and motivation. Hygiene issues, such as salary and supervision, decrease employees' dissatisfaction with the work environment. Motivators, such as recognition and achievement, flexible work hours, make workers more productive, creative and committed. These attempt to explain the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these desires.

Armstrong, (2007) links the two-factor theory of motivation having been propagated by Hertzberg in 1968. Armstrong (2007) two-factor theory propagate that there are two certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction, all of which act independently of each other. He identifies hygiene factors as satisfiers, as factors that are strongly linked to the work setting, including flexible work hours, pay levels, business policy, working circumstances. Hertzberg (1968) believes that these factors are viewed as motivating people to achieve superior output and effort. On the other side, motivation factors such as accomplishment, appreciation and personal growth are also known as satisfiers.

The motivational factors emphasize the job itself as offering possibilities for achieving greater requirements. These factors of motivation refer predominantly to the workplace setting and help to avoid problems of work frustration, while not having a notable impact on positive attitudes. This theory speculates that workers are not motivated by extrinsic variables such as wage, organizational advantages and job security, but by inherent variables such as accomplishment, appreciation and accountability. Hertzberg (1968) argued that motivators are factors that bring true fulfillment. Alshmemri, Shahwan-Akl and Maude (2017) contend that while hygiene factors are not motivators, they are a prerequisite for motivation, and that organizations must concentrate on safeguarding the adequacy of hygiene factors in order to avoid staff discontent. This perspective is endorsed by Hertzberg

(1968), who says that organizations must ensure that job roles are engaging, interesting and fulfilling in order to motivate individuals.

This theory has been used to inform the variables of flexible work hours, recognition and promotion since these are components of satisfiers in this theory.

2.3 Employee Performance

Employee performance is key to the ability of an organization to attain its goals (Nazir & Islam, 2017). It is a calculation of the quantity and quality of the work performed, taking the cost of the services used into consideration. The more efficient a company is, the greater its competitive advantage, as the cost of producing its products and services is lower. Typically, the results are the final and unique outputs the organization wants. Results are often, but not always, presented as goods or services for an internal or external client and can have an effect on a society in terms of financial achievements; and hence, the outcomes of which are reflected in terms of expense, price, quantity or time. Measuring employee performance involves assessing the amount of time an average worker requires to produce a given production volume (Gunasekaran, Papadopoulos, Dubey, Wamba, Childe, Hazen & Akter, 2017). Employee output can be difficult to quantify but it has a direct effect on the profitability of a business. An employer selects workers with profitability in mind and during the initial job interview, can get a handle on a worker's capabilities.

2.4 Effect of Flexible Work Hours on Employee Performance

Okemwa (2016) researched on how flexible work arrangements relate with the commitment of nurses in the Kenyan public hospitals. The results of the study revealed that flexible work arrangements positively relates with nurses' commitment in public hospitals in Kenya. Flexible working hours are the mutually beneficial arrangements between employee and employer to boost workplace engagement and the organization's greater profitability. Due to cultural, social, political and economic constraints, the basic requirements of life are changing and citizens of both genders are compelled to work. The flexible working hours are equally appropriate to both male and female workers in order to provide work-life balance and to maintain a balanced family life. When implemented

with sufficient formality and degree preparation, this flexi-hours approach will minimize tension and bring an increase in the wellbeing of employee life.

Wadhawan (2019) researched on how flexible working arrangements affect the satisfaction of employees in the IT sector. The findings of the study revealed that flexible work arrangements positively affect the satisfaction of employees. Flexible work hours help the employees to make the modifications according to the circumstances through flexibility. It is the tool that is used to increase productivity, employee satisfaction, work efficiency, enhance results, improve quality of life, minimize absenteeism and decrease the organization's overtime costs. Employees in all companies providing flexible scheduling opportunities have higher morale, commitment and efficiency as well as decreased absenteeism and recruiting costs. Flexible working hours not only help strengthen the general environment and human relationships, but also maximize the work enjoyment.

Mungania, Waiganjo and Kihoro (2016) investigated how flexible work arrangements affect the performance of an organization in the Kenyan banking industry. The findings of the study reveal that the initiatives of work place flexibility are seen as a critical component of a result-driven workplace. Flexible working hours also help workers contribute and control their professional and personal life roles to offer innovative and creative approaches to the problems that arise. Flexible working hours allow increased competitiveness between recruiting rates and demands for workload or customer support, allowing the company to operate for longer hours, which enhance scheduling of more workers when the workload is at its highest as well as fewer workers when the business is calm or silent. Flexible job conditions should meet strongly the personal needs of the employees

2.5 Effect of Promotion on Employee Performance

Peter (2014) conducted a study to find out how promotion affects the performance of employees at Dar-Es-Salaam city council. Study findings indicate impacts for non-adherence to promotional process that affect individual performance and organization such as poor results, cumulative promotion, poor relationships and workforce turnover. Promotion basically entails an employee's advancement to a higher position with more obligations, more prestige, and better pay. This is an employee's upward progression in the hierarchy of the organization, to another position that demands greater power, higher

prestige, and improved working conditions. Promotion is aimed at providing an important role in every employee because with the means of promotion, trust and recognition, the employee skills remain at the top position. Any organization's success primarily depends on the success of its workers. Effective companies are gradually recognizing that there are a variety of factors leading to success one of them including employee promotion.

Ali and Ahmad (2017) investigated the effect of pay, promotion and recognition on job satisfaction using a case of the banking sector or Karachi employees. The study findings indicated that promotion and recognition positively affect job satisfaction. Promotion is an organization's most common method of internal staff mobility. In fact, it is unusual for a person who enters an organization at a particular role at the start of his career to retire at the same place. Promotion is an important feature of a profession for a person. Promotion is organizational change that requires a move from one job / position to another that is better in terms of rank and obligation. The move to better jobs is generally followed by increased promotions and privileges. Efficient promotional techniques are thought to play a significant role in enhancing employee performance. The promotions are used to reward and inspire workers to improve their performance.

Gathungu, Iravo and Namusonge (2015) investigated on how the strategies of promotion affect the commitment of employees to an organization using a case study of the banking sector employees in Kenya. Promotion is used as a reward for good job performance and is a type of action accepted by the employees. When people believe good performance will lead to advancement, they will work harder. It brings pleasure to workers boosting their morale, efficiency, and loyalty. Promotion is both the incentive for and outcome of continuous learning and development. This cycle enhances the effectiveness of individuals and therefore, the effectiveness of organizations. Promotion generates a sense of satisfaction with the current situation and circumstances, and fosters desire of improving performance.

2.6 Effect of Fringe Benefits on Employee Performance

Kamau (2013) conducted a study on the effects of fringe benefits on the productivity of employees in the public sector using a case of state department of water, Nairobi County, Kenya. The study findings revealed that security benefits like meals, transport and house

allowances positively contributed to the productivity of employees. Fringe benefits are types of indirect compensation provided as part of an organizational relationship to an employee or group of employees. Most organizational fringe compensation programs are aimed at attracting, retaining and motivating qualified and competent employees. When an organization offers attractive benefits, performance also increases.

Mugaa, Guyo and Odhiambo (2018) conducted a study to find out how fringe benefits affect performance of employees in large commercial banks in Nairobi City County. The findings of the study revealed that fringe benefits positively related to employee performance. Fringe benefits have generally constituted a higher proportion of total employee compensation in most organizations. Fringe benefits are intended to shield workers and their families from loss of income due to health problems or other work-related financial difficulties, and can enhance the overall quality of life of the workforce through special workplace programs and services. Fringe benefits are either negotiated on their own initiative by the employer, or are the product of a collective bargaining arrangement or state legislation. They are given to inspire the staff and maintain them for effectiveness and organizational performance

Oguejiofor and Umeano Ngozi (2018) researched on fringe benefits and employees' performance in selected brewery firms in Anambra state. The findings of the study revealed that the retirement benefits increase the commitment of employees on their job. Fringe benefits basically entail the non-pay benefits that are received by workers. They play a key role in incentivizing the employees and they often satisfy the needs and wants that were not satisfied by salaries or wages. This goes a long way in enhancing employee's morale. Most benefits plans do not allow the workers to make their choices regarding the preferred range of benefits. Fringe benefits have been recognized as a way of encouraging workers to increase their job efficiency as expected, thereby increasing the performance of the workers.

2.7 Effect of Recognition on Employee Performance

Hussain, Khaliq, Nisar, Kamboh and Ali (2019) researched on how employees' recognition, rewards and job stress affect job performance. The study findings revealed that employee rewards and recognition positively affect the performance of employees

while job stress negatively affects the performance of employees. Employees not only want to be compensated by the organization but also need to be appreciated for their work as it will help in raising the morale of the employees. Employees would be well encouraged when managers recognize them. Recognition implies that employees' contributions are valued by their managers. Recognizing their workers is important for the success of the businesses.

Ndungu (2017) researched on how rewards and recognition affect the performance of employees in public educational institutions using a case study of Kenyatta University. Organizations respect their workers to maintain high self-esteem and to keep them excited about themselves. The workers recognized within their organizations are well motivated and performing as expected. This is because well performing motivated workers influences one's intent for such behavior. The organizations achieve their goals in this way. There is a direct relation between the recognition of workers and the performance of employees. It is the product of job motivation and skill which leads to high results. Employee recognition boosts the morale of employees and increases company's overall productivity.

