THE EFFECT OF EMPLOYEE RETENTION STRATEGIES ON EMPLOYEE PERFORMANCE: THE CASE OF EAGLE AFRICA INSURANCE BROKERS LIMITED

BY
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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than to the United States International University - Africa in Nairobi for academic credit.

Signed: _________________________       Date: _________________________

Maureen Gicho (ID No: 628233)

This project report has been presented for examination with my approval as the appointed supervisor.

Signed: _________________________       Date: _________________________

Dr. Teresia K. Linge

Signed: _________________________       Date: _________________________

Dean, Chandaria School of Business
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ABSTRACT

The general objective of the study was to determine the effect of employee retention strategies on employee performance at Eagle Africa Insurance Brokers Limited. The objectives of the study were three: to determine the effect of flexible work environment strategies on employee performance, to determine the effect of compensation strategies on employee performance and to determine the effect of career development strategies on employee performance.

The study adopted the descriptive research design. The population under study was the 85 employees of Eagle Africa Insurance Brokers Limited. The sampling technique employed by the study was census given that the total number of the population was small. Primary data was collected using questionnaires. The questionnaire was developed and organized on the basis of the research objectives to ensure relevance to the research problem. The distribution of the questionnaires was scheduled for one week. The study employed the use of statistical frequencies like percentages to analyze the various differences in population demographics. Means and standard deviations were used in the study to determine the strength of various employee retention strategies used by the organization as well as measure the difference in terms of responses given by the population. Correlation analysis was used to determine the strength of the relationship of the study variables.

On the first objective, the study found that the flexible work environment allowed employees to achieve the organizational needs and that the work environment enabled employees to perform better. The results showed that employees were able to control their working time and that the work environment allowed employees to have a better work life balance. The study results showed that the organization had a low rate of absenteeism and that reduced hours schedule was key factor in employee retention. The study findings showed that the organization practiced job sharing and this was used to enable employees have more time with their families.

With regard to compensation strategies and employee performance, the findings showed that employees received their pay on a regular basis. The study findings also showed that the organization rewarded employees for good performance. The study findings showed
that the respondents found themselves motivated by the organization to put more effort in their performance and it revealed that the organization offered fair rewards to the employees. The study results revealed that the salary received did not motivate the employees to work for the organization and that the salary that was offered to the employees did not influence their performance.

With regard to career development strategies and employee performance, the study findings revealed that the organization trained its employees to become aware of their skills. The study results showed that the organization provided its employees with a platform to develop their career and that the employees felt motivated by the development plan offered by the organization. The study findings revealed that development training offered by the organization had enabled employees to sharpen their skills. The study results also showed that training offered in the organization had enabled the employees to achieve their personal goals and this had added to their contribution to the organization.

The study concludes that the work arrangement in the organization did not enable employees to work for the required number of hours and that compressed work weeks could improve the quality of employee’s lives. The employees were not offered a good bonus pay in addition to their salary and that for those who received a bonus, they were not motivated by the bonus pay that they received.

The study recommends that the organization needs to look at the working hours of the employees and come up with a schedule that ensure the employees work the required number of hours. Any work done above this should be compensated by the organization in order to maintain the employees’ motivation. The study recommends that the organization employs compressed work weeks which can be used to improve the quality of employee’s lives.
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LIST OF ACRONYMS

ANOVA: Analysis of Variance
BC: Business Continuity
HR: Human Resource
HRM: Human Resource Management
NSE: Nairobi Securities Exchange
SPSS: Statistical Package for Social Science
CHAPTER ONE

1.0 INTRODUCTION
1.1 Background of the Problem

Employee performance refers to outcomes that have been achieved and accomplishments that are made at work. It also indicates the financial or non-financial outcome of the employee that creates a direct link with the performance of an organization as well as its success (Anitha, 2014). According to Ahmad, Farrukh and Nazir (2015), employee performance refers to the tasks and activities that an employee performs efficiently and effectively. Jerome (2013) mentions that employee performance refers to the behaviors and actions that can be observed to explain how a job is meant to be done as well as showcase the expected results for a good job performance. The benefits that an organization has to offer have a huge impact on an employee’s performance and satisfaction. The overall efficiency and productivity of an organization’s processes is as a result of good employee performance. Factors such as organizational support, monetary benefits, non monetary benefits and supervisory support affect an employee’s performance. Therefore, the methods which organizations use to manage employees greatly determines their performance and results.

The most valuable asset in any organization are the employees. By engaging employees in improving their performance, a successful and highly productive organization can be achieved. Therefore in order to sustain the competitive advantage, employees should be able to exhibit total commitment to the performance standards that are required (Zahargier and Balasundaram, 2011). To align with great demands, unpredictable business environments as well intense competition, companies are now forced to greatly improve their performance (Muda, Rafiki and Harahap, 2014).

A competitive workforce is important to the success of any organization today. In order to stay competitive, most organizations strive hard to ensure that organizational strategies and objectives are aligned with employee’s behavior. Therefore, employee performance can be termed as the way in which employees are able to accomplish the organization’s goals as well as relate with their interpersonal behavior. Withdrawal behaviors such as turnover, absenteeism and lateness are often reduced by organizations ensuring that they value their employee’s commitment. It is with no doubt that these values have serious
consequences in terms of the overall performance of the organization (Irefin and Mechanic, 2014).

In order to improve organizational performance, employers need to come up with strategies that focus on maximum optimization of individual performance. This is because the cornerstone of increased organizational performance is as a result of individual employees (Irum, Ahmed and Mehmood, 2012). The level of an employee’s effort and activities can be greatly influenced to increase the performance of an organization by providing access to important resources, empowering employees, increasing their knowledge and skills, boosting employee’s morale and also changing their perceptions and attitudes (Kassahun, 2007). Therefore employee performance is considered to be an important building block of any organization and must be critically analyzed. It also has a strong link to the strategic goals of an organization and is a major multidimensional construct aimed to achieve results (Abbas and Yaqoob, 2009).

A constructive relationship between employee performance and retention is achieved as a result of employee’s commitment to their tasks. Previous studies show that it is not obvious that employees who are more committed to the organization will remain in the organization. Employees will only put in extra effort to improve their performance as a result of effective retention strategies. The catalyst that drives employee commitment is the relationship between employee performance and retention (Irum et al., 2012). Employees who make the effort to improve their performance are offered bonuses or extra benefits. These sorts of benefits encourages an employee to improve themselves by taking on new opportunities to improve the performance in their current position. Therefore, the methods that organizations choose to conduct performance reviews and evaluations can have a huge impact on the performance of an employee (Jerome, 2013).

Organizations rely on the expertise, knowledge, skills, capital resource and capacity development of their employees in order to compete favorably and indeed gain competitive advantage in the international market. However, recent studies by (Nwokocha and Iheriohanma, 2012; Samuel, 2008; Nwokocha, 2012) have shown that retention of highly skilled employees has become a difficult task for managers, as this category of employees are being attracted by more than one organization at a time with various kinds of incentives (Micheal, 2009). This behooves on management to create an
enabling and sustainable critical culture and strategies to work out retention systems and structures for their existing core employees in these contemporary organizations.

Employee retention on the other hand refers to the percentage of employees remaining in the organization (Phillips and Connell, 2003). The top priority for any organization should be the attraction and retention of key employees. Even the most proficient companies can be seriously damaged because of failing to implement good employee retention strategies. A considerable investment in both time and money is required in order to find the right people. The key for all organization is to make rational decisions about retention strategies and prioritize employee’s interests (Putting People First: Employee Retention and Organizational Performance, 2011).

Employee retention is also defined as a process in which there is total encouragement to the employees to remain with the organization for a long period of time (Sandhya and Kumar, 2011). In order to increase employee’s performance, it is critical for organizations to ensure that they create and adopt employee retention strategies. A high turnover rate is a serious problem that most organizations are now facing and this is due to reasons such as poor working conditions, no career advancements, job dissatisfaction as well as lack of a decent salary package (Ivancevich, 2010). This in turn leads to low employee performance and as a result organizations have to come up with practices and policies on employee retention. This will also ensure that employees are more willing to stay in the organization for a longer time as well as having a positive impact on their performance.

According to Sandhya and Kumar (2011), retention of employees is not only important because of the costs incurred to recruit and train or just to reduce turnover. It is important because it helps organization to retain their most talented employees from being poached. When an employee leaves an organization, they take with them information that is very valuable about the organization, the current projects, customers as well as past history about the competitors to their new organization. Therefore, a good employer should be able to know how to attract and retain his employees. In order to accomplish an organizations goals and objectives, the retention of employees has proven to be a very significant factor. For any organization to be able to gain the desired competitive advantage, they need to be able to retain their employees first. With the many changes today in global economics, trade agreements as well as technology, employers need to be
very careful because it is such issues that affect the employer/employee relationship (Nyamekye, 2012).

According to Gberevbie (2010), employee retention strategies refers to the plans, means or set of decision making behavior that is set in place by organizations in order to effectively retain their competitive workforce to improve employee performance. Most researchers have found that employees will remain and work in order to ensure the achievement of organization goals is successful only when there is adoption and implementation of appropriate employee retention strategies. This study will focus on the employee retention strategies applied at Eagle Africa Insurance Brokers Limited.

Eagle Africa is a leading provider of financial and risks services internationally. It aims to be an independent, fast growing provider of these services with niche dominance within selected business areas. Eagle Africa customers include small, medium, large organizations, specialist groups and individuals. A high standard of professionalism is achieved through investing in qualified staff and serviceable equipment. The company has a well defined mission statement which is to be the leading provider of insurance services and innovative products to all clients with the highest degree of effectiveness and integrity. This is achieved by meeting customer needs and requirements through improved service delivery and innovative products. The company is also committed to pursuit of excellence, superior performance, empowerment and development of staff with sustained profitability, upholding integrity and business ethics as the cornerstone, maintaining good relationship with all stakeholders, customers, suppliers, employees, shareholders and the general public (Eagle Africa Insurance Brokers Limited, 2014). The study sought to assess the employee retention strategies executed by the company to ensure that there was retention of employees and as a result increase of employee performance because this had been a serious issue over the years.

1.2 Statement of the Problem
The strategies that an organization employs to retain their staff have great impact on an employee’s performance (Gberevbie, 2010). It is critical for any successful organization to understand the employees’ perspectives and measure their retention factors. A study conducted by Earle (2014), mentions that organizations should provide a good environment where people enjoy being, where they feel energised and valued and they
will definitely want to stay and that negative associations are often reinforced when employees feel like they are always dragging themselves to an unpleasant environment on a daily basis.

Osibanjo, Adeniji, Falola and Heirsmac (2014) in their study mention that compensation is strategic to the goals of any organization and that it ensures employee retention, satisfaction, development as well as better performance of the employees. The study established that there is a positive relationship between salaries, incentives, bonuses which in turn affect employee performance. In order to achieve employee satisfaction and retention, it is critical for organizations to have a structured compensation management system.

