Project Team Rewards and Performance of Information Technology-Based Projects in Commercial Banks in Kenya

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Abstract

Purpose: The expected outcome of projects is to achieve a positive performance consistently. Yet, there is no agreed definition of project performance, which complicates the achievement of the purpose. Projects in Kenya are mostly complex and difficult to manage and project team management practices are mostly used in projects for effective functioning. However, project managers in Kenya have been focusing on technical constraints of projects and neglecting project teams' related constraints. The objective of the study was to investigate the influence of project team rewards on project performance in commercial banks in Kenya.

Methods: The study adopted a pragmatic research approach. A cross-sectional study design and explanatory research design were adopted in the study. The unit of analysis was 429 projects in the 39 commercial banks operating in Kenya as of close of business on 31st December 2020 categorized into 20 types of Information technology projects. The target population was 195 Information Technology project managers as well as 78 staff working in human resource department, 78 staff working in finance department, and 78 staff working in operations departments in the 39 commercial banks operating in Kenya. The study used stratified random sampling to choose 206 respondents from the study population. Secondary and primary data was employed in this study. Annual reports of commercial banks provided secondary data. In addition, a semi-structured questionnaire was adopted to obtain data. Qualitative data, which was obtained from open-ended questions, was analyzed by use of thematic analysis, and the results were presented in a descriptive form. Inferential and descriptive statistics will be used to analyze quantitative data with the help of Statistical Package for Social Sciences (SPSS version 26). Descriptive statistics included frequency distribution, mean, standard deviation, and percentages. Inferential statistics included univariate regression analysis and Pearson correlation.

Results: The study found that project team rewards had a significant effect on performance of information technology-based projects in commercial banks in Kenya.

Conclusion: The study recommends that commercial banks should also diversify and strengthen their reward structures to better align with team members' contributions and achievements. They should further strengthen their recognition and promotion programs to ensure that these elements are consistently applied and effectively contribute to team performance.

Keywords: Project Team Rewards, Project Performance, Information Technology Projects

1.0 Introduction

In the last decade, liberalized local regulations, increased global competition, innovation, and exponential IT growth have led to significant organizational changes (Machek, 2017). The success of organizations now hinges on their ability to adapt structures and implement effective relationships within their environments (Chan, Ko & Yeung, 2018). Financial institutions, for instance, have expanded branches, adopted digital channels like Internet and mobile banking, and established modern ATMs to increase efficiency and decongest banking halls. These digital platforms and physical expansions require substantial financial investments, highlighting the critical need for effective project management to ensure successful implementation.

Organizations are increasingly adopting a project-based approach, focusing on managing through projects to enhance performance and success, typically measured by achieving quality goals within budgeted time and costs (Rodriguez, Ortega & Concepcion, 2016). However, project performance also includes team satisfaction, client impact, future preparedness, and business success. Despite significant investments in projects for efficient service delivery in the banking industry, many commercial bank projects still face high failure rates concerning cost and delivery schedules (Nguyen & Hadikusumo, 2017). Historically, projects were managed as technical systems, often neglecting the human resource aspect (Ubah, 2016). Yet, the Project Management Institute emphasizes human resource management as one of the six essential project management functions (Fionov & Mustafayev, 2017). Effective human resource management involves coordinating employees to achieve organizational goals through systematic approaches in training, motivating, and retaining staff, ultimately enhancing employee and team performance (Naqvi, Bokhari & Aziz, 2017).

As a component of project team management, project team reward plays a pivotal role in project management by motivating team members and reinforcing positive behaviors that contribute to the project's success. Effective reward systems, which can include financial incentives, recognition, and career advancement opportunities, align individual goals with project objectives, encouraging team members to perform at their best and collaborate effectively (Bhoola & Giangreco, 2018). By acknowledging and rewarding contributions, project team rewards enhance morale and foster a sense of accomplishment, leading to increased productivity and higher-quality outcomes. This improved motivation and engagement directly impact project performance by ensuring that team members are committed, proactive, and focused on achieving project goals (Umulisa, Mbabazize & Shukla, 2017). Ultimately, a well-designed reward system can drive better project results, maintain momentum, and help in overcoming challenges throughout the project lifecycle.