Amoatema and Kyeremeh (2016) researched on making employee recognition as a tool for achieving improved performance using a case of the Ghanaian Universities. The study recommended that Ghanaian University management devote sufficient and adequate resources to developing and implementing programs for recognizing employees in order to achieve the expected level of output. Employee recognition requires the prompt, informal and/or formal acknowledgment of their actions, initiative, or business outcome of an individual who promotes the goals and values of the company, and who has performed beyond usual expectations. Recognition has been considered to be a positive response to, and a decision on the effort of a person, representing not only work success but also personal engagement and commitment on a regular or hoc basis, and communicating formally or informally, individually or collectively, privately or publicly, and monetarily or non-monetarily.

2.8 Research Gaps

All the above studies; Okemwa (2016), Wadhawan (2019), Mungania et al, (2016), Peter (2014), Ali and Ahmad (2017), Gathungu et al, (2015), Kamau (2013), Mugaa, Guyo and

Odhiambo (2018), Oguejiofor and Umeano Ngozi (2018), Hussain et al, (2019), Ndungu (2017), Amoatema and Kyeremeh (2016) were based on different contextual, conceptual and demographic backgrounds with different findings and study variables. None of them specifically looked at the effect of non-monetary rewards on employee performance among oil marketing firms in Kenya, hence creating the gap which the current study seeks to fill.

2.9 Chapter Summary

In this chapter, the relevant theories providing anchorage to the study have been discussed. The chapter has also reviewed literature on employee performance, flexible work hours, promotion, fringe benefits and recognition as they relate with employee performance besides pointing out the gaps.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research design, study area and information sources. The population and sampling technique, variables and indicators, measurement levels, procedure for data collection, data collection instruments, strategy for data processing and analysis and anticipated methodological constraints are also discussed.

3.2 Study Design

Study design is a road map that provides guidance on how the study is to be conducted, and the methods to use in collection and analysis of the results. Ghauri, Grønhaug and Strange (2020) defined a study design as a plan that outlines how the study is conducted. This study will adopt a cross sectional descriptive design. The study adopted descriptive explanatory design that was cross sectional in nature. The study was cross sectional because it cut across oil marketing firms operating in Kenya as at May 2021. A descriptive design was ideal in determining non-monetary rewards and employee performance among these oil marketing firms to be covered. Hennink and Bailey (2020) note that descriptive study design helps in giving an account of the way things exist in their original state without manipulation. An explanatory design supported the use of correlational and regression analysis so as to establish the link between non-monetary rewards and employee performance.

3.3 Area of Study

The study was conducted in Kenya among the oil marketing firms. The study covered the head offices of these oil marketing firms that are mostly located in Nairobi. The reason for targeting the head offices of these oil marketing firms is that most of the decisions including those on rewards are made in the head offices of these firms.

3.4 Information Sources

There are two broad sources of information for the study: primary and secondary sources. The underlying difference between these two sources of information is that unlike secondary sources, primary sources are firsthand sources of information that are free from

possible biasness (Quinlan, Babin, Carr & Griffin, 2019). The study collected data from

primary sources using questionnaires, ensuring that first-hand information is collected by the study. The primary data was largely quantitative in nature so as to ease the process of analysis.

3.5 Sampling Design and Procedure

Population is a group of objects, elements or items and individuals that have similar features in common. It is from this targeted population that the results of the study can be generalized. The population of the study comprised 105 oil marketing firms operating in Kenya and the respondents were the human resource managers and their equivalents drawn from these firms. Since the population is small, the study adopted census and thus all the 105 oil marketing firms was covered. Tracy (2019) indicates that census is ideal whenever the population elements are smaller than 200. Thus, the unit of analysis were the oil marketing firms while unit of observation was the HR managers from these firms.

3.6 Variables and Indicators

Table 3.1 gives the breakdown on the variables of the study and their indicators.

Table 3.1: Variables and Indicators

Objective	Type of Variable	Indicators
To determine the effect of flexible work hours on employee performance among oil marketing firms in Kenya.	Independent Flexible work hours	<ul style="list-style-type: none"> • Variation in time and place of the job • Sharing of the job • Career breaks
To assess the effect of promotion on employee performance among oil marketing firms in Kenya.	Independent Promotion	<ul style="list-style-type: none"> • Growth in ranks • Increased Duties • Increased Responsibilities
To evaluate the effect of fringe benefits on employee performance among oil marketing firms in Kenya.	Independent Fringe benefits	<ul style="list-style-type: none"> • Insurance packages • Employee meals • Education assistance
To analyze the effect of recognition on employee performance among oil marketing firms in Kenya.	Independent Recognition	<ul style="list-style-type: none"> • Commendation Letters • Praise • Public appreciation
Employee performance among oil marketing firms in Kenya	Dependent Employee performance	<ul style="list-style-type: none"> • Turn over • Absenteeism

Source: Author (2021)

3.7 Measurement Levels

The measurement levels on the variables of the study are indicated in Table 3.2.

Table 3.2: Measurement Levels

Type of Variable	Scale of Measurement
Independent flexible work hours	Ordinal scale Nominal scale
Independent Promotion	Ordinal scale Nominal scale
Independent fringe benefits	Ordinal scale Nominal scale
Independent recognition	Ordinal scale Nominal scale
Dependent employee performance	Ordinal scale

Source: Author (2021)

3.8 Procedure for Data Collection

The researcher obtained a letter of introduction from the University which gave details on the proposed study including the objective. The researcher also applied for a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). The management team of respective oil marketing firms were notified in advance on the intended study. During the actual study, the researcher sent instruments to respondents via email.

3.9 Data Collection Instruments

The study used questionnaires to collect data from respondents. Andrew, Pedersen and McEvoy (2019) define a questionnaire as a list of questions that require predetermined answers. The study used questionnaires which allowed for collection of data from different respondents simultaneously. The questionnaires contained close ended questions so as to ease the process of analysis. The items on the questionnaires were structured using a five-point Likert Scale where 1=Strongly Disagree; and 5=Strongly Agree.

The questionnaire was divided into sections as informed by the specific objectives of the study. Section A covered the general information of the respondents, section B covered information on flexible work hours; section C reported information on promotion; section D covered fringe benefits; section E covered recognition and section F employee performance.

3.10 Quality

The researcher conducted a pilot study to determine the quality of the study instruments. According to Dawson (2019), quality research instruments should be pre-tested to ensure they are valid and reliable. All respondents who were involved in the pre-test were not included in the final sample and the study, so as to avoid possible chances of biasness.

One aspect of the quality of the study instruments was on assessment of their reliability. Gray (2019) contends that an instrument is said to be reliable when it accurately and consistently measures what it is designed to indicate. The researcher adopted an internal measure of consistency called Cronbach Alpha coefficient to determine reliability of the instruments. In this regard, the piloted instruments were coded and then values of Cronbach Alpha coefficient was commanded. RR indicates that Cronbach Alpha coefficients above 0.7 indicate that the instruments of the study are reliable.

Validity is another dimension of assessing the quality of the study instruments. Umanailo, Hamid, Hamiru, Assagaf, Bula, Nawawi and Bon (2019) defined validity as the extent which an instruments measure what it is designed and intended to measure. The researcher engaged the supervisor who reviewed items on the study instruments to ensure that they are aligned with the constructs in the conceptual framework.

3.11 Data Analysis

Once data had been collected from the field, it underwent processing and analysis to extract meaning out of it (Ledgerwood, 2019). The collected data was cleaned and entered into the Statistical Package for Social Sciences for analysis. The study used descriptive statistics including means and standard deviations, as well as inferential statistics like correlation and regression analysis. The regression model to be adopted in the study took the following form:

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

Where:

Y= Employee performance

X₁= Flexible work hours

X₂= Promotion

X₃= Fringe benefits

X₄= Recognition

B₀= Constant

β₁, β₂, β₃ β₄= are regression coefficients to be estimated

e= stochastic term

3.12 Methodological Constraints

One methodological constraint to this study was the sample size as determined by the unit of analysis. In this study, the unit of analysis comprised 105 oil marketing firms operating in Kenya which was relatively adequate for generalization of the results in the industry. The other constraint was in regard to reliability of the data from respondents that might limit the scope of the analysis. Some of the oil marketing firms were relatively smaller in size and thus did not have Human Resource positions; as such positions could be occupied by individuals with different titles, for instance the Office Administrators. Such individuals did not have provide reliable information on Human Resources which is the major focus in this study.

3.13 Validity of Research Instruments

Validity is the ability of the research instrument to measure the elements that it is meant to measure (Zamanzadeh, Ghahramanian, Rassouli, Abbaszadeh, Alavi-Majd & Nikanfar, 2015). As such the instrument must be designed to be able to measure those critical elements. There are two ways to measure validity, either through content or construct measures; for construct validity measure, the instrument is created into several sections which then measure each individual objective one after another in details (Mohammadbeigi, Mohammadsalehi & Aligol, 2015). Each section covers a single objective and the review is done to link each item with the tools in the conceptual framework. This study applied content validity as it measures the extent to which the

selected items contained in the sample represents the content being measured by the test. To ensure content validity, the research instruments were used in assessing the concepts formulated in the questionnaire and determine whether they measure what they purport to measure.