Iyria, Namusonge and Karanja (2014) found that most companies that are listed in the Nairobi Securities Exchange (NSE) have put in place retention practices that are effective. This is achieved through availability of flexible hours and good compensation packages. The study recommended that firms need to keep valuing and ensuring that their retention strategies are in place. The authors focused on flexible hours and good compensation packages but they did not focus on flexible work environment strategies and career development strategies which this study seeks to address. Also, the said authors focused on a different corporate sector, whereas this study focused on the insurance sector.

1.3 General Objective
The general objective of this study was to determine the effect of employee retention strategies on employee performance at Eagle Africa Insurance Brokers Limited.

1.4 Specific Objectives
1.4.1 To determine the effect of flexible work environment strategies on employee performance.
1.4.2 To determine the effect of compensation strategies on employee performance.
1.4.3 To determine the effect of career development strategies on employee performance.
1.5 Importance of the Study

1.5.1 Management of Eagle Africa Insurance Brokers
The study may be important to functional managers of Eagle Africa Insurance Brokers as it has given insights on the way employee retention strategies should be implemented in the organization. The study may be important to the management team because they may use the findings to streamline the retention strategies they have and give the company the required competitive advantage.

1.5.2 Employees
The study has highlighted the importance of retention strategies that ensure that employees feel valued in the organization. Retaining positive and motivated employees is crucial to an organization’s success. Therefore, retention programs may ensure that key workers remain employed while maintaining job performance and productivity.

1.5.3 Researchers and Academicians
The study has provided a basis for researchers, future scholars and other stakeholders to use the results as a reference while also enabling researchers to conduct more exploration on the topic of employee retention strategies.

1.6 Scope of the Study
This section provides the focus of the study by providing the limitations in terms of geographical coverage. The study’s geographical scope was Upper Hill where Eagle Africa Insurance Brokers Limited is located. The population scope consisted of the organization’s management and employees. Data was collected as from May 2015 - June 2015. The limitation of this study was that it only focused on employee performance. There are other key factors that may result from having good retention strategies as an organization.

1.7 Definition of Terms

1.7.1 Human Resource Management
This refers to a collection of policies used to organize work in the employment relationship and centers on the management of work and the management of people who undertake this work (Beardwell and Claydon, 2010).
1.7.2 Employee Retention
It is the percentage of employees remaining in the organization (Phillips and Connell, 2003).

1.7.3 Flexible Work Environment
It consists of all the factors which act and react on the body and mind of an employee (Gupta, 2008).

1.7.4 Compensation
This refers to the human resource management function that deals with every type of reward individuals receive in exchange for performing organizational tasks (Ivancevich, 2010).

1.7.5 Career Development
It is concerned with planning and shaping the path that people take in their career progression within the organization (McKenna and Beech, 2008).

1.7.8 Employee Performance
It is defined as the record of outcomes produced on specified job functions or activities during a specific period (Bernardin, 2010).

1.8 Chapter Summary
This chapter has presented the background on employee retention strategies and employee performance. It also outlined the problem statement, general objectives, specific objectives, importance of the study and the scope of the study as well as the definition of key terms. Chapter two presents the literature review. Chapter three provides the research methodology of the study. Chapter four presents the results and findings of the study. Chapter five provides the discussion, conclusions and recommendations of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter reviews literature on the effect of employee retention strategies on employee performance. The section is guided by the set research objectives. Three retention strategies will be discussed in detail in this section and these include flexible work environment, compensation and career development strategies according to the research objectives.

2.2 Flexible Work Environment Strategies and Employee Performance
A flexible work environment strategy is defined as the methods in which employees are able to conduct their work away from the traditional weekly work schedule or outside the normal work environment (DeNisi & Griffin, 2008). Flexibility is defined as the organizations ability to adapt the composition, responsiveness, size and costs of people inputs that are required in order to be able to achieve organizational objectives (Pilbeam and Corbridge, 2006).

A flexible work environment is one which enables an employee and an employer to make changes to when, where and how one will work to meet the organizational and personal needs in a better way. Flexibility enables employees to be able to control when, where and how much time they spend working. Therefore, the use of flexible work environment strategies has a positive impact on the work life balance as well as the overall satisfaction of the employee. Benefits such as better employee performance, increased organizational commitment, low employee turnover and absenteeism are all as a result of having good flexible working environment strategies (Shagvaliyeva and Yazdanifard, 2014). According to Dessler (2012), there are various types of flexible work environment strategies which include reduced hours schedule, job sharing and compressed work weeks.

2.2.1 Reduced Hours Schedule
Reduced hours schedule is defined as a work schedule that encompasses fewer hours than the standard full-time schedule, typically with pro-rated salary, benefits and career advancement. Reduced hours schedule is important because it facilitates in the retention
of key employees in the organization. It is also important because it provides employees flexibility to alter their schedules in response to both work and home demands (Beutell, 2010).

According to (Hartwell, Barnett, & Borgatti, 2004), the average length of a work week has increased for many professionals and this is because many of them prefer to work fewer hours. There has been an increased interest in working reduced hours which has also been fuelled by the growing numbers of professionals who believe work life balance will be made easier through the flexibility provided by reduced working hours. Beutell, (2010) mentions that work schedules are quite demanding because each type of schedule requires a type of time commitment that is different and this results in psychological and physical depletion of the employee.

Reduced hours schedule plays a vital role in decreasing stress and work family conflict both of which have a huge impact on the performance of employees. The adoption of reduced hours schedules in most organizations reduces stress and ultimately it results in better performance from the employees. Organizations that adopt this schedule achieve a very good reputation and more people are attracted towards them. This in turn has a positive effect on the organizational commitment, retention as well as job satisfaction (Khan, Khan, Khan, & Shakeel, 2011).

2.2.2. Job Sharing

This is a concept that allows sharing of a single full time job by two or more people (Dessler, 2012). Job sharing also refers to a system where employees divide one full time job (Drafke and Kossen, 2002). It is also a new concept whereby there are two or more part time employees who perform a job that would normally be done by one full time person. Job sharing can be in the form of split duties, equally shared responsibilities or even a combination of both. From an organization’s perspective, job sharing aids in the effective retention of key and valuable employees (Byars and Rue, 2008). Three approaches are involved as a result of participating in job sharing and they include: shared responsibility, divided responsibility and unrelated responsibility.

Most organizations have found that employees who job share are very appreciative of the opportunity offered to them and therefore as a result they are able to work harder.
Job sharing often results in more participation, improved performance appraisals and volunteerism from employees. In today’s workforce, most people suffer from work overload and as a result there is burnout and therefore job sharing comes in as a solution to enable employees juggle their family and work life (Crampton, Douglas, Hodge and Mishra, 2003). There are various benefits related to job sharing and they include: reduced absences, business continuity, retention of valued employees, increased productivity, smoother long-term operation and recruiting enticements.

Reduced absences means the state of being away or not being present, or a period of being away from a particular place or job. It can also mean failure to attend or appear when expected at the work place (Byars and Rue, 2008). Workers who are in families that earn two incomes are increasingly taking time away from work to attend to personal matters ranging from childcare to medical appointments. Iowa-based window and door manufacturer Pella Corp are examples of companies that have noticed reduced absenteeism among employees who job share. The job sharing program at Pella corp reduced absenteeism among employees based in the production lines (mostly women who are with young children) from around 6% to about 1% and the company got rid of the need to overstaff their assembly lines in order to maintain the rates of production (Drafke and Kossen, 2002).

Business Continuity (BC) is defined as the capability of the organization to continue delivery of products or services at acceptable predefined levels following a disruptive incident (Dessler, 2012). If a job for example requires one to put in more than 40 hours a week, two employees who wish to reduce their working hours can join forces to fill it. Job sharing also eliminates bottlenecks that are caused by vacations and other absences since the sharers usually end up covering for each other (Crampton et al., 2003).

The retention of valued employees is a key aspect of job sharing because it keeps workers seeking reduced hours such as parents who are on full time employment from contemplating to quit the company in order to get time off. In addition, it can also greatly reduce the turnover of employees which is especially important in key positions and is also expensive (Dessler, 2012).
Increased productivity also arises as a benefit of job sharing since the people who job sharer have more time to attend to their personal matters and are therefore more focused at work. A shared job can also provide employees with the opportunity to divide tasks according to their individual interests or skills considering their strengths while also ensuring to avoid their weaknesses (Byars and Rue, 2008).

Smoother long term operation is also enhanced in the organization in that when employees are paired in very specific combinations, it eases the impact of training new people by having one person who is experienced in that position at all times, or alternatively cross train the employees in various different functions. In addition, one can soften the blow of an experienced person’s retirement by either reducing hours while a job sharing partner gets up to speed (Crampton et al., 2003).

Recruiting enticements is also another important benefit because when one offers job sharing options, it gives one competitive edge over their competitors in attracting quality, loyal workers who are seeking reduced schedules. In cases where candidates are not even interested in job sharing, they perceive companies that have job sharing programs as places that are good to work (Byars and Rue, 2008).

2.2.3 Compressed Work Weeks
According to DeNisi and Griffin (2008), a compressed work week is defined as an arrangement whereby an employee works for the required number of hours but can do so in less than five days. Under the compressed work week, there is an increase in the number of hours worked per day and a decrease in the number of days in the work week. Compressed work weeks offers some advantages which include: commuting to work can be significantly reduced, operating hours can be extended, savings on capital and space and also the quality of employee’s lives also improves (Hung, 1995).

Using the circadian rhythm approach, Pierce et al. (1989) suggested that there are only a few hours a day where employees enjoy their peak period and perform at optimal levels. Thus, having employees work longer hours (as is required in a compressed workweek work schedule) should increase the amount of time they are working at suboptimal levels. Within the framework of the work adjustment model, this decrease in employee
performance is linked to lower congruence between the employee’s abilities and the ability requirements of the job.

The advent of a compressed workweek schedule should lead to more discretionary time, which in turn should lead to increased organizational attendance. Employees enjoying 3 day weekends should be better able to balance work and nonwork demands. Being able to more easily respond to work-nonwork conflicts should reduce stress and as stated earlier, decreased employee stress has been linked to decreased absenteeism (Parker and Kulik, 1995). Furthermore, prior research strongly suggests that employee absenteeism may decrease following the implementation of a compressed workweek study (Pierce et al., 1989).

According to Ronen (1984), compressed workweek schedules can affect job attitudes by enhancing or facilitating production. Specifically, it increases in responsibility, autonomy and job knowledge resulting from implementing the schedule may be associated with more positive attitudes toward the job itself. According to DeNisi and Griffin (2008) compressed work weeks improves employee’s performance since it leads to a reduction in tardiness and absenteeism from employees since they will have the ability to commute outside of the rush hour and increase their flexibility in scheduling appointments and running errands. It also ensures that employees covering for co-workers on different schedules have an opportunity to learn new skills. This cross training benefits the employee, the unit and the organization and provides potential coverage for peak periods, vacations and sick leaves. Parker and Kulik (1995) also note that this improves employee performance since employees are able to work during the part of their day when they are most effective. Giving employees a choice about when they work can mean getting more work done in the same number of hours.