Projects in various sectors in different parts of the world have been facing performance-related challenges, which include failure to achieve the set objectives, client dissatisfaction, cost, and time overrun among others (Geambasu, Jianu & Gavrila, 2017). The Standish Group (2016) indicates that 32 percent of projects in the United States were successful in ensuring on-time delivery, budgeting, and required characteristics and functions. In Canada, Rodriguez, Ortega, and Concepcion (2016) indicate that projects in the banking industry are exposed to failure due to their characteristics and human resource-related characteristics. In France, Fionov and Mustafayev (2017) indicate that project team management activities such as rewards and motivation are used in the information technology industry in France to support competence development of project team members.

Over the years, in Africa, there has been massive investment in big projects from all sectors including the banking sector. In addition, organizations in Africa have been relying more on

the management of projects for goal achievement (Ochwoto & Ogolla, 2017). However, many researchers reveal abandonments, failure, and poor performance of projects in Africa; they also indicate that the poor performance of these projects has negatively affected development. Suprapto, Wibowo, and Harsono (2018) indicated that more than 50 percent of projects in Africa are often late and over budget. According to Chapano, Iwu, and Twum-Darko (2018), the performance of projects in Cape Town, South Africa, can be attributed to four high-performance work practices, which include reward and motivation. In Rwanda, Muneer, Abuazoom, and Zakiyuddin (2017) indicated that for successful completion of projects, the management team needs to ensure quality performance is maintained with effectiveness in team rewards.

Various studies conducted in Kenya have highlighted the poor performance of projects in different sectors (Nziva, 2018; Kuria & Kimutai, 2018). Nziva (2018) indicated that team rewards had a significant impact on project performance. In addition, Kuria and Kimutai (2018) indicate that project team rewards had a positive impact on project performance among construction firms located in Nairobi City County. Performance of projects was estimated based on completion time, completion within the budgeted amount, project quality, cost efficiency of the project, and client satisfaction level on the project performance. It was indicated that firms should improve their reward systems.

1.1 Problem Statement

Commercial banks play a critical role in national economies, acting as essential intermediaries between savers and borrowers. A 2019 study by the Kenya Bankers Association estimated that the banking sector contributes 10.8% to Kenya's GDP, emphasizing its significant economic impact (Kenya Bankers Association, 2019). To remain competitive in the banking sector, commercial banks have invested in various types of projects including information technology projects. These projects play a crucial role in various aspects of commercial bank operations, driving innovation, efficiency, and ultimately, success (Muhinja & Nyanga'u, 2021). The implementation of information technology projects in commercial banks in Kenya requires an effective project team to ensure coordination, resource optimization, risk mitigation, and stakeholder engagement throughout the project lifecycle (Buvik & Tvedt, 2018).

According to Muhinja and Nyanga'u (2021), 25% of all information technology projects in commercial banks in Kenya fail in terms of time and implementation time, 20 to 25% do not show any return on investment; and 50% need reworking by the time they are finished. In addition, Maina and Mungai (2024) established that 56% of ICT projects implemented in commercial banks in Kenya fail to meet their objectives, and more than 60% experience cost overrun and time overrun. As observed by Scott-Young and Samson (2018), project team reward improves project performance in terms of cost, time, and performance by 30%. According to Mugo and Ngugi (2021), the performance of projects in commercial banks depends on the project team's reward. However, commercial banks focus more on the technical constraints of a project as compared to project team-related constraints or behavioral aspects. Buvik and Tvedt (2018) indicated that project team reward plays a key role in ensuring the most effective use of the people involved in a project. It also involves ensuring careful planning to ensure that the project has the right people at the right time doing the right things. It is therefore important to understand how project team rewards influence project performance.

Several studies have been conducted on project teams and performance (Njue & Chandi, 2019; Waweru, 2017). However, Njue and Chandi (2019) study was conducted Community-Based Projects in Embu County. In addition, both construction projects and community-based

projects require different resources and technical skills from information technology projects. This study therefore sought to examine the effect of project team reward on project performance in commercial banks in Kenya.