3.14 Reliability of Research Instruments

Reliability of the research instrument is its ability to yield results that are consistent, stable and can be repeated over and over again (Huber & Mellace, 2015) Reliability is such that the instrument can obtain reliable, consistent and valid data that can inform policy makers, be used in practices by market players and in theory make sound conclusions and recommendations that will guide the academic fraternity. Adopting the Cronbach Alpha coefficient (Cronbach, 1951) is one of the most common measures of reliability. If the Cronbach Alpha coefficients are 0.7 and above the instrument is considered reliable and therefore, it can be used in collecting data where findings, conclusions and recommendations can be drawn from. The study applied reliability analysis to assess internal consistency of the study variables. Cronbach's Alpha coefficient was computed on all components of questionnaire and their assessment given. Alpha of 0.7 and above was used as the threshold in this study.

3.15 Chapter Summary

The focus of this chapter has been on detailing the methodologies in terms of study design, study area, sources of information, sampling design, variables and indicators and measurement level. The instrument of collection of data, quality concerns, the methods for analysis, methodological constraints and concerns about validity and reliability are also set out in this chapter.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS

4.1 Introductions

This chapter presents analysis and interpretation of data collected in relation to the effect of non-monetary rewards on employee performance among oil marketing firms in Kenya. The study made use of a questionnaire as the primary data collection tool.

4.2 Response Rate

The researcher administered 105 questionnaires to the respondents out of which 76 were duly filled and returned translating to a response rate of 72%. The response rate was sufficient for analysis as recommended by Mugenda and Mugenda (2003) for the purposes of generalization of findings to the entire population. These results are illustrated in the Figure 4.1 below:

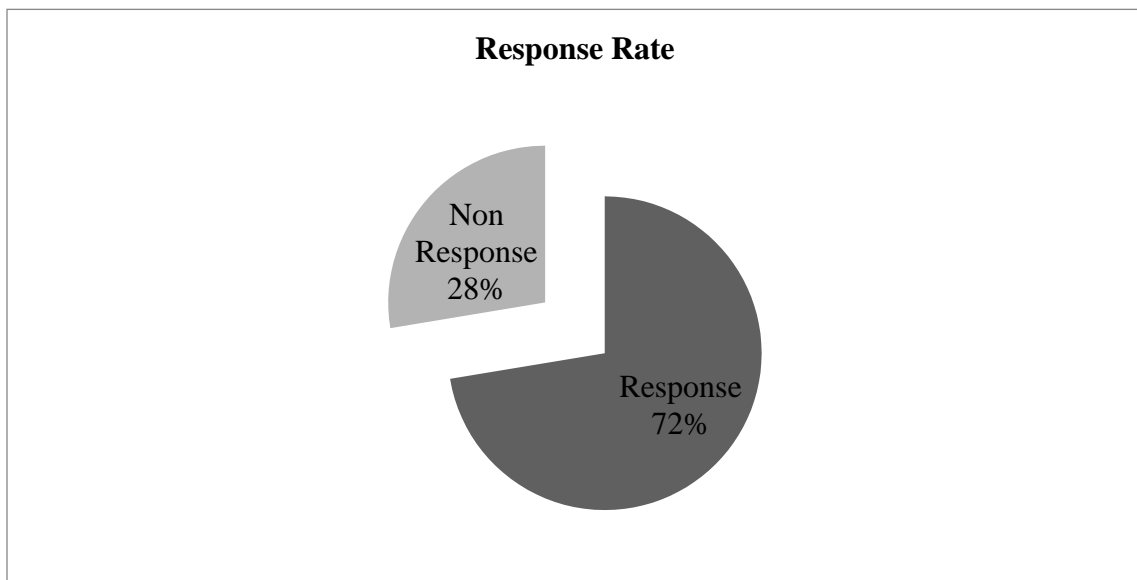


Figure 4.1: Response Rate

4.3 General Information

In order to ascertain the suitability of the respondents to take part in this study, the researcher collected some information related to the background of the respondents. These related to gender, education levels attained, and the period worked in the oil firm. These are summarized in the proceeding sections.

4.3.1 Gender of the Respondents

The findings on the gender of the respondents are as indicated in Table 4.1.

Table 4.1: Gender of the Respondents

	Frequency	Percent
Male	51	67
Female	25	33
Total	76	100.0

Table 4.1 indicates that 67% of the respondents were male while 33% were female. This means that there was gender equity and representation in the views shared by the respondents on non-monetary rewards as sought by the study.

4.3.2 Level of Education

To ascertain the ability of the respondents to read and understand the questions asked in the study, the researcher collected data on highest level attained. The findings are indicated in Table 4.3.

Table 4.2: Level of Education of Respondents

Education level	Frequency	Percent
Certificate	8	11
Diploma	18	24
Degree	41	54
Masters	8	11
Total	76	100

As per the findings in Table 4.2, while 54% of the respondents had degrees as their highest educational achievements, 24% held diplomas and 11% had certificates and masters respectively. This deduces that the respondents who participated in this study were generally learnt and could understand the key issues revolving around non-monetary rewards in their respective oil marketing firm. They therefore provided valid data.

4.3.3 Years of Experience

Data collected on the period that the respondents had worked in each of their respective oil marketing firm was as shown in Table 4.3.

Table 4.3: Years of Experience

	Frequency	Percent
0-3 years	6	8
4-6 years	31	41
7-9 years	33	43
More than 9 years	6	8
Total	76	100

Table 4.3 indicate that while 43% of the respondents had worked in their respective oil marketing firm for between 6-9 years, 41% had worked for 4-6 years with a tie at 8% for those who had worked for 0-3 years and over 9 years. This indicates that the respondents in this study had worked in respective oil marketing firm long enough to understand their operations and benefits structure, hence they were best suited to provide information for this study.

4.4 Descriptive Statistics

This section provides an analysis of the Likert based questions as guided by the values of means and standard deviations on each of the specific objective variables of the study. The respondents were required to indicate their level of agreement with each statement on a scale of 1 to 5 where 1 was strongly disagree while 5 was strongly agree.

4.4.1 Effect of Flexible Work Hours on Employee Performance

The respondents were required to indicate their level of agreement on each of the statements identified in the table on a scale ranging from 1 to 5 where 1 was strongly disagree while 5 was strongly agree. From the responses provided, the researcher computed measures of central tendency in terms of mean / averages and standard deviation to help establish how diverse the respondents' views were far apart. Table 4.4 gives a summary of the statistics.

Table 4.4: Effect of Flexible Work Hours on Employee Performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Existence of work shifts has reduced my chances of being absent from work	2	3	1	1	19	25	38	50	16	21	3.852	0.738
Variations in when work is done has improved the quality of my work	4	5	2	3	22	29	34	45	14	18	3.685	0.917
Variations in where work is done has improved the quality of my work	1	1	4	5	18	24	40	53	13	17	3.792	0.883
Adoption of flexi time schedules has resulted in decreased levels of stress among staff	1	1	2	3	15	20	47	62	11	14	3.853	0.758
Flexi working schedules has reduced the level of overtime costs	2	3	3	4	7	9	48	63	16	21	3.964	0.939
Flexi working schedules has resulted in increased hours of operation for the Company	3	4	2	3	7	9	42	55	22	29	4.028	0.637
Flexible work agreements have provided staff with more time to attend to personal matters for better work life balance	5	7	4	5	14	18	45	59	8	11	3.621	0.986
Flexible scheduling has created an atmosphere in which staff are happier with their employment in the organization	2	3	8	11	14	18	37	49	15	20	3.728	0.868
Average											3.82	0.841

On interpretation of computed means and standard deviation, the researcher made use of the following key: for means between 1 to 1.49 meant that the respondents strongly disagreed with the statement, 1.5 to 2.49 means they disagreed, 2.5 to 3.49 is neutral or moderately agree, 3.5 to 4.49 is agree while 4.5 to 5.0 is strongly agree. This helped classify the general views of the respondents for ease of analysis.

The results on whether the existence of work shifts had reduced staff's chances of being absent from work, 50% of the respondents agreed, 25% were neutral, 21% strongly agreed, 3% strongly disagreed and 1% disagreed with a mean of 3.852 and standard deviation of 0.738. This means that 71% of the respondents agreed to the statement. In addition, the standard deviation being below 1.0 indicated that the responses were not far from one another. It means that the respondents held similar views on the statement. These findings are consistent with those of Okemwa (2016) who noted that flexible work arrangements positively relate with nurses' commitment in public hospitals in Kenya. Flexible working hours are mutually beneficial arrangements between employee and employer to boost workplace engagement and the organization's greater profitability.

On whether variations in when work was done had improved the quality of staff's work, 45% of the respondents agreed, 29% were neutral, 18% strongly agreed, 5% strongly disagreed and 3% disagreed and the mean was 3.685 with a standard deviation of 0.917. This mean indicates that 63% of the respondents agreed with the statement. This indicates that variations when work was done resulted in improved quality of work in the organization. These findings are consistent with those of Wadhawan (2019) who acknowledge that flexible work hours help the employees to make the modifications according to the circumstances through flexibility. It is the tool that is used to increase productivity, employee satisfaction, work efficiency, enhance results, improve quality of life, minimize absenteeism and decrease the organization's overtime costs.

Regarding the variations in where work was done having improved the quality of work output of the respondents in the oil marketing firms, 53% of the respondents agreed, 24% were neutral, 17% strongly agreed, 5% disagreed and 1% strongly disagreed and the mean was 3.792 with a standard deviation of 0.883. This result shows that 70% of the respondents

unanimously agreed that as a result of variations in where work was performed had improved the quality of their work output. This is consistent with Mungania et al (2016) who noted that flexible working hours also help workers contribute and control their professional and personal life roles to offer innovative and creative approaches to the problems that arise. Flexible working hours allow increased competitiveness between recruiting rates and demands for workload or customer support, allowing the company to operate for longer hours, which enhance scheduling of more workers when the workload is at its highest as well as fewer workers when the business is calm or silent. Flexible job conditions should meet strongly the personal needs of the employees.