2.3 Compensation Strategies and Employee Performance
Compensation is a function of human resource management that deals with every type of individual rewards that employees receive as a result of performing organizational tasks (Ivancevich, 2010). Employee compensation is defined as all forms of pay going to employees and arising from their employment (Dessler, 2008). According to Gomez-Mejia, Balkin and Cardy (2010), an employee’s total compensation is divided into three components. The first and the largest element of total compensation is the base
compensation. This refers to the fixed pay an employee receives on a regular basis either in form of a salary or as an hourly wage. The second component includes the pay incentives which are programs designed to reward employees for good performance. The last component is the indirect benefits/compensation. Benefits encompass a wide variety of programs that include health insurance, vacations and many others. The single most important cost in most firms is compensation and therefore mishandling compensation issues is likely to have a strong negative impact on employees and ultimately on the performance of an organization.

The equity theory of motivation supports the compensation strategy and employee performance. It can be used to show how compensation affects employee performance. The theory states that people are highly motivated by the need to have a balance between the perception of their inputs and their rewards. It also states that when a person perceives an inequity, there will be tension in the person’s mind and as a result, the person will be motivated to reduce or eliminate the perceived tension and as well as the perceived inequality (Noe, Hollenbeck, Gerhart and Wright, 2006). Equity theory further states that a person is motivated based on what he or she perceives as fair rewards in comparison to what others receive. According to the equity theory, individuals will be motivated to ensure elimination of any perceived inequity. They will strive to ensure equality in the ratios of outcomes to inputs. If there is a possibility of inequity existing, the individual will strive to make the ratios equal by either changing the outputs or as well the inputs (Mondy, 2008).

There are several factors that account for compensation strategy that an organization offers and this study looks at salaries, incentives, and bonuses and how these affect employee performance (Bernardin, 2010).

2.3.1 Salaries
DeNisi and Griffin (2008) defined a salary as an income paid to an individual not on the basis of time but on the basis of performance. A salary is a form of periodic payment from an employer to an employee, which may be specified in an employment contract. It is contrasted with piece wages where each job, hour or other unit is paid separately rather than on a periodic basis. From the point of view of running a business, salary can also be
viewed as the cost of acquiring and retaining human resources for running operations, and is then termed as personnel expense or salary expense.

Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work performed. Salary is commonly paid in fixed intervals, for example, monthly payments of one-twelfth of the annual salary. Salary is typically determined by comparing market pay rates for people performing similar work in similar industries in the same region. Salary is also determined by leveling the pay rates and salary ranges established by an individual employer. It is also affected by the number of people available to perform the specific job in the employer's employment category (Bernardin, 2010).

Even though the absolute level of one's salary was not related to future performance, relative pay levels made a considerable difference. Perhaps most importantly, the study also showed that how an employee is paid can also influence employee performance. For merit raises, the link between pay and performance was unrelated to future performance. However, the extent of the pay-for-performance relationship with bonuses was significantly related and provided the link between pay and performance which is clearly established.

Based on these findings, pay structure can be designed to achieve greater employee performance. To begin with, simply spending more on employee pay would yield minimal results. Improving the merit by one percentage point but otherwise not making any allocation changes, for example, would be projected to increase performance only by roughly two percent. However, if the same money was applied to pay-for-performance bonuses, the analysis suggests a performance increase of better than fifteen percent. The results suggest that providing a strong pay-for-performance link for bonuses rather than raises had the greatest potential benefit, predicted to improve employee performance by nearly twenty percent (Ivancevich, 2010).

2.3.2 Incentives
Atambo, Kabare, Munene and Mayogi (2013) define incentives as something that tends to ignite a person or even calls for more effort to act in a certain manner. Organizations use incentives in order to be able to reach certain goals, encourage team spirit and encourage
certain behavior for collective rewards. When an organization introduces a balanced incentive program, they are more likely to motivate employees and therefore as a result increase employee performance.

According to Breunig, Aas and Hydle (2014), people do respond well to incentives for good performance and to recognition for doing especially good work. Employers should not forget this if they want great employee performance. There are two ways to plan rewards mainly incentives and recognition and there is no reason why the company needs to choose one over the other. In the case of incentives workers are told in advance what kind of rewards they will get if they reach a certain goal either individually or on a team basis. Some employers and employees are uncomfortable with this approach, so judgment is used to determine whether it will work in the company. Incentives do produce results and work well especially if the company is trying to promote specific targets.

In the case of recognition, the reward is more likely to come after the fact (task done by employee) and this is a sign that the organization appreciates the effort made by the employee. Every employer should promote recognition of well performing employees. Rewards do not have to be expensive, what is important is that when you have special promotions or a busy time coming up, the company should get into the habit of planning rewards and doing something to people doing things right (Armstrong and Stephens, 2005). For example, if a company is public and sells stock, they can use the stock as part of their employee incentive plan to increase employee performance. Using stock options has a direct motivating effect because for the employees’ stock to increase in value, the company needs to perform well. Stock options also offer employees the opportunity to have ownership in the company. That can create an additional sense of pride in regards to the company's good performance and a feeling of urgency to improve performance if the company does not do well (Nelson and Spitzer, 2003).

Jeffrey, Dickinson and Einarsson (2013) mentioned that to administer an effective incentive pay program, organizations need to create performance measuring methods that can include every employee in the company. Quarterly bonuses, or special incentive pay plans for individual projects, should have minimum performance requirements that employees need to achieve for them to participate (Nelson and Spitzer, 2003). Paying incentive payments to all employees in a department regardless of their individual
performance does not create much of a motivation for all the employees to contribute to the team’s success. Financial rewards can be strong incentives for increased employee performance, but only if they are accessible to every employee and based on individual as well as group performance (Jeffrey, Dickinson and Einarsson, 2013).

Incentive pay programs do not always need to be in the form of financial compensation to employees. Offering each employee with certain milestones, such as five years with the company or an extra week of paid vacation can be a strong financial incentive for employees to perform at a high level to remain with the company. Paid days off can also be used as incentives given to any employee who has a perfect attendance record for a given quarter or year. Also on the other hand, education incentive is key therefore companies should not overlook the motivation that the tuition assistance program can offer. A strong tuition assistance program pays a percentage of the costs of tuition to employees who are pursuing college degrees in a field that will benefit the company. The percentage varies from company to company. Some companies also offer to reimburse employees the cost of books and necessary supplies in the pursuit of their degree. Getting a portion of college education paid for by the company helps to develop the employee's career and increases the skill set available to the company (Mahy, Plasman and Rycx, 2011).

2.3.3 Employee Bonuses

Bonus pay is a monetary reward given to employees in addition to their fixed compensation (Milkovich and Newman, 2005). This pay plan is also ostensibly based on individual performance, but bonuses do not increase employees’ base pay and therefore are not permanent (Sturman and Short, 2000).

Bonus pay also has been widely used in organizations to motivate employees’ performance (Joseph and Kalwani, 1998) and a number of surveys reported that the popularity of bonus pay is increasing (Sturman and Short, 2000). Bonus pay is attractive from the company’s point of view because the one-time cash reward links pay to performance (Lawler, 1981; Lowery, Petty and Thompson, 1996) but does not increase fixed labor costs (Kahn and Sherer, 1990; Sturman and Short, 2000).
Companies use cash bonuses to reward their employees’ performance during the year under appraisal. However, there is an assumption that bonuses motivate employees to increase their performance in the subsequent year. The employees who are awarded huge bonuses expect a repeat in the following year while the performance of those who receive a small bonus may improve. (Finkle, 2011).

Although bonus pay is flexible, it has similar potential problems. Discretionary payment sometimes fails to provide a strong link between pay and employees’ true performance. It is also possible that the difference in rewards between performers may not be very significant (Gomez-Mejia and Balkin, 1989; Lawler, 1981). Furthermore, because bonuses are one-time payments, they have less economic value than permanent raises. In short, the effectiveness of the bonuses should also depend on the level of expectancy and valence of the compensation system.

One goal of many pay plans (salaries, incentives, and employee bonuses) is to improve employee’s performance. The pay policy assesses the effects on performance of base-pay levels, merit increases and lump-sum bonuses. A study done by (Cottrell, 2011) shows that both how much is paid (the amount of the reward) and how the money is paid (the relationship that exists between performance and pay) influence employee’s future performance levels. As expected, the results showed that how much organizations pay is important. Both pay raise and bonuses increase future employee performance but merit raises had a greater effect than that of bonuses. In this study, the benefit of a one percent increase in basic pay was comparable to the benefit from a three percent bonus.

2.4 Career Development Strategies and Employee Performance
Dessler (2008) defined career development as the lifelong series of activities that contribute to a person’s career exploration, establishment, success and fulfillment. Career planning on the other hand is a deliberate attempt by an individual to become more aware of his or her own skills, interests, values, opportunities, constraints, choices and consequences (Bernardin, 2010). Organizations are now providing a platform for employees to develop their own careers and increase their career satisfaction. This approach is consistent with the recommendation that organizations perform a new supportive rather than directive role in enabling their employee’s career success.
Therefore, it is important that organizations adopt strategies to enhance employee’s career satisfaction and as well potentially increase the organization’s ability to attract and retain employees (Baruch, 2006).

According to DeSimone and Harris (1998), they defined career development as an ongoing process by which individuals progress through a series of stages each of which is characterized by a relatively unique set of issues, themes and tasks. Mondy (2008) mentions that in order to ensure that people with the proper qualifications and experiences are available when needed, career development is mostly used by organizations to do so. It is therefore important for organizations to maintain a motivated and committed workforce through a formal career development. For many organizations, career development has evolved from just an isolated tool for individual growth to a key strategic asset. Therefore, most organizations have taken an active role in their employees careers through career development programs (Fleisher, Khapova and Jansen, 2014).

Career development is also about the development of employees in ways that are beneficial for both the individual and the organization. Effective career development programs enhance individual employee performance by continuously learning and adapting, while the organization offers favorable developmental relationships with their employees. It is a complex process that shapes the career of any given individual over their life span (Kellett, Humphrey and Sleeth, 2009). Organizations as well as their employees are able to benefit from career management programmes that help individuals explore themselves and their work environment. They are also able to reap huge rewards in the form of having productive employees and efficient matching of the desires of employees with the corporate human resource requirement (Greenhaus, Callanan and Kaplan, 2009). Important elements to be considered with regard to the role of career development strategies and employee performance are: developing careers, coaching opportunities and training opportunities.

2.4.1 Developing Careers
Career refers to the sequence of behaviors and attitudes that are associated with the series of work and job related activities over the lifetime of an individual. It includes ideas of progression and development both at work and at a personal level. In this way, it embraces ideas about lifelong learning as well as skill development. It is also concerned
with people’s futures, the skills they want to develop, what they want to achieve at work and as a person as well as their future employability in a rapidly changing labour market (Greenhaus et al., 2009).