1.2 Hypothesis

H$_{01}$: Project team reward has no significant influence on information technology-based project performance in Kenya Commercial Banks

2.0 Literature Review

2.1 Theoretical Review

The study was anchored on Hierarchy of needs theory. Maslow (1943) in his theory on hierarchy of needs, indicated that needs assume a pyramid shape whereby the basics occupy the bottom part of the pyramid then self-actualization needs accumulate the top part. The deficiency needs that occupy the first four layers of the pyramid include esteem, friendship and love, security, and physical needs and if they are not met, people will be anxious and tense (Detzen, Verbeeten & Möller, 2018). According to Maslow's theory, the basic levels of need must be met first before thinking of the secondary needs. In addition, the theory describes motivation as the catalyst that triggers the extra mile taken by people to achieve beyond the basics (Campbell & Bickle, 2017).

Frustration among staff can occur if their needs are unmet, such as when an employee's hard work for promotion fails, leading to decreased motivation (Berl, Williamson & Powell, 1984). Maslow's theory suggests that few people achieve self-actualization, but safety and esteem needs can be fulfilled through occupational safety and good internal relationships in organizations. Team building promotes interaction and idea-sharing, which can enhance motivation. Managers play a crucial role by recognizing and rewarding good work, offering promotions, and assigning leadership roles, thus helping employees satisfy their self-esteem needs and stay motivated (Sang & Jin, 2021).

Hierarchy of Needs Theory, developed by Abraham Maslow, offers a valuable perspective on the influence of project team rewards on the performance of information technology-based projects in commercial banks in Kenya. This theory posits that human beings are motivated by a hierarchy of needs, starting from basic physiological needs to higher-level needs such as self-actualization. In the context of project teams in commercial banks, providing rewards can help fulfill these various levels of needs, thereby enhancing motivation and performance. For instance, financial rewards and bonuses address the physiological and safety needs of employees by providing them with economic security and stability (Campbell & Bickle, 2017).

Recognition and praise from management fulfill the social needs of team members by fostering a sense of belonging and acceptance within the team. Opportunities for career advancement and professional development address esteem and self-actualization needs, encouraging team members to strive for personal growth and excellence in their work (Detzen et al., 2018). When these needs are met through a well-structured rewards system, team members are more likely to be motivated, engaged, and committed to the success of IT projects. This heightened motivation translates into improved performance, greater innovation, and higher project success rates, thus significantly contributing to the overall effectiveness of information technology-based projects in commercial banks in Kenya.

2.2 Conceptual Framework

According to Mitchell and Jolley (2017), conceptual framework refers to diagrammatic representation of presumed association between variables under investigations (Saunders, Lewis & Thornhill, 2016). Figure 1 presents and interprets the hypothesized relationship between the independent variable and the dependent variable. The independent variable in this research was the project team reward. The dependent variable was project performance in commercial banks in Kenya.
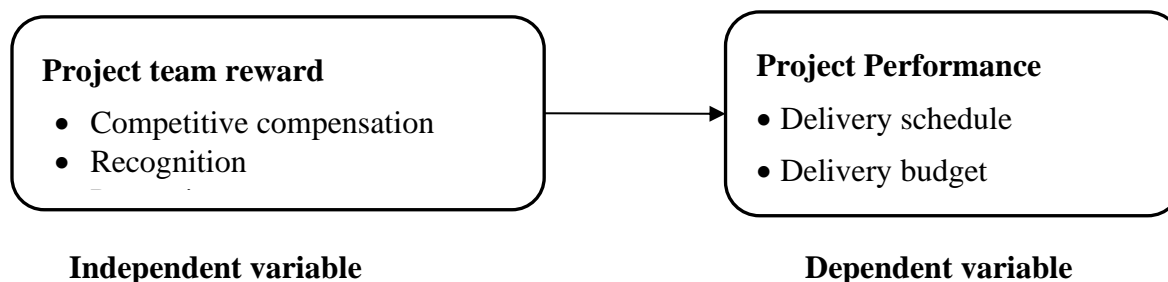

Project team reward	**Project Performance**
• Competitive compensation • Recognition	• Delivery schedule • Delivery budget

    Independent variable   **Dependent variable**

Figure 1: Conceptual Framework

2.3 Empirical Review

Carbonell and Escudero (2015) investigated process control and performance of new products in Spain. The study targeted manufacturing firms across several industries. By use of an online survey design, the research findings provided a better understanding concerning the rewards and performance of new products in the market. Furthermore, the research shows that continuous usage of process-based rewards has varying impacts depending on the project results. Schedule adherence is positively influenced by process rewards. Due to contingent nature of process rewards a positive impact can be on the organization's staff fairness on the fairness perception in the workplace. This facilitates the timely completion of project activities and task requirements. Nevertheless, budget adherence is not influenced by the process of rewarding.