On whether adoption of flexi time schedules had resulted in decreased levels of stress among staff, 62% of the respondents agreed, 20% were neutral, 14% strongly agreed, 3% disagreed and 1% strongly disagreed while the mean was 3.853 with a standard deviation of 0.758. This shows that the responses were close to one another as the variations in standard deviation is below 1. This shows that 76% of the respondents agreed that the overall quality of employee output in the respective oil marketing firms improved as result of adoption of flexi time schedules. These finds concur with those of Wadhawan (2019) who noted that flexible scheduling opportunities ensure higher morale, commitment and efficiency as well as decreased absenteeism and recruiting costs for an organization. Flexible working hours not only help strengthen the general environment and human relationships, but also maximize the work enjoyment.

As to whether flexi working schedules had reduced the level of overtime costs for oil marketing firms, 63% of the respondents agreed, 21% strongly agreed, 9% were neutral, 4% disagreed and 3% strongly disagreed and the mean was 3.964 with a standard deviation of 0.939. This shows that 84% respondents generally agreed that implementation of flexi working schedules resulted in reduced overtime costs to staff. This was facilitated by shifts, which meant that individuals worked within a certain period of time. Once their time was over, they handed over to fresh staff which assured clients of constant high quality services. Mungania *et al.*, (2016) noted that flexible working hours help workers contribute to and control their professional and personal life roles to offer innovative and creative approaches to the problems that arise. They allow for increased competitiveness in recruiting rates and

demands for workload or customer support, thus enabling the company to operate for longer hours, schedule more workers when the workload is at its highest or, conversely, engage fewer workers when the business is calm or silent. This is further supported by responses as to whether flexi working schedules resulted in increased hours of operation for the Company where 55% of the respondents agreed, 29% strongly agreed, 9% were neutral, 3% disagreed and 4% strongly disagreed posting a mean of 4.028 with a low standard deviation of 0.637. The shifts eliminate the need for overtime among staff hence reducing operational costs which was initially incurred for overtime.

On whether flexible work agreements had provided staff with more time to attend to personal matters for better work life balance, 59% of the respondents agreed, 18% were neutral, 11% strongly agreed, 7 strongly disagreed and 5% disagreed where the mean was 3.621 with a standard deviation of 0.986. This shows that 70% of the respondents agreed that the implementation of flexible work arrangements provided staff more time on their personal schedules to attend to private matters for a balanced work-life. This ensured that staff had adequate time to spend with their families. This is consistent with the findings of Okemwa (2016) who noted that flexi working schedules provide work-life balance and to maintain a balanced family life. When implemented with sufficient formality and degree preparation, this flexi-hours approach will minimize tension and bring an increase in the wellbeing of employee life.

On whether flexible scheduling had created an atmosphere in where staff was happier with their employment in the organization, 49% of the respondents agreed, 20% strongly agreed, 18% were neutral, 11% disagreed and 3% strongly disagreed and the mean was 3.728 with a standard deviation of 0.868. This means that 69% of the respondents agreed to the statement. Their responses were also close to one another as the standard deviation was below 1.0. These findings are in agreement with those of Wadhawan (2019) who noted that employees in all companies providing flexible scheduling opportunities have higher morale, commitment and efficiency as well as decreased absenteeism and recruiting costs. Flexible working hours not only help strengthen the general environment and human relationships, but also maximize the work enjoyment.

4.4.2 Effects of Promotion on Employee Performance

The researcher set out to ascertain the extent that promotion at work influenced employee performance among oil marketing firms in Kenya. The study computed means and standard deviation using the scale provided to get the general feeling of the respondents on each of the statements. The results are show in the Table 4.5 below:

Table 4.5: Effects of Promotion on Employee Performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
There is a clear career path in our organization	2	3	5	7	17	22	43	57	9	12	3.683	0.992
I have grown in ranks since I joined this organization	4	5	7	9	18	24	34	45	13	17	3.592	1.048
Upward progression in the hierarchy in this organization are carried out in a transparent manner	2	3	2	3	15	20	44	58	13	17	3.837	0.955
Upward progression in the hierarchy in this organization are based on merit	3	4	6	8	17	22	36	47	14	18	3.681	1.0832
The duties I handle in this organization have expanded from since I joined	2	3	2	3	7	9	47	62	18	24	4.014	0.739
Exemplary performance is rewarded through promotions in this organization	2	3	8	11	15	20	39	51	12	16	3.669	0.917
Upward progression in the hierarchy have motivated me to strive to achieve my job goals	2	3	3	4	8	11	47	62	16	21	3.945	0.881
Upward progression in the hierarchy has motivated me horn my skills in what I do	1	1	2	3	18	24	38	50	17	22	3.894	0.857
Upward progression in the hierarchy has brought me in boosting my morale	1	1	4	5	18	24	41	54	12	16	3.771	0.983
Upward progression in the hierarchy has brought me in boosting my efficiency	2	3	1	1	16	21	47	62	10	13	3.819	0.816
Upward progression in the hierarchy has brought me in boosting my loyalty	2	3	9	12	16	21	40	53	9	12	3.582	0.993
											3.77	.835

From the table 4.5, it can be noted that the mean score on whether there was a clear career path in the respective oil marketing firms that the respondents worked, the mean was 3.683 with a standard deviation of 0.992 and 57% of the respondents agreed, 22% were neutral, 12% strongly agreed, 7% disagreed and 3% strongly disagreed. This mean implies that 69% of the respondents generally agreed to the statement. It can further be concluded that the responses were not significantly different as the standard deviation value is below 1.00 at 0.992. These findings are consistent with those of Ali and Ahmad (2017) who noted that promotion is an organization's most common method of internal staff mobility. It is an important feature of a profession for a person. Promotion is organizational change that requires a move from one job / position to another that is better in terms of rank and obligation. Efficient promotional techniques are thought to play a significant role in enhancing employee performance. The promotions are used to reward and inspire workers to improve their performance.

As to whether the respondents had grown in ranks since joining their respective oil marketing companies for employment, 45% of them agreed, 24% were neutral, 17% strongly agreed, 9% disagreed and 5% strongly disagreed and the mean was 3.592 with a standard deviation of 1.048. These results show that 62% of the respondents admitted to having grown in ranks though the responses were diverse as supported by a standard deviation of above 1.0 at 1.048. This could be due to some employees overstaying in one position after a promotion. Ali and Ahmad (2017) noted that it is unusual for a person who enters an organization at a particular role at the start of his career to retire at the same place. Gathungu et al., (2015) noted that when people believe good performance will lead to advancement, they will work harder. Promotion is seen as both the incentive for and outcome of continuous learning and development.

The respondents were asked to indicate the transparency with which upward progression in the hierarchy were carried out. An analysis of the responses gave a mean of 3.837 with a standard deviation of 0.955 where 58% of the respondents agreed, 20 were neutral, 17% strongly agreed with a tie at 3% between respondents who disagreed and those who strongly disagreed. This infers that generally, 75% of the respondents agreed with the statement. There were also minimal differences in responses as the standard deviation was

below 1 at 0.955. Peter (2014) noted that in order to ensure employees perform their tasks better, promotion and any other performance appraisal process need to be handled with care. All processes leading to promotion need to be transparent to instill a culture of hard work among staff. Any promotion done in a skewed manner is likely to demoralize staff and result in lower esteem and lower productivity.

As to whether upward progression in the hierarchy within the respective oil marketing firms were carried out based on merit, 47% of the respondents agreed, 22% were neutral, 18% strongly agreed, 8% disagreed and 4% strongly disagreed and the mean was 3.681 while the standard deviation was 1.0832. This means that 65% of the respondents agreed to the statement though their responses showed wider gaps as inferred from the large standard deviation of above 1.0. These results are in line with those of Peter (2014) who noted that non-adherence to promotional processes that affect individual performance and organization such as poor results, cumulative promotion, poor relationships and workforce turnover. Promotion is aimed at providing an important role in every employee because with the means of promotion, trust and recognition, the employee skills remain at the top position.

As to whether the duties that staff handle in their respective oil marketing firm were expanded from the time they first joined the firm, 62% of the respondents agreed, 24% strongly agreed, 9% were neutral with a tie at 3% between respondents who disagreed and those who strongly disagreed and the mean was 4.014 with a standard deviation of 0.739. These findings point to the fact that 86% of the respondents agreed that the responsibilities handled by each staff since joining each of the individual oil marketing firm had expanded. There was high similarity among the responses as supported by a low standard deviation of below 1.0. These findings are supported by Ali and Ahmad (2017) who noted that it is unusual for a person who enters an organization at a particular role at the start of his career to retire at the same place. Promotion is an important feature of a profession for a person. Promotion is organizational change that requires a move from one job / position to another that is better in terms of rank and obligation. This is because the move to better jobs is generally followed by increased promotions and privileges.

In relation to exemplary performance being rewarded through promotions, 51% of the respondents agreed, and 20% were neutral, 16% strongly agreed, 11% disagreed and 3% strongly disagreed and the mean was 3.669 with a standard deviation of 0.917. This shows that 67% of the respondents agreed to having witnessed exemplary performance being rewarded by promotions. There was no wide deviation among the responses as supported by a low standard deviation of below 1.0. These findings are in line with those of Gathungu et al. (2015) who noted that promotion is used as a reward for good job performance and is a type of action accepted by the employees. When people believe good performance will lead to advancement, they will work harder. It brings pleasure to workers boosting their morale, efficiency, and loyalty.