Career development refers to the continuous acquisition or modification of knowledge and skills. This includes professional development and job mastery that go along with career planning activities. In order to successfully perform one’s job well, job mastery skills are very essential. On the other hand, professional development skills go beyond the range of an employee’s job description. However, they are mostly to improve the job performance indirectly (Purcell et al., 2003).

These concepts are also in part a response to and recognition of the fact that professionals and specialists – knowledge workers – may pursue their careers somewhat differently from other groups and are often more loyal to their professional community than to their current employer. For example, they may be more motivated by the intrinsic interest and challenge of their work and may be more prepared to change employer for professional development. However, these changes apply equally to people who are not knowledge workers. The new more inclusive model of a career ‘recognises both the changed objective realities in which (all) careers are being developed and also the universality of people’s intense involvement with the subjective aspects of their career’ (Arnold and Jackson, 1997).

Organisations need to realise that positive career development for their workforce is a way of helping to attract and retain the best people. By recognising and responding to the needs of individual employees, they will get the best out of them. More effective guidance will assist the development of a knowledge economy and benefit individuals, employers and society at large. It will however require a cultural shift in management behaviour in organisations towards self-management (Hackman, 1986).

Understanding how to motivate employees and knowledge workers in particular is likely to be a critical factor for organisational success. Paying attention to the career development of individuals will be vital not only for skill development but also to help motivate superior performance at work by giving people a clearer sense of direction and purpose. This will mean that career professionals will need to think in new ways about
how they organise and provide career support, work effectively with partners from other professional groups, use informal career support mechanisms and equip managers and others to give career support more effectively (Arnold and Jackson, 1997).

Effective career development support is important not only for individuals but also for the organisations that employ them. For both of them it is part of a strategy of achieving resilience to handle change more effectively. The business argument as Hirsh and Jackson (2004) point out is that careers are also how higher-level and business-specific skills and knowledge are acquired, through employees undertaking a sequence of work experiences which progressively improve those skills. Key writers on careers in organisations see careers and learning as inextricably linked (Schein, 1978; Hall, 1976).

Career development will also benefit the organization by determining how skills and knowledge are deployed and spread within organisations by employees moving from one job to another in response to where they are needed. Such deployment and knowledge-sharing is critical to organisational flexibility. Career movement is how culture and values of the organisation are transmitted and how personal networks are extended and strengthened. Corporate culture and networks are often key to rapid and effective action and career development is a major tool for attracting, motivating and retaining good quality employees. Purcell et al. (2003) found that providing career opportunities is one of 11 key practices which influence organisational performance.

Career skills are important for both employees and employers along with the career education to acquire those skills (Tamkin and Hillage, 1999). Employees need career management skills to navigate the labour market. Employers who have more skilful employees can expect them to navigate their internal labour markets more effectively and for these employees to be more aware of the need to keep their skills relevant.

2.4.2 Training Opportunities

Armstrong (2001) defined training as the systematic development of attitudes, skills and knowledge that an individual requires in order to adequately perform a given task or job. Flippo (1984) mentioned that training is the act of increasing knowledge and skills of an employee for doing a particular job. Training also indicates the procedures that are involved in improving the abilities, skills and aptitudes of the employees in order to be able to perform specific jobs. Old talents as well as the development of new ones are
managed through training. In order to perform their duties effectively, successful candidates who are placed on the job need extensive training (Aswathappa, 2000).

The availability of a skilled and willing workforce is the principal objective of training. Additionally, there are other four objectives of training which include: individual, organizational, functional and social. Individual objectives enable employees to achieve their personal goals and in turn increase their individual contribution to the organization. Organizational objectives aid the organization to achieve its primary objective through individual effectiveness. Functional objectives are also important in ensuring that the department’s contribution is at a level that is suitable to the organization’s needs. Social objectives guarantee that the organization is responsible both socially and ethically to the needs and challenges of the society (Armstrong, 2001).

Additional objectives of training employees include: to prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization, to prevent obsolescence, to impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job, to prepare the employees for higher level tasks, to assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields, to build up a second line of competent officers and prepare them to occupy more responsible positions, to ensure smooth and efficient working of the departments and to ensure economical output of required quality (Rao, 2009).

In order to derive expected benefits, training should be conducted in a systematic order. The training system comprises of four stages namely: assessment of training and development of program’s needs, designing the training and development programs, implementation of the training program and evaluation of the training program (Aswathappa, 2000). Employee and organizational effectiveness is achieved as a result of having employee development programs that have been designed to meet specific objectives. The process of management development involves several steps. They include measuring the impact of training on participants and work life, designing and implementing development programs, determining individual needs, evaluating the
organization’s current management resources and reviewing organizational objectives (Saklani, 2004).

2.4.3 Coaching Opportunities
Coaching is defined as a process used to encourage employees to accept responsibility for their performance, enable them achieve and sustain superior performance and treat them as partners in working towards organizational goals (DeSimone and Harris, 1998). It involves performance analysis and also conducting discussions with employees to solve performance related problems and as well to determine the ways in which performance will be enhanced. According to Noe, Hollenbeck, Gerhart and Wright (2006), a coach is a peer or manager who works with an employee to motivate him, help him develop skills and provide reinforcement and feedback.

Coaching programs are in place in most of the organizations today. This may be in several forms such as external one to one coaches for both middle and senior executives, management training in coaching skills and many others (Wilson, 2011). Coaching is merely not a process of finding someone to confer to but should actually be about having clear results that bring out the outcome of the engagement. The person being coached is what the entire coaching process is all about. Recognizing an individual’s strengths and weaknesses and how they can be improved requires that the coach facilitates and not own the change (Ulrich, 2008). Existing issues which can impede individual, team and organizational performance are certainly addressed through coaching. Alongside other management interventions, coaching is an ideal tool to use as it focuses on both content and process (Management Styles and Success, 2014).

One aim of coaching is that it helps executive and managers enhance their effectiveness in the workplace. Managers will create new insight, new skills and spur personal growth through a coaching relationship (Emil, Jan and Karlsen, 2012). Despite the risks involved in selecting a suitable coach, there is growing research to suggest that there are powerful benefits to both the individual and the organization in employing coaching as a performance development tool. Furthermore, when successful, it is perceived as a sound investment which does impact the bottom line of an organization (Toit, 2011). All coaching should lead to improved employee performance.
Requirements in terms of the extent and urgency of improvement, as well as time availability of those to be coached, will all help to determine the most effective means of delivering coaching. For it to work well, the individual and organization need to be engaged and to this end setting objectives and committing to them is important (Coaching in the Workplace, 2008).

2.5 Chapter Summary

This chapter was guided by the research objectives set in the study. The chapter has discussed in detail how flexible work environment strategies affect employee performance as well as the effect of compensation strategies on employee performance. The chapter has also highlighted how career development strategies impact employee performance. Chapter three will discuss the methodology that will be employed in obtaining information about employee’s perception of the various retention strategies that are practiced by their organization.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter describes and explains the various methods and procedures the researcher adopted in conducting the study in order to address and answer the research objectives raised in the study. This chapter is organized in the following structure: the research design, population and sampling, sampling design and sample size, data collection methods, research procedures, data analysis methods and lastly the chapter summary.

3.2 Research Design
According to Cooper and Schindler (2006), a research design ensures that the research problem is addressed effectively and this is because it acts as an overall strategy that integrates the various different components of the study in a logical and coherent way. It also includes how the data is to be collected, what instruments will be employed, how the instruments will be used and the intended means for analyzing the data collected. Decisions regarding what, where, when, how much, by what means concerning an inquiry or a research study constitute a research design. This study adopted the descriptive research design. A descriptive research design can be defined as a holistic approach which attempts to describe or define a subject by creating a profile (Gill and Johnson, 2010).

Gill and Johnson (2010) further state that the research design is important because it facilitates the smooth sailing of various research operations therefore ensuring that the research is efficient as possible. This in turn ensures that there is maximum information acquired with minimal expenditure of effort, time and money. It also has a significant impact on the reliability of the results obtained and acts as a firm foundation for the entire research.

The descriptive research design aims at establishing the existence of a variable. A variable is something that can change, and are typically the focus of a study. This study explored the effect of employee retention strategies which is the independent variable on employee performance which is the dependent variable. A descriptive design was used because it enabled the researcher to collect in depth information about the population
being studied. The descriptive design gave proper and succinct recommendations to the management of Eagle Africa Insurance Brokers Limited. Descriptive studies are also undertaken to understand the characteristics of organizations that follow certain common practices. The goal of a descriptive study is to offer the researcher a profile or to describe relevant aspects of the phenomena that are of interest from an individual, organization or industry perspective (Cooper and Schindler, 2006). The research design method chosen was appropriate because of the position of the respondents, time-saving, cost effectiveness and sought to generate quality information regarding the effect of employee retention strategies on employee performance.

3.3 Population and Sampling

3.3.1 Population

Population is defined as a set of elements, events, services, people, group of things or households that are being investigated (Cooper and Schindler 2006). It is also defined as a collective term used to describe the total quantity of cases of the type which are the subject of the study. All the individuals or objects within a certain population usually have a common, binding characteristic or trait.

The population under study was the employees of Eagle Africa Insurance Brokers Limited in the following departments: Administration and Human Resource, Finance and ICT and Operating Divisions. The table below highlights the information as per the division and the number of employees that were in each division and as well as the percentage. As shown in the table, the total number of employees was 85.

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Number of Employees</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration and HR</td>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>Finance and ICT</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>Operating Divisions</td>
<td>58</td>
<td>68</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Eagle Africa Insurance Brokers Database (2015)*
3.3.2 Sampling Design
Sampling design is also defined as the process by which a particular sample is drawn from the elements in a population (Cooper and Schindler, 2006).

3.3.2.1 Sampling Frame
In order to select the sampling units, it was necessary to come up with a suitable sampling frame. According to Cooper and Schindler (2006), sampling is the process of selecting some elements from a larger population to be a representation of the entire population as a whole. The authors also mentioned that a sampling frame is closely related to the population and that it is normally a list of elements from which the actual sample can be drawn. A good sampling frame is characterized by all individuals in the target population, secondly it excludes all individuals not in the target population and lastly includes accurate information that can be used to contact selected individuals. The sampling frame for this study was based on the list of all employees in the Administrative and HR, Finance and ICT as well as the Operating divisions at Eagle Africa and this information was obtained from the records at the human resource department.

3.3.2.2 Sampling Technique
Sampling technique is the procedure of choosing a particular sample from a population Cooper and Schindler (2006). A census is the procedure of systematically acquiring and recording information about the members of a given population. It is a regularly occurring and official count of a particular population (Gill and Johnson, 2010). A census is therefore a study of every unit, everyone or everything in a population. It is known as a complete enumeration which means a complete count (Levy and Lemeshow, 2013). According to Chaudhuri and Stenger (2005), a census study provides a true measure of the population by eliminating the sampling error. It provides a study with a benchmark data that may be obtained for future studies and a detailed information about small sub-groups within the population that is more likely to be available. The stratas used in Table 3.1 in the study indicates the various divisions at Eagle Africa Insurance Brokers Limited and a census study was used to ensure that all population elements were considered within the study.
3.3.2.3 Sample Size
The term sample size refers to a segment of a larger population which is selected to represent the entire population as a whole (Levy and Lemeshow, 2013). It also refers to the number of items, objects or individuals who are selected for a particular study to represent a population (Chaudhuri and Stenger, 2005). Given the size of the study population and the sampling procedure selected for the study, the sample size was 85 respondents as indicated in Table 3.2.