Mohany and Lederer (2016) investigated intrinsic rewards, extrinsic rewards, and project performance in the United States. The research used a descriptive survey design. From the results, intrinsic rewards were found to forecast satisfaction level of the client together with the client's perceived quality. On the other hand, extrinsic rewards forecasted project implementation levels. Parolia, Klein, and Jiang (2019) conducted a study on exploration of team rewards and project success in system development in US. The research adopted a cross-sectional design. Target group of interest comprised 194 participants. The research found that team reward influences the level of information usage. Furthermore, the research shows that continuous usage of process-based rewards has varying impacts depending on the project results. Schedule adherence is positively influenced by process rewards. Due to contingent nature of process rewards a positive impact can be on the organization's staff fairness on the fairness perception in the workplace. This facilitates timely completion of project activities and task requirements.

In Ghana, Mahaney and Lederer (2016) conducted a study on team rewards and project performance. The study used survey research design and conducted structured interviews with 12 Information system (IS) project managers. In addition, two hundred and two members comprised the target group of interest. From the results, intrinsic rewards were found to forecast satisfaction level of the client together with the client's perceived quality. On the other hand,

extrinsic rewards forecasted project implementation levels. Ogwueleka and Udoudoh (2017) conducted a study on team rewards and staff compensation in Nigeria's construction sector. The research adopted an explanatory research design. Work standardization together with performance corrections were the key factors in rewarding. Other factors identified included error minimization, time expansion, and indent rate response. The research revealed a clear way of combining risks with rewards for incentive compensation.

3.0 Methodology

This study adopted a pragmatic research approach and hence it will combine both qualitative and quantitative approaches. The research designs adopted included cross-sectional study design and explanatory research design. The target population was 195 Information Technology project managers as well as 78 staff working in human resource department, 78 staff working in finance department, and 78 staff working in operations departments in the 39 commercial banks operating in Kenya.

Slovin's Formula was used in the current research to calculate the sample size. The study made use of 95 percent confidence level and 5 percent error margin.

$$n = \frac{N}{1 + NE^2}$$

Whereby: E = error margin (0.05); n = no. of samples; and N = total of targeted population

$$n = \frac{429}{1 + (429 * 0.05^2)}$$

$$n = 206$$

When selecting 206 respondents from the target population, the current study used stratified random sampling. The strata in this study were cadres of staff working in ICT projects including Information Technology project managers as well as staff from human resource, finance, and operations departments working in the ICT projects. Stratified random sampling technique is often used when a particular researcher wants to have an accurate representation of the entire population under investigation (Mitchell & Jolley, 2017). The current research used a proportionate stratified sampling technique since each stratum is proportionate to the entire population under investigation, implying that each stratum will have an equal sampling fraction.

Table 1: Sample Size Distribution

Category	Target Population	Sample Size
Information Technology project managers	195	92
Staff working in human resource department	78	38
Staff working in finance department	78	38
Staff working in operations departments	78	38
Total	**429**	**206**

The study used both primary and secondary data. A data extraction tool was used to gather secondary data pertaining to performance of projects for all the selected 103 projects in the 39 commercial banks in Kenya. A semi-structured questionnaire was used in collecting primary data. The questionnaire comprised both closed-ended and open-ended questions. A pilot study

was carried out in the three commercial banks, which include Middle East Bank, Access Bank, and Spire Bank. The study focused on three types of validity, which include construct, content, and face validity. The content validity was improved by seeking experts' opinions in the area of study, specifically the supervisors. In the current research, face validity was improved through consulting university supervisors and other professionals in the field of human resources. Construct validity was assessed by use of confirmatory factor analysis. Reliability of the research instrument was tested using Cronbach's alpha.