As relates to upward progression in the hierarchy motivating staff to strive to achieve their job goals, 62% of the respondents agreed, 21% strongly agreed, 11% were neutral, 4% disagreed and 3% strongly disagreed and the mean was 3.945 with a standard deviation of 0.881. This can be interpreted to mean that 83% of the respondents agreed to the statement indicating that upward progression in the hierarchy motivated them in striving to achieve their job goals. The responses were close to one another as witnessed by a less than 1.0 value of standard deviation. These findings tally with those of Ali and Ahmad (2017) who established that promotions are used to reward and inspire workers to improve their performance.

On whether upward progression in the hierarchy motivated employees in the oil marketing firms to hone their skills, 50% of the respondents agreed, 24% were neutral, 22% strongly agreed, 3% disagreed and 1% strongly disagreed and the mean was 3.894 with a standard deviation of 0.857. It can be deduced that 72% of the respondents agreed to the statement that upward progression in the hierarchy had motivated them to better their skills in order to perform their tasks optimally. Ali and Ahmad (2017) noted that the move to better jobs is generally followed by increased promotions and privileges. When people believe that good performance will lead to advancement, they will work harder. It brings pleasure to workers boosting their morale, efficiency, and loyalty.

As to whether upward progression in the hierarchy had boosted morale among employees in oil marketing firms, 54% of the respondents agreed, 24% were neutral, 16% strongly

agreed, 5% disagreed and 1% strongly disagreed and the mean was 3.771 with a standard deviation of 0.983. This shows that 70% of the respondents agreed that promotions at work boost their morale and motivated them to go an extra mile to achieve set performance goals both at the individual and department level. This is supported by Gathungu et al. (2015) who noted that promotion enhances the effectiveness of individuals and therefore, the effectiveness of organizations. Promotion is an employee's upward progression in the hierarchy of the organization, to another position that demands greater power, higher prestige, and improved working conditions. In the same manner, 62% of the respondents agreed, 21% were neutral, 13% strongly agreed, 3% strongly disagreed and 1% disagreed that upward progression in the hierarchy had boosted their efficiency as supported by a mean of 3.819 with a standard deviation of 0.816. This shows that 75% of the respondents agreed that promotions had the power of magic in boosting operational efficiency among employees. Promotion also boosted employee loyalty in their respective firms as supported by 53% of the respondents who agreed, 21% were neutral, 12% strongly agreed, 12% disagreed and 3% strongly disagreed with a mean of 3.582 with a standard deviation of 0.993.

4.4.3 Effects of Fringe Benefits on Employee Performance

The study set to ascertain from the respondents the extent that fringe benefits influenced their performance. The researcher identified some statements related to fringe benefits where respondents were required to indicate their levels of agreement. The scale of agreement ranged from 1 to five where 1= strongly disagree, 2= Disagree, 3= Neutral, 4 = Agree and 5= strongly agree. From the responses, the study computed means and frequencies which have been analyzed as shown in table 4.6:

Table 4.6: Fringe Benefits and Employee Performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Medical insurance cover has motivated me to achieve my work targets	5	7	3	4	19	25	35	46	14	18	3.648	0.921
The coverage of insurance package to my family has motivated me to achieve my work goals	7	9	4	5	16	21	35	46	14	18	3.572	0.879
Medical Insurance cover has given me peace of mind to attend to my duties efficiently	0	0	3	4	16	21	43	57	14	18	3.897	0.993
House allowance has motivated me to deliver on my job description	5	7	10	13	18	24	34	45	9	12	3.418	1.028
House allowance has reduced my stress levels on footing my house rent	6	8	11	14	19	25	32	42	8	11	3.329	1.062
Meals allowance motivate me to perform my work efficiently	6	8	9	12	21	28	33	43	8	11	3.409	1.047
Allowance to attend to my educational leave has motivated me to work in this organization	0	0	5	7	6	8	51	67	14	18	3.972	0.739
Education sponsorships have motivated me in working in this organization	5	7	8	11	18	24	32	42	13	17	3.528	0.881
Sponsorship to professional seminars have motivated me to achieve my job targets	5	7	5	7	15	20	40	53	11	14	3.618	0.944
											3.60	0.944

As the results shown in Table 4.6 illustrate, the mean on medical insurance cover having motivated employees to achieve their work targets was 3.648 with a standard deviation of 0.921 where 46% of the respondents agreed, 25% were neutral, 18% strongly agreed, 7% strongly disagreed and 4% disagreed. This indicates that 64% of the respondents agreed to the statement without high divergence as the standard deviation was below 1.0 at 0.921. Kamau (2013) noted that fringe benefits are types of indirect compensation provided as part of an organizational relationship to an employee or group of employees. When an organization offers attractive benefits, performance also increases. This is in line with the recommendation by Mugaa et al (2018) who noted that fringe benefits are intended to shield workers and their families from loss of income due to health problems or other work-related financial difficulties and can enhance the overall quality of life of the workforce through special workplace programs and services. Asked as whether the coverage of insurance package extension to cover family members of employees had motivated them to achieve their work goals, the mean was 3.572 with a standard deviation of 0.879 where 46% of the respondents agreed, 21% were neutral, 18% strongly agreed, 9% strongly disagreed and 5% disagreed. These results imply that the respondents agreed, though there were those who were almost neutral pulling the mean score down to 3.572. Mugaa et al (2018) further noted that fringe benefits are either negotiated on their own initiative by the employer or are the product of a collective bargaining arrangement or state legislation. They are given to inspire the staff and maintain them for effectiveness and organizational performance.

The study further sought to establish whether the medical Insurance cover had given employees peace of mind to attend to their duties efficiently. The mean was 3.897 with a standard deviation of 0.993 where 57% of the respondents agreed, 21% were neutral, 18% strongly agreed and 4% disagreed. This shows that medical insurance cover provided solace to employees knowing that in case their dependents fell sick, they could access medical services without having to pay the bill out their pockets. Oguejiofor et al (2018) noted that fringe benefits are the non-pay benefits that are received by workers. They play a key role in incentivizing the employees and they often satisfy the needs and wants that were not satisfied by salaries or wages. Fringe benefits have been recognized as a way of

encouraging workers to increase their job efficiency as expected, thereby increasing the performance of the workers.

In relation to house allowance motivating employees to deliver on their job descriptions, the mean was 3.418 with a standard deviation of 1.02845% of the respondents agreed, 24% were neutral, 12% strongly agreed, 13% disagreed and 7% strongly disagreed. This means that although on average the respondents were neutral to the statement, the level of divergence in responses was large as shown by a higher than 1.0 standard deviation value. Some of the respondents do not seem to have been motivated by house allowance or did not access it at all. The house allowance could also be too little to make an impact on the real cost of housing for the employees. In line with house allowance, the respondents were further asked to indicate whether the house allowance had reduced their stress levels on footing their house rent bills. From the responses, the mean was 3.329 with a standard deviation of 1.062 where 42% of the respondents agreed, 25% were neutral, 11% strongly agreed, 14% disagreed and 8% strongly disagreed. These findings show that the respondents were neutral as to whether house allowance had reduced their stress levels on footing their house rent bills. It is also supported by a higher standard deviation which is above 1.0. Mugaa et al (2018) noted that fringe benefits are intended to shield workers and their families from loss of income due to health problems or other work-related financial difficulties and can enhance the overall quality of life of the workforce through special workplace programs and services.

The study went further to assess the response on meals allowance being a motivator for employees to perform their work efficiently. From the responses, the mean was 3.409 while the standard deviation was 1.047 such that 43% of the respondents agreed, 28% were neutral, 11% strongly agreed, 12% disagreed and 8% strongly disagreed. These findings show that the respondents were neutral and not sure whether they were motivated by the meals allowance. Kamau (2013) noted that most organizational fringe compensation programs are aimed at attracting, retaining and motivating qualified and competent employees. When an organization offers attractive benefits, performance also increases. The divergence in responses was also huge more depicted by a higher than 1.0 value of standard deviation.

On whether allowance to attend to educational leave had motivated employees to work in their respective oil marketing firm, 67% of the respondents agreed, 18% strongly agreed, 8% were neutral and 7% disagreed and the mean was 3.972 with a standard deviation of 0.739. These findings show that the respondents agreed that educational leave allowance played a key role in motivating them to improve their output and continue working with their oil marketing firm into the future. The responses were not diverse as depicted by a low standard deviation of less than 1.0. Gathungu et al (2015) noted that educational privileges extended to staff in terms of leave allowances and sponsorships are relevant in improving the skills set and expertise of staff. They are also a motivation for staff to perform better in what they do for better overall organizational performance.

On whether education sponsorships had motivated employees in working in their respective oil marketing firms, 42% of the respondents agreed, 24% were neutral, 17% strongly agreed, 11% disagreed and 7% strongly disagreed and the mean was 3.528 with a standard deviation of 0.881. These findings show that the respondents agreed to being motivated by educational sponsorships to continue working in their respective oil marketing firm. They were also motivated to continue working in their oil marketing firms into the future to enjoy these benefits. Kamau (2013) noted that when an organization offers attractive benefits, performance also increases.