Table 3.2 Sample Size Distribution of Employees

<table>
<thead>
<tr>
<th>Division</th>
<th>Number of Employees</th>
<th>Percentage</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration and HR</td>
<td>15</td>
<td>100</td>
<td>15</td>
</tr>
<tr>
<td>Finance and ICT</td>
<td>12</td>
<td>100</td>
<td>12</td>
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<tr>
<td>Operating Divisions</td>
<td>58</td>
<td>100</td>
<td>58</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100</strong></td>
<td><strong>85</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods
Cooper and Schindler (2006) state that data refers to facts which comprises of attitudes, behaviors and perceptions that are collected from respondents. In this study there was application of both the primary and secondary data. Secondary data was used to understand and effectively apply the findings of research carried out by other researchers. In addition, it was also used to evaluate and assess the soundness of their theories in relation to the case under study. This data was obtained from books, internet, magazines, and from recent journals.

The primary data was relied on heavily than the secondary data because it was collected by the researcher hence unique to the researcher and to the study itself. The method that was used to collect the primary data was the questionnaire, which is a popular means used by many researchers and commonly recognized by the respondents. It was also considered because it was relatively cheap due to the population targeted and easy for respondents to fill because they were given time to understand the questions before responding.
The questionnaire was developed and organized on the basis of the research objectives to ensure relevance to the research problem. The questionnaire was carefully designed starting with the general information questions that required the respondents to answer without much thought. This was also meant to provide the respondents with an easy start that provided practice in answering questions. This was followed by the most important questions that were meant to capture the information that was very critical to the research problem. The second section contained questions that were driven to determine the effect of flexible work environment strategies on employee performance, the third section evaluated the effect of compensation strategies on employee performance and the last bit of the questionnaire was driven to determine the effect of career development strategies on employee performance.

The questionnaires were structured in closed-ended questions where that called for a yes or no answer, short responses or item checking. Closed ended questions were easy to use because they were fairly easy to interpret, tabulate and summarize. Through the use of a statistical package, the results were analyzed and coded to ensure that the analysis was effective.

3.5 Research Procedures
A pilot survey was carried out before coming up with the final questionnaire. A pilot test is defined as a means of finding out if a survey, key informant interview guide or observation form will work in the real world by trying it out first on a few people. Through this, the completeness, precision, accuracy and clarity of questionnaires are evaluated (Levy and Lemeshow, 2013). The purpose of conducting a pilot test was to make sure that the sample selected was able to understand the questions, but also understand the questions in the same way. This way, one was able to tell if the questions made the respondents feel uncomfortable and also how long it took to complete the survey.

In this study, the questionnaire was tested using a sample of 5 employees at Eagle Africa. After coming up with the final questionnaire, enough copies were printed and distributed by mode of hand delivery since the respondents were all within the same location. The time for collecting back the questionnaires was discussed with the respondents at the time of distribution. The distribution of questionnaires was scheduled for one week.
3.6 Data Analysis Methods
The structured questionnaires were coded for all questions in respect to each research objective so as to ensure that processing of data was easily done before fieldwork. The data that was collected was analyzed using quantitative method and analysis was done using descriptive statistics. According to Cooper and Schindler (2006), descriptive analysis involves the process of transforming raw data into charts, tables with frequency distribution percentages to enable full interpretation of data. A computer package known as Statistical Package for Social Science (SPSS) was used to analyze the data. The study employed the use of statistical frequencies like percentages to analyze the various differences in population demographics. Means and standard deviations were used in the study to determine the strength of various employee retention strategies used by the organization as well as measure the difference in terms of responses given by the population. Correlation analysis was used to determine the strength of the relationship of the study variables.

3.7 Chapter Summary
In this study, the total population comprised of 85 employees and the sampling frame was based on the list of employees per division as per the employee database. The study also employed census sampling and thereafter a pilot test involving 5 employees was conducted to evaluate the completeness, precision, accuracy and clarity of the questionnaires. This ensured the reliability of the data collection instruments used. The data was analyzed using SPSS and presented in the form of tables and figures. Chapter Four and Five presented the findings, conclusions and recommendations of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This section presents the study findings deduced from the analyzed questionnaires. The section will present the demographic results of the population, the results for the effect of flexible work environment strategies on employee performance, results for the effect of compensation strategies on employee performance and the results for the effect of career development strategies on employee performance.

The researcher handed out 85 questionnaires and all were received from the respondents. While verifying the data, 1 questionnaire had multiple responses for one question and was considered void. The study therefore had a response rate of 98.8%.

4.2 Demographic Results

4.2.1 Respondents Gender
The respondents were asked to indicate their gender and from the study findings, it was noted that 52.4% were female, while 47.6% were male. The study results indicated that the female population was higher than that of males.

![Respondents Gender](image)

Figure 4.1 Respondents Gender

4.2.2 Employees’ Department
The respondents were asked to indicate the department that they worked in and from the study findings, it was noted that 65.5% of the respondents worked in Business Development, 22.6% worked in Finance and Information, Communication and
Technology (ICT), and 11.9% worked in Administration and Human Resource (HR). These results are in tandem with the methodology that targeted these particular departments.

![Figure 4.2 Employees’ Department](image)

4.2.3 Age

The respondents were asked to indicate their age and from the study findings, it was noted that 42.9% were aged between 26-35 years, 34.5% were aged between 36-45 years, 15.5% were aged between 46-60 years, and 7.1% were aged below 25 years. These results show that majority of the population were youths aged between 26-35 years.

![Figure 4.3 Respondents Age](image)

4.2.4 Work Experience

The respondents were asked to indicate the number of years they had worked with the firm and from the study findings, it was noted that 28.6% had been with the organization
for 6-10 years, 26.2% had equally worked for the organization between 4-5 years and another had been with the organization for 3 years and below, while 19% had been with the organization for 11 and above years. The results show that the respondents had been with the firm for many years making them viable respondents for the study.

![Work Experience](image)

**Figure 4.4 Work Experience**

### 4.2.5 General Employee Performance

The respondents were asked to indicate the general performance of the employees in the firm and from the study findings, it was noted that 71.4% stated that it was good, 16.7% stated that it was very good and 11.9% stated that it was average. These results show that the employees in the organization had a good performance in their work.

![Employee Performance](image)

**Figure 4.5 Employee Performance**
4.3 Flexible Work Environment Strategies and Employee Performance

The respondents were asked to rate various flexible work environment strategies on a likert scale using the following key: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; and 5=Strongly Agree. This part had ten items. The measures were analyzed using percentages for results. The mean shows the strength of particular strategies and any mean below 3.0 indicates that the strategy was not employed/used in the firm. The standard deviation (STD DEV) was used to determine the degree of difference in responses. The standard deviation of <1.5 indicates that the difference in responses was not high and thus the respondents view were almost the same. All the results for this part are shown in Table 4.1.

4.3.1 Flexible Work Environment Strategies and Employee Performance

The respondents were required to give their opinions of if their work environment allowed them to achieve the organizational needs. In their response, 64.3% agreed, 15.5% equally strongly agreed and another 15.5% were neutral. Only 2.4% disagreed and another 2.4% strongly disagreed. The mean score was 3.88 and a standard deviation of 0.782. When the respondents were asked if their work environment enables them to perform better, 56% agreed and 21.4% were neutral. Another 19% strongly agreed, 2.4% strongly disagreed and 1.2% disagreed. The results had a mean of 3.88 and a standard deviation of 0.813. The respondents were also required to give their opinion if they are able to control their working time 32.1% were neutral, 28.6% agreed, 20.2% strongly agreed, 11.9% disagreed and 7.1% strongly disagreed. The results had a mean of 3.43 and a standard deviation of 1.154.

When asked if their work environment allows employees to have a better work life balance, 47.6% agreed, 29.8% were neutral and 13.1% strongly agreed. 2.4% strongly disagreed and 7.1% disagreed. The mean was 3.62 with a standard deviation of 0.890. When the respondents were asked if the organization has a low rate of absenteeism, 46.4% strongly agreed, 36.9% agreed and 6% equally strongly disagreed. 6% disagreed and 4.8% were neutral. The results had a mean of 4.12 and a standard deviation of 1.134. The respondents were also required to give their opinion if reduced hours schedule is a key factor in employee retention. 29.8% agreed, 23.8% strongly disagreed and 17.9% disagreed. 15.5% strongly agreed and 13.1% were neutral. The results had a mean of 2.95 and a standard deviation of 1.439.
<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>MEAN</th>
<th>STD DEV</th>
</tr>
</thead>
<tbody>
<tr>
<td>My work environment allows me to achieve the organizational needs</td>
<td>2.4</td>
<td>2.4</td>
<td>15.5</td>
<td>64.3</td>
<td>15.5</td>
<td>3.88</td>
<td>0.782</td>
</tr>
<tr>
<td>My work environment enables me to perform better</td>
<td>2.4</td>
<td>1.2</td>
<td>21.4</td>
<td>56.0</td>
<td>19.0</td>
<td>3.88</td>
<td>0.813</td>
</tr>
<tr>
<td>I am able to control my working time</td>
<td>7.1</td>
<td>11.9</td>
<td>32.1</td>
<td>28.6</td>
<td>20.2</td>
<td>3.43</td>
<td>1.154</td>
</tr>
<tr>
<td>My work environment allows me to have a better work life balance</td>
<td>2.4</td>
<td>7.1</td>
<td>29.8</td>
<td>47.6</td>
<td>13.1</td>
<td>3.62</td>
<td>0.890</td>
</tr>
<tr>
<td>My organization has a low rate of absenteeism</td>
<td>6.0</td>
<td>6.0</td>
<td>4.8</td>
<td>36.9</td>
<td>46.4</td>
<td>4.12</td>
<td>1.134</td>
</tr>
<tr>
<td>Reduced hours schedule is a key factor in employee retention</td>
<td>23.8</td>
<td>17.9</td>
<td>13.1</td>
<td>29.8</td>
<td>15.5</td>
<td>2.95</td>
<td>1.439</td>
</tr>
<tr>
<td>In my organization two people can share one job</td>
<td>10.7</td>
<td>23.8</td>
<td>19.0</td>
<td>35.7</td>
<td>10.7</td>
<td>3.12</td>
<td>1.206</td>
</tr>
<tr>
<td>Job sharing is used to enable employees have more time with their families</td>
<td>10.7</td>
<td>26.2</td>
<td>22.6</td>
<td>27.4</td>
<td>13.1</td>
<td>3.06</td>
<td>1.226</td>
</tr>
<tr>
<td>My work arrangement enables me to work for the required number of hours in less than 5 days</td>
<td>7.1</td>
<td>35.7</td>
<td>25.0</td>
<td>27.4</td>
<td>4.8</td>
<td>2.87</td>
<td>1.050</td>
</tr>
<tr>
<td>Compressed work weeks can improve the quality of employee’s lives</td>
<td>10.7</td>
<td>17.9</td>
<td>21.4</td>
<td>33.3</td>
<td>16.7</td>
<td>3.27</td>
<td>1.245</td>
</tr>
</tbody>
</table>

1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree
When asked if in the organization two people can share one job 35.7% agreed, 23.8% disagreed and 19% were neutral. 10.7% equally strongly agreed and strongly disagreed. The respondents were also asked if job sharing is used to enable employees have more time with their families. In their response, 27.4% agreed, 26.2% disagreed and another 22.6% were neutral. 13.1% strongly agreed and 10.7% strongly disagreed. The mean was 3.06 and the standard deviation was 1.226. When the respondents were asked whether the work arrangement did not enable employees to work for the required number of hours in less than 5 days, 35.7% disagreed, 27.4% agreed and 25% were neutral. 7.1% strongly disagreed and 4.8% strongly agreed. The mean was 2.87 with a standard deviation of 1.050. The respondents were also asked to give their opinion if compressed work weeks can improve the quality of employee’s lives. In their response, 33.3% agreed, 21.4% were neutral and 17.9% disagreed. 16.7% strongly agreed and 10.7% strongly disagreed. The results had a mean of 3.27 with a standard deviation of 1.245.