The questionnaire generated both qualitative and quantitative data. Quantitative data was generated from closed-ended questions and was analyzed using thematic analysis. Descriptive and inferential statistics were used to analyze data in the current research through application of statistical software known as Statistical Package for Social Sciences (SPSS) version 25. Descriptive statistics entailed frequencies, percentages, mean and standard deviation. In this study, inferential statistics will include univariate regression analysis and Pearson correlation analysis. Before conducting inferential analysis, diagnostic tests such as auto-correlation test, linearity test, normality test, and heteroskedasticity test were conducted. The regression model was as follows;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Whereby, Y = Project performance in commercial banks in Kenya; B_0 =Constant; β_1 =Coefficients of determination; X_1 = Project team rewards; and ε = Error term

4.0 Results and Discussion

4.1 Descriptive Statistics

4.1.1 Project Performance

The respondents were asked to indicate their level of agreement with statements regarding project performance in commercial banks in Kenya, using a scale where 5 represents Strongly Agree, 4 represents Agree, 3 represents Neutral, 2 represents Disagree, and 1 represents Strongly Disagree. The results are shown in Table 2.

Table 2: Measures of Project Performance

	Mean	Std. Deviation
Commercial banks' projects are completed within a specified time frame	3.349	1.098
Projects are handed over to beneficiaries on time	2.386	1.122
There are incidences of time overrun during development of a project	3.545	1.222
Commercial banks 'projects are completed on budget	3.285	1.322
The cost incurred for developing projects matches with that stipulated in a project plan	2.254	1.228
The total project cost of commercial banks' projects is accurately forecast	1.534	1.252
Stakeholders are satisfied with the outcome of commercial banks' projects	3.254	1.300
Project stakeholders 'provide positive feedback on project outcomes	3.471	1.209
Commercial banks' projects perform according to its intended goals	3.318	1.226

As shown by a mean of 3.545 (Std. Deviation=1.222), in Table 2, the respondents agreed that there are incidences of time overrun during the development of projects. These findings agree

with Scott-Young and Samson's (2018) findings that information technology projects normally experience time overrun. In addition, the respondents disagreed with a mean of 1.534 (Std. Deviation=1.252) with the statement indicating that the total project cost of commercial banks' projects is accurately forecasted. These findings agree with Muhinja and Nyanga'u (2021) findings that that 25% of all information technology projects in commercial banks in Kenya are not completed within budget.

The respondents expressed a moderate level of agreement with a mean of 3.471 (Std. Deviation=1.209) that project stakeholders provide positive feedback on project outcomes. The respondents disagreed, as shown by a mean of 2.386 (Std. Deviation=1.122) with the statement indicating that projects are handed over to beneficiaries on time. Assaf, Hassanain, and Mughal (2018) had earlier observed that most of the projects exceeded their delivery time. Similarly, Muhinja and Nyanga'u (2021) observed that more than one-quarter of all information technology projects in commercial banks in Kenya fail in terms of time and implementation time. With a mean of 3.349 (Std. Deviation=1.098), the respondents indicated a moderate level of agreement that commercial banks' projects are completed within the specified time frame.

With a mean of 3.318 (Std. Deviation=1.226), the respondents indicated a moderate level of agreement that commercial banks' projects perform according to their intended goals. The respondents indicated a moderate level of agreement with a mean of 3.285 (Std. Deviation=1.322) that commercial banks' projects are completed on budget. With a mean of 2.254 (Std. Deviation=1.228), the respondents disagreed with the statement indicating that the cost incurred for developing projects matches that stipulated in the project plan. These findings agreed with Muindi and Kule (2017) findings most of the projects in commercial banks incur cost overruns. With a mean of 3.254 (Std. Deviation=1.300), the respondents indicated a moderate level of agreement that stakeholders are satisfied with the outcome of commercial banks' projects.

The respondents were asked to suggest ways of improving performance of commercial bank projects in Kenya. From the findings, it was recommended that project managers should involve stakeholders throughout the project lifecycle, from planning to monitoring and evaluation stages. The findings are in concurrence with Assaf, Hassanain, and Mughal (2018) observation that all stakeholders should be involved throughout the project lifecycle. The respondents also suggested that fully functionalizing the Project Management Office (PMO) and ensuring a skilled workforce, as well as implementing governance measures such as closing prerequisites before project kickoff and continuous prioritization based on the Pareto Principle, should be implemented.

4.1.2 Project Team Reward

The participants were asked to indicate their agreement level regarding the influence of project team rewards on project performance in commercial banks in Kenya. The findings are shown in Table 3.