On whether sponsorship to professional seminars motivated employees to achieve their job targets, 53% of the respondents agreed, 20% were neutral, 14% strongly agreed with a tie at 7% between respondents who disagreed and those who strongly disagreed and the mean was 3.618 with a standard deviation of 0.994. This shows that the respondents agreed and were happy with professional seminars sponsorship. It motivated them to go an extra mile to ensure that their job targets at individual and departmental levels are met. Mugaa et al., (2018) revealed that fringe benefits positively related to employee performance. Fringe benefits have generally constituted a higher proportion of total employee compensation in most organizations.

4.4.4 Effect of Recognition on Employee Performance

The study sought to ascertain the effect that employee recognition had on their performance outcomes in the oil marketing sector. The findings on various statements proposed for the respondents to give opinions are as shown in the Table 4.7.

Table 4.7: Effect of Recognition on Employee Performance

	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std. Dev
There is regular praises for staff who have shown outstanding performance in the duties	4	5	8	11	11	14	43	57	10	13	3.618	0.941
Commendation letters are issued for outstanding performance among staff	2	3	6	8	14	18	45	59	9	12	3.583	1.037
There is a wall of fame where outstanding performance among staff is posted	1	1	5	7	20	26	33	43	17	22	3.710	0.822
Recognition of good performance enables employees enhance work quality	1	1	4	5	17	22	38	50	16	21	3.794	0.873
Recognition of employee efforts make them feel valued	1	1	5	7	12	16	37	49	21	28	3.886	0.897
I am motivated to work harder by recognition I receive	1	1	4	5	14	18	44	58	13	17	3.748	0.935
There is distinguished labelled parking spaces for each senior staff in the organization	2	3	11	14	15	20	39	51	9	12	3.293	1.039
Average											3.66	0.935

From the Table 4.7, it can be shown that 57% of the respondents agreed, 14% were neutral, 13% strongly agreed, 11% disagreed and 5% strongly disagreed that praise was regularly offered to staff for outstanding performance as supported by a mean of 3.618 with a standard deviation of 0.941. The divergence in responses was not significant as the standard deviation lie below 1.0.

The findings further showed that 59% of the respondents agreed, 18% were neutral, 12% strongly agreed, 8% disagreed and 3% strongly disagreed that the firms do issue commendation letters for outstanding performance as shown by a mean of 3.583 with a standard deviation of 1.037. A higher than 1.0 value of standard deviation shows that the respondents held divergent views on the statement. This can also be supported by a lower mean close to the threshold for neutral. Hussain et al. (2019) noted that employees not only want to be compensated by the organization but also need to be appreciated for their work as it will help in raising the morale of the employees. Employees would be well encouraged when managers recognize them.

As to whether oil marketing firms had walls of fame where outstanding performance among staff was posted, 43% of the respondents agreed, 26% were neutral, 22% strongly agreed, 7% disagreed and 1% strongly disagreed and the mean was 3.710 with a standard deviation of 0.822. This indicates that the firms had created central locations for wall of fame where outstanding performance was posted from time to time. This helped in cultivation of positive culture of hard work and attainment of set targets. Ndungu (2017) noted that organizations must respect their workers to maintain high self-esteem and to keep them excited about themselves. The workers recognized within their organizations are well motivated and performing as expected. Employee recognition boosts the morale of employees and increases company's overall productivity.

On whether recognition of good performance enabled employees enhance work quality, and the mean was 3.794 with a standard deviation of 0.873 where 50% of the respondents agreed, 22% were neutral, 21% strongly agreed, 5% disagreed and 1% strongly disagreed. This shows that the respondents agreed to the statement almost unanimously as depicted by a less than 1.0 standard deviation of 0.873. This can also be supported by the agreement of the respondents on the statement indicating better feelings when employee efforts were

recognized. Amoatema and Kyeremeh (2016) noted that employee recognition requires the prompt, informal and/or formal acknowledgment of their actions, initiative, or business outcome of an individual who promotes the goals and values of the company, and who has performed beyond usual expectations. This was supported by a mean of 3.886 with a standard deviation of 0.897 and 49% of the respondents agreed, 28% strongly agreed, 16% were neutral, 7% disagreed and 1% strongly disagreed.

On whether the respondents were motivated to work harder through recognitions received, 58% of the respondents agreed, 18% were neutral, 17% strongly agreed, 4% disagreed and 1% strongly disagreed and the mean was 3.748 with a standard deviation of 0.935. This shows agreement with the statement. The respondents were neutral on there being distinguished labeled parking spaces for each senior staff in the organization as supported by a mean of 3.293 with a standard deviation of 1.039 where 51% of them agreed, 20% were neutral, 14% disagreed, 12% strongly agreed and 3% strongly disagreed. This means that the respondents held divergent views on this statement. Amoatema and Kyeremeh (2016) noted that recognition needs to be considered as a positive response to, and a decision on the effort of a person, representing not only work success but also personal engagement and commitment on a regular or hoc basis, and communicating formally or informally, individually or collectively, privately or publicly, and monetarily or non-monetarily.

4.4.5 Employee Performance

The dependent variable of this study was employee performance, which was assessed, and the findings established as shown in Table 4.8:

Table 4.8: Employee Performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std. Dev
There is lower staff turnover than industry average in this organization	1	1	4	5	15	20	45	59	13	17	3.741	0.947
Proportion of staff recording absence from work has declined in the last five years	1	1	4	5	22	29	38	50	11	14	3.629	0.783
I am unlikely to move out from this organization in the next two years	2	3	3	4	11	14	45	59	15	20	3.891	0.996
I am ready to recommend this organization to my friend as a place to work.	2	3	4	5	11	14	42	55	17	22	3.827	0.891
Average											3.77	0.904

From the findings, 59% of the respondents agreed, 20% were neutral, 17% strongly agreed, 5% disagreed and 1% strongly disagreed that each oil marketing firm witnessed lower staff turnover than industry average as supported by a mean of 3.741 with a standard deviation of 0.947. On whether the proportion of staff recording absence from work had declined in the last five years, the mean was 3.629 while the standard deviation was 0.783 and 50% of the respondents agreed, 29% were neutral, 14% strongly agreed, 5% disagreed and 1% strongly disagreed. This shows that there was improvement as employee absenteeism reduced.

On whether the respondents were unlikely to move out from their respective oil marketing firm in the next two years, 59% of the respondents agreed, 20 strongly agreed, 14% were neutral, 4% disagreed and 3% strongly disagreed and the mean was 3.891 with a standard deviation of 0.996. This shows that the respondents were willing to continue working with their current employers in the next two years. On whether the respondents were ready to recommend their organization to their friend as a place to work, 55% of the respondents agreed, 22% strongly agreed, 14% were neutral, 5% disagreed and 3% strongly disagreed and the mean was 3.827 with a standard deviation of 0.891. This shows that the respondents were happy with the general terms and would recommend their organization to their friends.

4.5 Inferential Statistics

Correlation and regression analysis were conducted as the inferential statistics and summarized in the subsequent sections.

4.5.1 Correlation Results

The relationship between non-monetary rewards and employee performance was determined through correlation analysis with the findings as presented in Table 4.9. Past related studies that equally adopted correlation analysis include Idris (2014) and Muchiri (2016) and thus method was suitable in the current study.

Table 4.9: Correlation Results

		Employee Performance	Flexible work hours	Promotion	Fringe benefits	Recognition
Employee Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	76				
Flexible work hours	Pearson Correlation	.633	1			
	Sig. (2-tailed)	.000				
	N	76	76			
Promotion	Pearson Correlation	.658	.855	1		
	Sig. (2-tailed)	.000	.000			
	N	76	76	76		
Fringe benefits	Pearson Correlation	.593	.663	.724	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	76	76	76	76	
Recognition	Pearson Correlation	.571	.283	.413	.446	1
	Sig. (2-tailed)	.000	.017	.000	.000	
	N	76	76	76	76	76

Table 4.9 shows that flexible work hours ($r=.633$), promotion ($r=.658$), fringe benefits ($r=.593$) and recognition ($r=.571$) all have a strong and positive relationship with employee performance of the oil firms in Kenya.

4.5.2 Multiple Regression Model

In order to draw relevant inferences on non-monetary rewards and employee performance among oil marketing firms in Kenya, regression analysis was conducted. The results of the model summary, ANOVA and beta coefficients with the significance are presented in Table 4.10.

Table 4.10: Model Summary

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	25.342	2.296		11.040	.000
Flexi work hours	.014	.032	.024	.424	.672
promotion	.484	.071	.395	6.797	.000
Fringe Benefits	.301	.037	.464	8.085	.000
Recognition	.262	.037	.390	7.002	.000
R=.77	R² =.597	Adjusted R²=.560	F =26.336	p=.000	

Based on the findings in Table 4.10, the following equation is predicted:

$$Y=25.342+.024X_1+.395X_2+.464X_3+.390X_4$$

Where;

Y= Employee performance

X₁ =Flexi working hours

X₂ =Promotion

X₃ =Fringe Benefit

X₄ =Recognition

Based on the findings in Table 4.10, the value of R is 0.77; which is interpreted to mean that non-monetary rewards are strong correlates of employee performance. This finding is supported by Harunavamwe and Kanengoni (2013) who indicated that a moderate but significant relationship existed between non-monetary rewards and employee performance. Imbahale (2016) showed that non-monetary rewards contributed positively to the performance of institutions. It can be seen that the value of R square is 0.597; this means that 59.7% variation in employee performance among oil marketing firms in Kenya can be explained by Flexible work hours, Promotion, Fringe Benefits and recognition as non-monetary rewards. Therefore, there are other variables beyond the scope of this study which explain the remainder 40.3% of performance among oil marketing firms in Kenya. Furthermore, the overall regression model is significant at $p < 0.01$.