4.3.2 Pearson Correlation for Flexible Work Environment Strategies and Employee Performance

Table 4.2 presents the results of correlation analysis between flexible work environment strategies and employee performance. The results show that the correlation between flexible work environment and achievement of organizational goals is -0.100 at a significant level of 0.05. The results in the table reveal that there is no significant correlation between flexible work environment and achievement of organizational goals (R=-.100, p>0.01). The table also shows that there is no significant correlation between flexible work environment and employee performance (R=-.152, p>0.01). In addition, the table also indicates that there is no significant correlation between employee ability to control their working time and performance (R=-.123, p>0.01). The table also reveals that there is no significant correlation between work environment enabling better work life balance and employee performance (R=-.165, p>0.01). It was also evident that there is no significant correlation between the organization having a low rate of absenteeism and employee performance (R=-.229, p>0.01). The table also indicates that there is no significant correlation between reduced hours schedule and employee performance (R=-.175, p>0.01), the table also indicates that there is no significant correlation between job sharing and employee performance (R=-.159, p>0.01). The table also shows that there is no significant correlation between job sharing enabling employees have more time with
family and employee performance (R=-.014, p>0.01). In addition to that the table also indicates that there is no significant correlation between the work arrangement and employee performance (R=-.332, p>0.01), and finally the table reveals that there is no significant correlation between compressed work weeks and performance (R=-.125, p>0.01).

Table 4.2 Pearson Correlation for Flexible Work Environment Strategies and Employee Performance

<table>
<thead>
<tr>
<th>Flexible Work Environment Strategies</th>
<th>Pearson Correlation Results</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application of organizational needs</td>
<td>-.100  .366</td>
<td>84</td>
</tr>
<tr>
<td>Work environment enabling better employee performance</td>
<td>-.152  .169</td>
<td>84</td>
</tr>
<tr>
<td>Employee ability to control their working time</td>
<td>-.123  .267</td>
<td>84</td>
</tr>
<tr>
<td>My work environment allows me to have a better work life balance</td>
<td>-.165  .134</td>
<td>84</td>
</tr>
<tr>
<td>My organization has a low rate of absenteeism</td>
<td>-.299*  .037</td>
<td>84</td>
</tr>
<tr>
<td>Reduced hours schedule is a key factor in employee retention</td>
<td>-.175  .111</td>
<td>84</td>
</tr>
<tr>
<td>My organization allows job sharing</td>
<td>-.159  .149</td>
<td>84</td>
</tr>
<tr>
<td>Job sharing is used to enable employees have more time with their families</td>
<td>-.014  .900</td>
<td>84</td>
</tr>
<tr>
<td>The work arrangement enables employees to work for the required number of hours in less than 5 days</td>
<td>-.332**  .002</td>
<td>84</td>
</tr>
<tr>
<td>Compressed work weeks can improve the quality of employee’s lives</td>
<td>-.125  .258</td>
<td>84</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed)
** Correlation is significant at the 0.01 level (2-tailed)
4.4 Compensation Strategies and Employee Performance

The respondents were asked to rate various compensation strategies on a likert scale using the following key: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; and 5=Strongly Agree. This part had ten items. The measures were analyzed using percentages for results. The mean shows the strength of particular strategies and any mean below 3.0 indicates that the strategy was not employed/ used in the firm. The standard deviation (STD DEV) was used to determine the degree of difference in responses. The standard deviation of <1.5 indicates that the difference in responses was not high and thus the respondents view were almost the same. All the results for this part are shown in Table 4.3.

4.4.1 Compensation Strategies and Employee Performance

The respondents were required to give their opinion on if employees receive their pay on a regular basis. In their response, 60.7% strongly agreed, 34.5% agreed and 3.6% strongly disagreed. 1.2% were neutral and 0% disagreed. The mean was 4.49 with a standard deviation of 0.843. When the respondents were asked if the organization rewards for good performance, 38.1% agreed, 20.2% were neutral and 17.9% strongly agreed. Another 15.5% disagreed and 8.3% strongly disagreed. The mean was 3.42 and a standard deviation of 1.194. When asked if they found themselves motivated by the organization to put more effort in their performance, 33.3% agreed, 31% were neutral and 13.1% equally strongly agreed. 13.1% strongly disagreed and 9.5% disagreed. The results had a mean of 3.24 and a standard deviation of 1.199. The respondents were also asked if the organization offers fair rewards to the employees. 35.7% agreed, 27.4% were neutral and 19% disagreed. 9.5% strongly agreed and 8.3% strongly disagreed. The results had a mean of 3.19 and a standard deviation of 1.114.

When the respondents were asked if the salary they received motivated them to work for their organization 28.6% were neutral, 23.8% disagreed and 22.6% agreed. Another 15.5% strongly agreed and 9.5% strongly disagreed. The results had a mean of 2.87 and a standard deviation of 1.210. When asked if the salary that was offered to them influenced their performance, 32.1% were neutral, 21.4% strongly disagreed and 20.2% disagreed. 14.3% agreed and 11.9% strongly agreed. The results had a mean of 2.75 and a standard deviation of 1.279. The respondents were also required to give their opinion on if incentives are used to encourage team spirit among employees. 34.5% agreed, 20.2%
strongly agreed and 19% equally disagreed. Another 19% were neutral and 7.1% strongly disagreed.

Table 4.3 Compensation Strategies and Employee Performance

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>MEAN</th>
<th>STD DEV</th>
</tr>
</thead>
<tbody>
<tr>
<td>I receive my pay on a regular basis</td>
<td>3.6</td>
<td>0.0</td>
<td>1.2</td>
<td>34.5</td>
<td>60.7</td>
<td><strong>4.49</strong></td>
<td><strong>0.843</strong></td>
</tr>
<tr>
<td>My organization rewards for good performance</td>
<td>8.3</td>
<td>15.5</td>
<td>20.2</td>
<td>38.1</td>
<td>17.9</td>
<td><strong>3.42</strong></td>
<td><strong>1.194</strong></td>
</tr>
<tr>
<td>I find myself motivated by the organization to put more effort in my performance</td>
<td>13.1</td>
<td>9.5</td>
<td>31.0</td>
<td>33.3</td>
<td>13.1</td>
<td><strong>3.24</strong></td>
<td><strong>1.199</strong></td>
</tr>
<tr>
<td>My organization offers fair rewards to the employees</td>
<td>8.3</td>
<td>19.0</td>
<td>27.4</td>
<td>35.7</td>
<td>9.5</td>
<td><strong>3.19</strong></td>
<td><strong>1.114</strong></td>
</tr>
<tr>
<td>The salary I receive motivates me to work for my organization</td>
<td>15.5</td>
<td>23.8</td>
<td>28.6</td>
<td>22.6</td>
<td>9.5</td>
<td><strong>2.87</strong></td>
<td><strong>1.210</strong></td>
</tr>
<tr>
<td>In my organization the salary that I am offered influences my performance</td>
<td>21.4</td>
<td>20.2</td>
<td>32.1</td>
<td>14.3</td>
<td>11.9</td>
<td><strong>2.75</strong></td>
<td><strong>1.279</strong></td>
</tr>
<tr>
<td>Incentives are used to encourage team spirit among employees</td>
<td>7.1</td>
<td>19.0</td>
<td>19.0</td>
<td>34.5</td>
<td>20.2</td>
<td><strong>3.42</strong></td>
<td><strong>1.214</strong></td>
</tr>
<tr>
<td>My organization creates performance measuring methods that include every employee in the company</td>
<td>3.6</td>
<td>11.9</td>
<td>36.9</td>
<td>32.1</td>
<td>15.5</td>
<td><strong>3.44</strong></td>
<td><strong>1.010</strong></td>
</tr>
<tr>
<td>I am offered a good bonus pay in addition to my salary</td>
<td>13.1</td>
<td>25.0</td>
<td>32.1</td>
<td>19.0</td>
<td>10.7</td>
<td><strong>2.89</strong></td>
<td><strong>1.182</strong></td>
</tr>
<tr>
<td>I am motivated by the bonus pay I receive</td>
<td>21.4</td>
<td>16.7</td>
<td>34.5</td>
<td>20.2</td>
<td>7.1</td>
<td><strong>2.75</strong></td>
<td><strong>1.211</strong></td>
</tr>
</tbody>
</table>

1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree
The results had a mean of 3.42 and a standard deviation of 1.214. When asked if the organization creates performance measuring methods that include every employee in the company 36.9% were neutral, 32.1% agreed and 15.5% strongly agreed. 11.9% disagreed and 3.6% strongly disagreed. The mean was 3.44 with a standard deviation of 1.010. The respondents were also asked if employees were offered a good bonus pay in addition to their salary 32.1% were neutral, 25% disagreed and 19% agreed. 13.1% strongly disagreed and 10.7% strongly agreed. The mean was 2.89 and a standard deviation of 1.182. When asked if they were motivated by the bonus pay they received, 34.5% were neutral, 21.4% strongly disagreed and 20.2% agreed. 16.7% disagreed and 7.1% strongly agreed. The results had a mean of 2.75 with a standard deviation of 1.211.