Table 3: Project Team Reward

	Mean	Std. Deviation
Team members in commercial banks' projects are paid a salary that is commensurate to the job	3.661	1.121
Project team members are provided with comprehensive medical cover	4.095	.845
Compensation package provided meets team members' needs	3.798	1.052
Team members encourage others to initiate recognition in their working relationships.	4.111	.912
Project team members are acknowledged and praised for good work	4.052	.816
Recognition of team members increases individual productivity	4.211	.797
promotion motivates project team members to have more interest in their job	4.095	.793
Team members receive bonus for delivering a project ahead of schedule	3.661	1.172
Job promotion develops competitive spirit among team members	3.957	.904

As shown in Table 3, the respondents strongly agreed with a mean of 4.211 (Std. Deviation=0.797) with the statement indicating that recognition of team members increases individual productivity. The findings are in line with Carbonell and Escudero (2015) findings that the recognition of team members increases motivation, which in turn increases productivity. The respondents strongly agreed with a mean of 4.111 (Std. Deviation=0.912) with the statement indicating that team members encourage others to initiate recognition in their working relationships. With a mean of 4.095 (Std. Deviation=0.793), the respondents agreed with the statement indicating that promotion motivates project team members to have more interest in their jobs.

The respondents agreed with a mean of 4.095 (Std. Deviation=0.845) with the statement indicating that project team members are provided with comprehensive medical cover. With a mean of 4.052 (Std. Deviation=0.816), the respondents agreed with the statement indicating that project team members are acknowledged and praised for good work. As shown by a mean of 3.957 (Std. Deviation=0.904), the respondents agreed with the statement indicating that job promotion develops competitive spirit among team members. The findings agree with Mahaney and Lederer (2016) findings that job promotion in an organization develops competitive spirit among team members.

With a mean of 3.798 (Std. Deviation=1.052), the respondents agreed that the compensation package provided meets team members' needs. The findings agree with Ogwueleka and Udoudoh (2017) findings that compensation package provided to employees should meet their basic needs. As shown by a mean of 3.661 (Std. Deviation=1.121), the respondents agreed that team members in commercial banks' projects are paid a salary that is commensurate with the job. The respondents agreed with a mean of 3.661 (Std. Deviation=1.172) with the statement indicating that team members receive a bonus for delivering a project ahead of schedule.

The respondents were also asked to suggest other ways of improving project team rewards on project performance in commercial banks in Kenya. From the findings, the respondents suggested that project managers should recognize and reward project team members for key contributions made during the project, such as identifying bugs or other significant

achievements. They should also implement yearly salary reviews to reduce employee turnover and maintain motivation. The respondents also suggested that they should implement performance-based incentives directly tied to project success metrics, providing additional motivation for team members to excel in their roles. The findings are in agreement with Carbonell and Escudero (2015) findings that performance-based incentives influence project success metrics.

In addition, they should consider offering increased pay as a reward for outstanding performance, providing tangible recognition for hard work and dedication. They should further develop a reward mechanism that extends beyond the duration of the project, incorporating staff development initiatives to ensure long-term motivation and engagement. Commercial banks should also offer recognition, promotion, and bonuses as part of the reward and remuneration packages, aligning incentives with project objectives and team performance. The respondents also suggested that commercial banks should provide opportunities for self-development rewards, such as networking opportunities or the chance to inspire others, to further motivate team members, and to promote personal growth. The findings agree with Mahaney and Lederer (2016) argument that self-development rewards enhance project team motivation and personal growth.

4.2 Correlation Analysis

Correlation analysis quantifies the degree of association between two or more variables, assessing the direction and strength of their relationship. Table 4 presents the correlation results on the relationship between project team reward and performance of information technology-based project performance in Kenya Commercial Banks.

Table 4: Correlation Coefficients

		Project Performance	Project Team Reward
Project Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	189	
Project Team Reward	Pearson Correlation	.628[**]	1
	Sig. (2-tailed)	.000	
	N	189	189

Additionally, project team reward exhibits a moderate positive and significant relationship with project performance (r = 0.628, p =0.000), implying that implementing effective reward systems for project teams is associated with higher project performance within commercial banks in Kenya. The findings are in line with Mohany and Lederer (2016) argument that intrinsic and extrinsic rewards have a significant effect on project performance in the United States. Also, the findings are in line with Parolia, Klein, and Jiang (2019) findings that team reward has a significant effect on project success in system development.