From the findings, when all the variables are held constant, employee performance among oil marketing firms in Kenya would be at 25.342. A unit change in flexi working hours, other factors held constant, would lead to 0.014 unit increase in employee performance among oil marketing firms in Kenya. Furthermore, flexi working hours ($p > 0.05$) and thus it had no significant effect on employee performance among oil marketing firms in Kenya. The result contradicts Noguchi, Harrison, Sun, May, Ng, Welsh and Gorman (2018) ascertain that the ability to obtain an efficient work-life balance has a direct impact on their performance outcomes. Chaudhry and Khan (2016) shared that flexible work arrangements enable businesses to compete in an effective manner between recruitment levels and workload or customer service requirements thereby enabling them to remain open for longer hours. Okemwa (2016) noted that flexible working arrangement enabled

the professionals to allocate time optimally by providing them adequate time to attend to their families and personal businesses.

A unit change in promotions, other factors kept constant, would result into 0.484 unit increase in employee performance among oil marketing firms in Kenya. The study noted that training initiatives ($p < 0.05$) had significant effect on employee motivation at Absa Bank Kenya Plc. These findings are consistent with Amadi (2014) who noted that promotions at the workplace help organizations assess the abilities of their staff so as to adapt them to a changing work environment.

A unit change in fringe benefits, when other factors are held constant, would lead to 0.301 unit increase in employee performance among oil marketing firms in Kenya. It was shown that fringe benefits ($p < 0.05$) had significant effect on employee performance among oil marketing firms in Kenya. The result agrees with Anthony and Weide (2015) who noted that lack of fringe benefits is a key constraint to employee satisfaction and performance.

A unit change in recognition, when other factors are held constant would bring about 0.262 unit increase in employee performance among oil marketing firms in Kenya. The study noted that recognition ($p < 0.05$) had significant effect on employee performance among oil marketing firms. Similarly, Shazia *et al.* (2011) revealed that there was a positive correlation between employee recognition, employee motivation and performance and that employee, regardless of their position in the organization, needed their achievements and efforts recognized.

4.6 Chapter Summary

The chapter has detailed the analysis of the findings based on the collected information. The chapter is structured into response rate, the analysis of the general information, descriptive statistics and inferential statistics that cover both correlation and regression analysis.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings in line with specific objectives as outlined in the first chapter. It also draws conclusions which aid in directing the recommendations for both practice and policy. It proceeds to highlight areas that future scholars could concentrate on to grow literature on non-monetary rewards and employee performance.

5.2 Summary of the Findings

This section is set out to detail a summary of the analyzed findings as guided by the specific objectives.

5.2.1 Flexi Work hours and Employee Performance

The first objective sought to determine how (if/) flexible work hours affect employee performance among oil marketing firms in Kenya. Work shifts reduced staff's chances of being absent from work, as well as motivated them to consistently offer quality service to customers. It was further established that flexible hours resulted in improved quality of work in the organization. Through shifts, work could go on all the time with different employees being at work. This motivated employees as they do not have to work late beyond their work shifts. The respondents further agreed that as a result of variations in where work was performed had improved the quality of their work output. Unlike before, when work was only performed from office precincts, allowing employees to work from remote locations created freedom and improved their productivity.

Oil marketing firms had adopted flexi time schedules which resulted in decreased levels of stress among staff. In addition, adoption of flexi working schedules had resulted in reduced overtime costs among oil marketing firms in Kenya. As opposed to paying for overtime, oil marketing firms had introduced flexi work hours which ensured that employees were very productive during their shift and handed over to energized and ready to work colleagues at the end of their schedule. The study established that introduction of flexi work hours had improved the quality of work life balance among staff in oil marketing firms. Implementation of flexible work arrangements provided staff more time on their personal

schedules to attend to private matters for a balanced work-life. This also brought about an atmosphere in where staff was happier with their employment in the organization.

5.2.2 Non-Monetary Rewards and Employee Performance

5.2.2.1 Promotion and Employee Performance

The study sought to determine the effect promotion on employee performance among oil marketing firms in Kenya. The study established that oil marketing firms in Kenya provided a clear career path. This was clear as the respondents had grown in ranks since joining their respective oil marketing companies for employment. Promotions were done in a transparent manner based on merit. This in turn resulted in an increase in the amount of tasks handled by staff over time since their joining their employers. Oil marketing firms also rewarded exemplary performance through promotions and recognition.

Promotions were used to motivated staff to put in more effort to achieve their job targets at both individual and team or department level. As they got promoted from time to time, employees were also motivated to sharpen their skills for better performance in the future. This in turn boosted their morale, efficiency, and loyalty in desiring to continue working with the employers into the unforeseen future.

5.2.2.2 Fringe Benefits and Employee Performance

The study set to assess the effects of fringe benefits on employee performance among oil marketing firms in Kenya. From the findings, it is noted that oil marketing firms had several fringe benefits for their staff. These included: medical insurance, house allowance, meals allowance, education, and transport. The findings show that having medical insurance cover motivated employees to achieve their work targets. The inclusion of medical cover was also important especially for immediate family as employees could rest assured that in case one of them fell sick, they could receive medical treatment. The study further established that medical Insurance cover had given employees peace of mind to attend to their duties efficiently. The respondents were neutral on house and meals allowance meaning they were either negligible or not available all together. Oil marketing firms allowed staff educational leave and at times sponsored their trainings in seminars and other

professional gatherings which played a key role in motivating staff to put in extra efforts to deliver on their duties.

5.2.2.3 Recognition and Employee Performance

The fourth objective was to assess the effect of recognition on employee performance among oil marketing firms. From the results, the respondents noted that praises to staff for outstanding performance were offered regularly. Oil marketing firms had walls of fame where outstanding performance among staff was posted for all to see. Recognition of good performance motivated employees to enhance work quality while at the same time creating better feelings of being acknowledged and appreciated. Recognitions also motivated employees to work harder. The respondents were neutral on there being distinguished labeled parking spaces for each senior staff in the organization.

5.3 Conclusion

The first objective sought to establish the effects of the effect of flexible work hours on employee performance among oil marketing firms in Kenya. The study concludes that oil marketing firms in Kenya had implemented flexi work hours to improve productivity among their staff. The firms had implemented work shifts, introduced flexibility in when and where work was performed. Shifts motivated employees as they did not need to work late beyond their work shifts. This in turn improved the quality of output as it reduced stress levels and the number of errors committed in the course of their duties. Oil marketing firms had introduced flexi work hours which ensured that employees were very productive during their shift and handed over to energized and ready to work colleagues at the end of their schedule. Introduction of flexi work hours had improved the quality of work life balance among staff in oil marketing firms. It also provided staff more time on their personal schedules to attend to private matters for a balanced work-life. This also brought about an atmosphere in where staffs were happier with their employment in the organization.

The second objective was to assess the effects of promotion on employee performance among oil marketing firms in Kenya. From the findings, the study concludes that oil marketing firms in Kenya had a clear career path. To communicate this, the companies promoted staff from time to time based on merit and in a transparent manner. The

promotions resulted in extended span of control and increase in the amount of work handled by each staff. Promotions were also used in rewarding exemplary performance among staff. By so doing, staffs were motivated to put in extra effort to ensure that they delivered on their job targets. The promotions also helped in improving the level of loyalty, morale and efficiency among staff for superior performance. The staff also got motivated to continue working with their respective companies in future so as to be promoted to senior positions.

The third objective was to assess the effect of fringe benefits on employee performance among oil marketing firms in Kenya. From the findings, the study concludes that oil marketing firms had a number of fringe benefits for their staff: medical insurance, house allowance, meals allowance, education, and transport. Medical insurance covered all members of the nuclear family. There were fringe benefits that were not felt more among staff: meals and housing allowances. Educational leaves and sponsorships for seminars and other learning opportunities were present and much appreciated by staff.

The fourth objective was to assess the effect of recognition on employee performance among oil marketing firms. Based on findings, the study concludes that praises to staff for outstanding performance were offered regularly. Walls of fame were established where updates on outstanding performance among staff was posted for all to see. Recognition of good performance motivated employees to enhance work quality while at the same time creating better feelings of being acknowledged and appreciated. Recognitions also motivated employees to work harder.

5.4 Recommendations of the Study

The HR managers of the oil marketing firms in Kenya should provide more career breaks while promoting sharing of jobs among employees. Remote working among employees in some specific roles should be embraced among the oil marketing firms in Kenya.

This study recommends that oil marketing firms maintain transparency and openness in promotion and performance appraisal to keep the faith of its staff and motivate them to put in more effort for delivery on their job targets. Since employees were happy with the way promotions were done, the companies need to maintain the existing policies and look for ways of improving them for better staff experience.

On fringe benefits and employee performance, this study recommends that oil marketing companies improve on the scope of their fringe benefits to staff. Especially, meals and housing allowance which staff do not seem to be happy with. This will help improve the level of employee performance and improved organizational productivity.

5.5 Suggestions for Further Research

Future studies should cover other different firms apart from oil marketing inquiry that formed the study context to improve the generalization of findings. The focus of the future studies should be on other concepts like employee motivation or retention as well as commitment apart from employee performance. Future studies should cover other different indicators of non-monetary reward like working conditions and office layout.