4.4.2 Pearson Correlation for Compensation Strategies and Employee Performance

Table 4.4 presents the results of correlation analysis between compensation strategies and employee performance. The results reveal that there is a significant but negative correlation between pay and employee performance (R=-.241, p.027<0.05). The results in the table reveal that there is a significant correlation between rewards and employee performance (R=-.326, p.002<0.01). In addition, the results also reveal that there is a significant but negative correlation between organizational motivation and employee performance (R=-.395, p.000<0.01). The results reveal that there is a significant but negative correlation between an organization offering fair rewards and employee performance (R=-.368, p.001<0.01). Also, the results show that there is a significant but negative correlation between salary and performance (R=-.326, p.002<0.01). The results also highlighted that there is a significant but negative correlation between the salary offered and employee performance (R=-.246, p.024<0.05). The results in the table indicate that there is a significant but negative correlation between incentives and performance (R=-.228, p.037<0.05). The results reveal that there is no significant correlation between performance measuring methods and employee performance (R=-.206, p.060>0.05). The table also shows that there is a significant but negative correlation between the bonus pay and employee performance (R=-.275, p.012<0.05). The table also shows that there is no significant correlation between motivation of the bonus and employee performance (R=-.204, p.062>0.05).
Table 4.4 Pearson Correlation for Compensation Strategies and Employee Performance

<table>
<thead>
<tr>
<th>Compensation Strategies</th>
<th>Pearson Correlation Results</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>I receive my pay on a regular basis</td>
<td>-.241*</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>.027</td>
<td></td>
</tr>
<tr>
<td>My organization rewards for good performance</td>
<td>-.326**</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>.002</td>
<td></td>
</tr>
<tr>
<td>I find myself motivated by the organization to put more effort in my performance</td>
<td>-.395**</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>My organization offers fair rewards to the employees</td>
<td>-.368**</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>.001</td>
<td></td>
</tr>
<tr>
<td>The salary I receive motivates me to work for my organization</td>
<td>-.326**</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>.002</td>
<td></td>
</tr>
<tr>
<td>In my organization the salary that I am offered influences my performance</td>
<td>-.246*</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>.024</td>
<td></td>
</tr>
<tr>
<td>Incentives are used to encourage team spirit among employees</td>
<td>-.228*</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>.037</td>
<td></td>
</tr>
<tr>
<td>My organization creates performance measuring methods that include every employee in the company</td>
<td>-.206</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>.060</td>
<td></td>
</tr>
<tr>
<td>I am offered a good bonus pay in addition to my salary</td>
<td>-.275*</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>.012</td>
<td></td>
</tr>
<tr>
<td>I am motivated by the bonus pay I receive</td>
<td>-.204</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>.062</td>
<td></td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

4.5 Career Development Strategies and Employee Performance

The respondents were asked to rate various career development strategies on a likert scale using the following key: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; and 5=Strongly Agree. This part had ten items. The measures were analyzed using percentages for results. The mean shows the strength of particular strategies and any mean below 3.0 indicates that the strategy was not employed/used in the firm. The
standard deviation (STD DEV) was used to determine the degree of difference in responses. The standard deviation of <1.5 indicates that the difference in responses was not high and thus the respondents view were almost the same. All the results for this part are shown in Table 4.5.

4.5.1 Career Development Strategies and Employee Performance

The respondents were asked to give their opinion on if the organization trains its employees to become aware of their skills. In their response, 50% agreed, 17.9% strongly agreed and 13.1% were neutral. 10.7% disagreed and 8.3% strongly disagreed. The results had a mean of 3.58 and a standard deviation of 1.153.

When the respondents were asked if the organization provides its employees with a platform to develop their career, 50% agreed, 17.9% strongly agreed and 21.4% were neutral. 6% disagreed and 4.8% strongly disagreed. The results had a mean of 3.70 and a standard deviation of 0.991.

When asked if they felt motivated by the development plan offered by the organization, 39.3% agreed, 25% were neutral and 14.3% disagreed. Another 11.9% strongly agreed and 9.5% strongly disagreed. The results had a mean of 3.30 and a standard deviation of 1.149.

When the respondents were asked if the training offered in the organization has enabled them to achieve their personal goals and this has added to their contribution to the organization, 31% agreed, 28.6% were neutral and 19% strongly agreed. 15.5% disagreed and 6% strongly disagreed. The results had a mean of 3.42 and a standard deviation of 1.143.

When the respondents were asked if the training offered by the organization has assisted them to increase their effectiveness, 42.9% agreed, 20.2% were neutral and 16.7% strongly agreed. Another 11.9% disagreed, and 8.3% strongly disagreed. The results had a mean of 3.48 and a standard deviation of 1.156.

When the respondents were asked if the organization has maintained the department’s contribution at a level suitable to the organization’s needs, 45.2% agreed, 17.9% were neutral and 15.5% strongly agreed. 13.1% disagreed and 8.3% strongly disagreed. The results had a mean of 3.46 and a standard deviation of 1.156.
When asked if the training has ensured that the organization is ethically responsible to the needs and challenges of the society, 34.5% agreed, 33.3% were neutral and 13.1% equally strongly agreed. 13.1% disagreed, and 6% strongly disagreed. The mean was 3.36 with a standard deviation of 1.060. The respondents were also asked to give their opinion on if the organization treats its employees as its partner in working towards meeting the set goals, 46.4% agreed, 19% strongly agreed and 15.5% were neutral. 11.9% disagreed and 7.1% strongly disagreed. The results had a mean of 3.58 and a standard deviation of
When asked if they are involved in performance analysis in their organization, 32.1% agreed, 22.6% were neutral and 21.4% disagreed. 13.1% strongly agreed and 10.7% strongly disagreed. The mean was 3.15 with a standard deviation of 1.217.

4.5.2 Pearson Correlation for Career Development Strategies and Employee Performance

Table 4.6 Pearson Correlation for Career Development Strategies and Employee Performance

<table>
<thead>
<tr>
<th>Career Development Strategies</th>
<th>Pearson Correlation Results</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization trains me to become aware of my skills</td>
<td>-.364**</td>
<td>84</td>
</tr>
<tr>
<td>My organization provides me a platform to develop my career</td>
<td>-.277*</td>
<td>84</td>
</tr>
<tr>
<td>I feel motivated by the development plan offered by my organization</td>
<td>-.270*</td>
<td>84</td>
</tr>
<tr>
<td>The development training offered by my organization has enabled me to sharpen my skills</td>
<td>-.231*</td>
<td>84</td>
</tr>
<tr>
<td>The training offered in my organization has enabled me to achieve my personal goals and this has added to my contribution to the organization</td>
<td>-.262*</td>
<td>84</td>
</tr>
<tr>
<td>The training offered in my organization has assisted the organization to increase my effectiveness</td>
<td>-.177</td>
<td>84</td>
</tr>
<tr>
<td>The training offered in my organization has maintained the department’s contribution at a level suitable to the organization’s needs</td>
<td>-.217*</td>
<td>84</td>
</tr>
<tr>
<td>Training has ensured that the organization is ethically responsible to the needs and challenges of the society</td>
<td>-.373**</td>
<td>84</td>
</tr>
<tr>
<td>My organization treats me as its partner in working towards meeting the set goals</td>
<td>-.367**</td>
<td>84</td>
</tr>
<tr>
<td>I am involved in performance analysis in my organization</td>
<td>-.299*</td>
<td>84</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (1-tailed)
* Correlation is significant at the 0.05 level (1-tailed)

Table 4.6 presents the results of correlation analysis between career development strategies and employee performance. The results in the table reveal that there is a significant but negative correlation between training and employee performance (R=-.364, p.0.001<0.01). The results in the table reveal that there is a significant correlation
between provision of career development platform and employee performance \((R=-.277, p<0.05)\). In addition, the results in the table reveal that there is a significant but negative correlation between motivation offered by the development plan and employee performance \((R=-.270, p<0.05)\). It was also evident that there is a significant correlation between development training offered and employee performance \((R=-.231, p<0.05)\). The results in the table reveal that there is a significant correlation between training offered and employee performance \((R=-.262, p<0.05)\). The results in the table reveal that there is no significant correlation between employee training and organizational effectiveness as related to employee performance \((R=-.177, p>0.01)\). The results in the table reveal that there is a significant correlation between employee training and departmental effectiveness as related to employee performance \((R=-.217, p<0.05)\). The results in the table reveal that there is a significant correlation between ethical behavior of the organization towards the society and employee performance \((R=-.273, p<0.01)\). The results in the table reveal that there is a significant correlation between being treated as a partner and employee performance \((R=-.367, p<0.01)\). The results in the table reveal that there is a significant but negative correlation employee involvement in performance analysis and employee performance \((R=-.229, p<0.05)\).

**4.6 Chapter Summary**

This section has presented the results of the analyzed data. Frequency percentages have been used to analyze the demographic responses. Means and standard deviations have been used to analyze the likert questions in the study and correlation analysis has been used to determine the strength of the relationship of the study variables. The next chapter presents the discussion of the study and concludes the study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This section concludes the study. It will provide a summary of the study findings. It will also discuss the findings of the study in detail. The chapter will offer the study conclusion as derived from the discussions of the findings. The section will also provide recommendations based on the findings and the knowledge gap identified from the study.

5.2 Summary
The general objective of the study was to determine the effect of employee retention strategies on employee performance at Eagle Africa Insurance Brokers Limited. The objectives of the study were three: to determine the effect of flexible work environment strategies on employee performance, to determine the effect of compensation strategies on employee performance and to determine the effect of career development strategies on employee performance.

The study adopted the descriptive research design. The population under study was the 85 employees of Eagle Africa Insurance Brokers Limited. The sampling technique employed by the study was census given that the total number of the population was small. Primary data was collected using questionnaires. The questionnaire was developed and organized on the basis of the research objectives to ensure relevance to the research problem. The distribution of the questionnaires was scheduled for one week. The study employed the use of statistical frequencies like percentages to analyze the various differences in population demographics. Means and standard deviations were used in the study to determine the strength of various employee retention strategies used by the organization as well as measure the difference in terms of responses given by the population. Correlation analysis was used to determine the strength of the relationship of the study variables.

On the first objective, the study found that the flexible work environment allowed employees to achieve the organizational needs and that the work environment enabled employees to perform better. The results showed that employees were able to control their working time and that the work environment allowed employees to have a better work life
balance. The study results showed that the organization had a low rate of absenteeism and that reduced hours schedule was key factor in employee retention. The study findings showed that the organization practiced job sharing and this was used to enable employees have more time with their families.

With regard to compensation strategies and employee performance, the findings showed that employees receive their pay on a regular basis. The study findings also showed that the organization rewarded employees for good performance. The study findings showed that the respondents found themselves motivated by the organization to put more effort in their performance and it revealed that the organization offered fair rewards to the employees. The study results revealed that the salary received did not motivate the employees to work for their organization and that the salary that was offered to the employees did not influence their performance.

With regard to career development strategies and employee performance, the study findings revealed that the organization trained its employees to become aware of their skills. The study results showed that the organization provided its employees with a platform to develop their career and that the employees felt motivated by the development plan offered by the organization. The study findings revealed that development training offered by the organization had enabled employees to sharpen their skills. The study results showed that training offered in the organization had enabled the employees to achieve their personal goals and this had added to their contribution to the organization.