4.3 Regression Analysis

Regression analysis is a statistical method used to examine the relationship between one dependent variable and one or more independent variables. Linear regression analysis was used to assess the weight of the influence of project team reward on performance of information

technology-based projects in commercial banks in Kenya. The results of the model summary are shown in Table 5.

Table 5: Model Summary of Project Team Reward and Project Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.308[a]	.095	.090	.76421

a. Predictors: (Constant), Project Team Reward

As shown in Table 5, the R² was 0.095, indicating that approximately 9.5% of the variance in the performance of information technology-based projects can be accounted for by staff training. This implies that 90.5% of the performance of information technology-based projects could be explained by other factors other than project team reward.

Table 6: ANOVA of Project Team Reward and Project Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.423	1	11.423	19.559	.000[b]
	Residual	109.210	187	.584		
	Total	120.633	188			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Project Team Reward

As shown in Table 6, the F-statistic is 19.559 was greater than the F-critical of 2.372 from the F-distribution table. In addition, a significance level (Sig.) less than a chosen alpha level (commonly 0.05) indicates that the regression model is statistically significant. Therefore, a Significance Level of 0.000 indicates that the regression model is highly significant. The results show that the regression model, which includes project team reward is highly significant in explaining the variance in the performance of information technology-based projects.

Table 7: Coefficients of Project Team Reward and Project Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.583	.409		3.867	.000
	Project Team Reward	.453	.102	.308	4.423	.000

a. Dependent Variable: Project Performance

Regression equation was;

$$Y = 1.583 + 0.453X_1 + \varepsilon$$

The findings show that project team reward has a positive and significant effect on the performance of information technology-based projects in commercial banks in Kenya

(β_1=0.453, p-value=0.000). This means that for every one-unit increase in project team reward, the performance of information technology-based projects in commercial banks in Kenya is predicted to increase by 0.453 units. The associated p-value (Sig.) is 0.000, which is less than 0.05. This indicates that the coefficient is statistically significant, suggesting that project team reward significantly predicts the performance of information technology-based projects in commercial banks in Kenya. The findings are in line with Mahaney and Lederer (2016) argument that team rewarding influences project performance in Ghana.

5.0 Conclusion

The study concludes that project team reward has a positive and significant effect on performance of information technology-based projects in commercial banks in Kenya. The findings indicated that recognition, promotion, compensation packages, and bonuses influence performance of information technology-based projects. This means that improving project team rewards (recognition, promotion, compensation packages, and bonuses) enhances performance of information technology-based projects in commercial banks in Kenya.

6.0 Recommendations

The study found that project team rewards have a significant and positive effect on the performance of IT-based projects in commercial banks in Kenya. To further enhance project outcomes, commercial banks should diversify and strengthen their reward structures to better align with team members' contributions and achievements. The management of commercial banks should develop and implement a structured reward program that includes regular recognition events, clear criteria for promotions, competitive compensation packages, and performance-based bonuses. They should also ensure that the reward system is transparent and accessible, with clear guidelines on how team members can achieve and benefit from these rewards. They should also collect feedback from staff on the effectiveness of the reward system and make adjustments as needed to keep it aligned with their expectations and project goals.

The study established that recognition boosts individual productivity, while promotions enhance job interest and motivation. Therefore, commercial banks should further strengthen their recognition and promotion programs to ensure that these elements are consistently applied and effectively contribute to team performance. The management of commercial banks should implement regular and systematic recognition initiatives, such as awards, public acknowledgments, and appreciation events, to celebrate team members' contributions. The management should also develop clear career progression pathways and criteria for promotions to ensure transparency and fairness. Further, the management should create opportunities for team members to provide peer recognition and support, fostering a culture of mutual respect and encouragement.

The study suggests further studies on the influence of project team reward on the performance of information technology-based projects in microfinance banks and Savings and Credit Cooperatives in Kenya. Furthermore, the study found that project team reward can explain 9.5% of the performance of information technology-based projects in commercial banks in Kenya. As such, more studies should be conducted to examine other factors that influence performance of information technology-based projects in commercial banks in Kenya.

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