5.6 Chapter Summary

In this chapter, the analyzed findings have been summarized and relevant conclusions drawn. The recommendations and suggestions for further research have also been highlighted.

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APPENDICES

Appendix I: Questionnaire

SECTION A: GENERAL INFORMATION

1. Kindly indicate your gender (optional)

Male

Female

2. Kindly indicate your highest level of education

Certificate

Diploma

Degree

Masters

Other

3. Kindly indicate the number of years you have worked in your present organization

Less than 4 years

5-8 years

9-12 years

Over 13 years

SECTION B: FLEXIBLE WORK HOURS

4. Kindly indicate the extent to which each of the following elements of flexible work hours has affected your performance. Use a scale of 1 to 5 where 1= strongly disagree, 2= Disagree, 3= Neutral, 4 = Agree and 5= strongly agree.

Statement	1	2	3	4	5
Existence of work shifts has reduced my chances of being absent from work					
Variations in when work is done has improved the quality of my work					

Variations in where work is done has improved the quality of my work					
Adoption of flexi time schedules has resulted in decreased levels of stress among staff					
Flexi working schedules has reduced the level of overtime costs					
Flexi working schedules has resulted in increased hours of operation for the Company					
Flexible work agreements have provided staff with more time to attend to personal matters for better work life balance					
Flexible scheduling has created an atmosphere in which staff are happier with their employment in the organization					

5. Kindly indicate other ways through which flexible work hours affect employee performance in your organization.

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SECTION C: PROMOTION

6. Kindly indicate the extent to which each of the following elements of promotion has affected your performance. Use a scale of 1 to 5 where 1= strongly disagree, 2= Disagree, 3= Neutral, 4 = Agree and 5= strongly agree.

Statement	1	2	3	4	5
There is a clear career path in our organization					
I have grown in ranks since I joined this organization					
Upward progression in the hierarchy in this organization are carried out in a transparent manner					
Upward progression in the hierarchy in this organization are based on merit					
The duties I handle in this organization have expanded from time to time					
Exemplary performance is rewarded through promotions in this organization					

Upward progression in the hierarchy have motivated me to strive to achieve my job goals					
Upward progression in the hierarchy has motivated me horn my skills in what I do					
Upward progression in the hierarchy has brought me in boosting my morale					
Upward progression in the hierarchy has brought me in boosting my efficiency					
Upward progression in the hierarchy has brought me in boosting my loyalty					

7. Kindly indicate other ways through which promotion has affected employee performance in your organization.

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.....

SECTION D: FRINGE BENEFITS

8. Kindly indicate the extent to which each of the following fringe benefits has affected your performance. Use a scale of 1 to 5 where 1= strongly disagree, 2= Disagree, 3= Neutral, 4 = Agee and 5= strongly agree.

Statement	1	2	3	4	5
Medical insurance cover has motivated me to achieve my work targets					
The coverage of insurance package to my family has motivated me to achieve my work goals					
Medical Insurance cover has given me peace of mind to attend to my duties efficiently					
House allowance has motivated me to deliver on my job description					
House allowance has reduced my stress levels on footing my house rent					
Meals allowance motivate me to perform my work efficiently					
Allowance to attend to my educational leave has motivated me to work in this organization					

Education sponsorships have motivated me in working in this organization					
Sponsorship to professional seminars have motivated me to achieve my job targets					

9. Kindly indicate other ways through which fringe benefits have affected employee performance in your organization.

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SECTION E: RECOGNITION

10. Kindly indicate whether you agree with each of these statements by ticking YES or NO.

Statement	1	2	3	4	5
There is regular praises for staff who have shown outstanding performance in the duties					
Commendation letters are issued for outstanding performance among staff					
There is a wall of fame where outstanding performance among staff is posted					
Recognition of good performance enables employees enhance work quality					
Recognition of employee efforts make them feel valued					
I am motivated to work harder by recognition I receive					
There is distinguished labeled parking spaces for each senior staff in the organization					

11. Kindly indicate other ways through which recognition has affected employee performance in your organization.

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.....
SECTION F: EMPLOYEE PERFORMANCE

12. Kindly indicate whether you agree or not with each of these statements by ticking YES or NO.

Statement	1	2	3	4	5
There is lower staff turnover than industry average in this organization					
Proportion of staff recording absence from work has declined in the last five years					
I am unlikely to move out from this organization in the next two years					
I am ready to recommend this organization to my friend as a place to work.					

Appendix II: List of Oil Marketing Firms in Kenya

1. ACEE LIMITED
2. ACER PETROLEUM LIMITED
3. AFRO PETROLEUM LTD
4. AFTAH PETROLEUM(K)LTD
5. AINUSHAMSI ENERGY LIMITED
6. ALBA PETROLEUM LIMITED
7. ALSAA PETROLEUM KENYA LIMITED
8. AMANA PETROLEUM (KENYA) LIMITED
9. ARECH PETROLEUM LIMITED
10. ASPAM ENERGY KENYA LIMITED
11. ASTROL PETROLEUM COMPANY LIMITED
12. AWALI GROUP LIMITED
13. AXON ENERGY LIMITED
14. BACHULAL POPATLAL (KENYA) LIMITED
15. BANODA OIL LIMITED
16. BE ENERGY LIMITED
17. BENMATT ENTERPRISES LIMITED
18. BLUE SKY ENERGY LIMITED
19. BUSHRA ENERGY LIMITED
20. BUZEKI ENTERPRISES LIMITED
21. CITY OIL (K) LIMITED
22. DALBIT PETROLEUM LIMITED
23. EAST AFRICAN GASOIL LIMITED
24. ECO OIL KENYA LIMITED
25. ELIORA ENERGY LIMITED
26. ELITE ACTIVATE LTD
27. ELK ENERGY KENYA LTD
28. EMKAY INTERNATIONAL LIMITED
29. ENGEN KENYA LIMITED
30. EPPIC OIL (K) LIMITED
31. EQWIPETROL LIMITED
32. FASTNETT ENERGY LIMITED
33. FINEJET LIMITED
34. FOSSIL FUELS LIMITED
35. FUEL LINK ENERGY LIMITED
36. FUTURES ENERGY COMPANY LIMITED
37. GALANA OIL KENYA LIMITED
38. GAPCO KENYA LIMITED
39. GASLINE PETROLEUM LIMITED

40. GUUL ENERGY LIMITED
41. HAMMEX ENERGY LIMITED
42. HARED ENERGY LIMITED
43. HASMACK COMPANY LIMITED
44. HASS PETROLEUM KENYA LIMITED
45. HELLER PETROLEUM LIMITED
46. JAK LINE COMPANY LTD
47. KENCOR PETROLEUM LIMITED
48. KENOL KOBIL LIMITED
49. KENYA PETROLEUM REFINERIES LIMITED
50. KIPEDA HOLDINGS LIMITED
51. KOSMOIL PETROLEUM (EA) LIMITED
52. LADE OIL CO. LIMITED
53. LAKE OIL LIMITED
54. LEXO ENERGY KENYA LIMITED
55. LIBYA OIL KENYA LIMITED
56. LINK OIL LTD
57. LUQMAN PETROLEUM LIMITED
58. MDK HOLDINGS LIMITED
59. MENA ENERGY LIMITED
60. MERIDIAN ENERGY LIMITED
61. MOGAS KENYA LIMITED
62. MOIL KENYA LIMITED
63. MS OIL LIMITED
64. NATIONAL OIL CORPORATION OF KENYA
65. NETGAS AND ENERGY LIMITED
66. NGUVU SERVICE STATION LIMITED
67. NOMAD PETROCHEM LTD
68. OCEAN ENERGY LIMITED
69. OIL ENERGY KENYA LIMITED
70. OLYMPIC PETROLEUM LIMITED
71. ONE PETROLEUM LIMITE
72. ORYX ENERGIES KENYA LIMITED
73. OXIUM ENERGY LIMITED
74. PERFORMANCE PARTS LIMITED
75. PETRO OIL KENYA LIMITED
76. PETROCAM KENYA LTD
77. PETROKENYA OIL CO. LIMITED
78. PETROSUN KENYA LTD
79. PICCALILLY INTERNATIONAL LTD

80. PRIME REGIONAL SUPPLIES LIMITED
81. R.M.F PETROLEUM LTD
82. RAMJI HARIBHAI DEVANI LIMITED
83. RANWAY TRADERS LIMITED
84. RED STAR PETROLEUM LIMITED
85. REGNOL OIL (K) LIMITED
86. ROYAL ENERGY (K) LIMITED
87. SABILI ENERGY LIMITED
88. SAVANNA ENERGY KENYA LIMITED
89. SHEIKH PETROLEUM INTER (K) LIMITED
90. SOCIETE PETROLIERE KENYA LIMITED
91. SPARK PRODUCE LTD
92. STABEX INTERNATIONAL LTD
93. TAAM PETROLEUM LIMITED
94. TECAFLEX LIMITED
95. TESLOR CORPORATION LIMITED
96. TEXAS ENERGY LTD
97. TIBA OIL COMPANY LIMITED
98. TORCH ENERGY LTD
99. TOSHA PETROLEUM (KENYA) LIMITED
100. TOTAL KENYA LIMITED
101. TOWBA PETROLEUM COMPANY LIMITED
102. TRISTAR TRANSPORT LIMITED
103. VIVO ENERGY KENYA LIMITED
104. WORLD FUEL SERVICES KENYA LIMITED
105. ZACOSIA TRADING LIMITED

Source: Energy and Petroleum Regulatory Authority (2020)