The study concludes that the work arrangement in the organization did not enable employees to work for the required number of hours and that compressed work weeks could improve the quality of employee’s lives. The employees were not offered a good bonus pay in addition to their salary and that for those who received a bonus, they were not motivated by the bonus pay that they received. The study recommends that the organization needs to look at the working hours of the employees and come up with a schedule that ensure the employees work the required number of hours. Any work done above this should be compensated by the organization in order to maintain the employees’ motivation. The study recommends that the organization employs compressed work weeks which can be used to improve the quality of employee’s lives.
5.3 Discussion

5.3.1 Flexible Work Environment Strategies and Employee Performance

The study showed that the work environment allowed employees to achieve the organizational needs. Shagvaliyeva and Yazdanifard (2014) state that a flexible work environment is one which enables an employee and an employer to make changes to when, where and how one will work to meet the organizational and personal needs in a better way. The study revealed that the work environment enabled employees to perform better. Shagvaliyeva and Yazdanifard (2014) note that flexible work environment give benefits such as better employee performance. The study also showed that employees were able to control their working time. Shagvaliyeva and Yazdanifard (2014) state that flexibility enables employees to be able to control when, where and how much time they spend working.

The study revealed that the work environment allowed employees to have a better work life balance. Shagvaliyeva and Yazdanifard (2014) noted that the use of flexible work environment strategies has a positive impact on the work life balance as well as the overall satisfaction of the employee. The study showed that the organization had a low rate of absenteeism. Shagvaliyeva and Yazdanifard (2014) note that flexible work environment gives benefits such low employee turnover and absenteeism. The study showed that reduced hours schedule was a key factor in employee retention. Beutell (2010) states that reduced hours schedule is important because it facilitates in the retention of key employees in the organization. It is also important because it provides employees flexibility to alter their schedules in response to both work and home demands.

The study revealed that in the organization two people could share one job. Dessler (2012) states that job sharing is a concept that allows sharing of a single full time job by two or more people. Drafke and Kossen (2002) also note that job sharing also refers to a system where employees divide one full time job. The study showed that job sharing was used by the organization to enable employees have more time with their families. Crampton et al. (2003) state that job sharing comes in as a solution to enable employees to juggle their family and work life. The study showed that the work arrangement did not enable employees to work for the required number of hours in less than 5 days. DeNisi and Griffin (2008) state that a compressed work week is defined as an arrangement whereby an employee works for the required number of hours but can do so in less than
five days. The study showed that compressed work weeks can improve the quality of employee’s lives. Hung (1995) notes that compressed work weeks offers some advantages which include improving the quality of employee’s lives.

5.3.2 Compensation Strategies and Employee Performance

The study showed that employees receive their pay on a regular basis. Gomez-Mejia, Balkin and Cardy (2010) state that an employee’s pay is the fixed pay that they receive on a regular basis either in form of a salary or as an hourly wage. The study showed that the organization rewards for good performance. Gomez-Mejia, Balkin and Cardy (2010) note that pay incentives are programs designed to reward employees for good performance.

The study showed that the respondents found themselves motivated by the organization to put more effort in their performance. Atambo, Kabare, Munene and Mayogi (2013) define incentives as something that tends to ignite a person or even calls for more effort to act in a certain manner. According to Breunig, Aas and Hydle (2014), people do respond well to incentives for good performance and to recognition for doing especially good work. The study also revealed that the organization offers fair rewards to the employees. According to Mondy (2008) the equity theory further states that a person is motivated based on what he or she perceives as fair rewards in comparison to what others receive. According to the equity theory, individuals will be motivated to ensure elimination of any perceived inequity. They will strive to ensure equality in the ratios of outcomes to inputs.

The study shows that the salary received did not motivate the employees to work for their organization. Ivancevich (2010) states that even though the absolute level of one’s salary was not related to future performance, relative pay levels made a considerable difference. The study shows that for the employees in the organization, the salary that was offered to them did not influence their performance. Ivancevich (2010) notes that most importantly, the study also showed that how an employee is paid can also influence employee performance. The table shows that incentives are used to encourage team spirit among employees. Atambo, Kabare, Munene and Mayogi (2013) define incentives as something that tends to ignite a person or even calls for more effort to act in a certain manner. According to Breunig, Aas and Hydle (2014), people do respond well to incentives for good performance and to recognition for doing especially good work.
The study shows that the organization creates performance measuring methods that include every employee in the company. Jeffrey, Dickinson and Einarsson (2013) mentioned that to administer an effective incentive pay program, organizations need to create performance measuring methods that can include every employee in the company.

The study shows that employees were not offered a good bonus pay in addition to their salary. Milkovich and Newman (2005) state that bonus pay is a monetary reward given to employees in addition to their fixed compensation, and Joseph and Kalwani (1998) note that bonus pay also has been widely used in organizations to motivate employees’ performance. The table also shows the respondents were not motivated by the bonus pay they received. Finkle (2011) notes that companies use cash bonuses to reward their employees’ performance during the year under appraisal. However, there is an assumption that bonuses motivate employees to increase their performance in the subsequent year. The employees who are awarded huge bonuses expect a repeat in the following year while the performance of those who receive a small bonus may improve.

5.3.3 Career Development Strategies and Employee Performance

The study revealed that the organization trains its employees to become aware of their skills. Bernardin (2010) states that career planning is a deliberate attempt by an individual to become more aware of his or her own skills, interests, values, opportunities, constraints, choices and consequences. The study shows that the organization provides its employees with a platform to develop their career. Baruch (2006) indicates that organizations are now providing a platform for employees to develop their own careers and increase their career satisfaction through development programs. The study shows that the employees feel motivated by the development plan offered by the organization. Fleisher, Khapova and Jansen (2014) states that it is therefore important for organizations to maintain a motivated and committed workforce through a formal career development.

The study shows that training offered in the organization has enabled the employees to achieve their personal goals and this has added to their contribution to the organization. Hirsh and Jackson (2004) state that effective career development support is important not only for individuals but also for the organizations that employ them. Armstrong (2001) also states that individual objectives enable employees to be to achieve their personal goals and in turn increase their individual contribution to the organization.
The study revealed that development training offered by the organization has enabled employees to sharpen their skills. Flippo (1984) mentioned that training is the act of increasing knowledge and skills of an employee for doing a particular job. The study revealed that training offered in the organization has assisted the organization to increase their effectiveness. Saklani (2004) states that employee development programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness.

The study shows that training offered in the organization has maintained the department’s contribution at a level suitable to the organization’s needs. Armstrong (2001) also states that, the functional objective of training is important in maintaining the department’s contribution at a level suitable to the organization’s needs. The study shows that training has ensured that the organization is ethically responsible to the needs and challenges of the society. Armstrong (2001) also notes that the social objectives ensure that the organization is ethically and socially responsible to the needs and challenges of the society.

The study revealed that the organization treats its employees as its partner in working towards meeting the set goals. DeSimone and Harris (1998) states that coaching is defined as a process used to encourage employees to accept responsibility for their performance, enable them achieve and sustain superior performance and treat them as partners in working towards organizational goals. The study also shows that the employees are involved in performance analysis in their organization. DeSimone and Harris (1998) also states that coaching involves performance analysis and also conducting discussions with employees to solve performance related problems and as well to determine the ways in which performance will be enhanced.

5.4 Conclusions

5.4.1 Flexible Work Environment Strategies and Employee Performance

The study concludes that the work environment offered by the organization allowed employees to achieve the organizational needs and that the environment enabled employees to perform better. The study concludes that employees were able to control their working time and that the work environment allowed them to have a better work life balance. From the study, it can be concluded that the organization had a low rate of
absenteeism and that reduced hours schedule was a key factor in employee retention. The organization employed the job sharing strategy and this was used by the organization to enable employees have more time with their families. The study concludes that the work arrangement in the organization did not enable employees to work for the required number of hours and that compressed work weeks can improve the quality of employee’s lives.

5.4.2 Compensation Strategies and Employee Performance
The study concludes that employees in the organization receive their pay on a regular basis. The organization rewards for good performance and the employees found themselves motivated by the organization to put more effort in their performance. The study also concludes that the organization offered fair rewards to its employees and the salary paid to the employees did not motivate them to work for the organization and it did not influence their performance. Incentives were used to encourage team spirit among employees and the organization created performance measuring methods that included every employee in the company. The study concludes that employees were not offered a good bonus pay in addition to their salary.

5.4.3 Career Development Strategies and Employee Performance
The study concludes that the organization trained its employees to become aware of their skills and it provided its employees with a platform to develop their career. The employees felt motivated by the development plan offered by the organization and the development training offered by the organization had also enabled employees to sharpen their skills. The study concludes that the training offered in the organization had enabled the employees to achieve their personal goals and this added to their contribution to the organization. The training offered in the organization had also assisted the organization to increase its effectiveness. The training also had maintained the department’s contribution at a level suitable to the organization’s needs and it ensured that the organization was ethically responsible to the needs and challenges of the society. The study concludes that the organization treated its employees as its partners in working towards meeting the set goals and the employees were involved in performance analysis within the organization.
5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Flexible Work Environment Strategies and Employee Performance

The study recommends that the organization needs to look at the working hours of the employees and come up with a schedule that ensure the employees work the required number of hours. Any work done above this should be compensated by the organization in order to maintain the employees’ motivation. The study recommends that the organization employs compressed work weeks which can be used to improve the quality of employee’s lives.

5.5.1.2 Compensation Strategies and Employee Performance

The study showed that employees were not offered a good bonus pay in addition to their salary. The study therefore recommends that the organization provide bonus pay to the employees. Studies show that companies use cash bonuses to reward their employees’ performance during the year under appraisal and the unspoken expectation is that these bonuses will be a factor in motivating employees’ performance and thus the organization may benefit from offering its employees such rewards.

5.5.1.3 Career Development Strategies and Employee Performance

The study also recommends the organization puts a coaching program in place to ensure that it provides its employees with a mentorship platform. The program should have clear results that bring out the outcome of the coaching engagement. Recognizing the employees’ individual strengths and weaknesses and how they can be improved will ensure that employees own the changes made through the program and thus have a longer effect.

5.5.2 Recommendations for Further Studies

This study has focused on the effect of employee retention strategies on employee performance at Eagle Africa Insurance Brokers Limited. The study focused on flexible work environment strategies, compensation strategies and career development strategies. The study recommends that further studies be carried out that will focus on other strategies as well as identify other factors that affect employee performance. This will build on the study and provide stakeholders with deeper insights on factors that affect employee performance.
REFERENCES


Purcell, J. et al. (2003). *Understanding the people and performance link: unlocking the black box.* London, UK: CIPD.


APPENDICES
APPENDIX I: INTRODUCTORY LETTER

To Whom It May Concern

Dear Sir/Madam,

I am pleased to inform you that I am a graduate student at the United States International University pursuing a Master’s degree in Business Administration. As partial fulfillment of my Degree course, I am conducting a research assessment on the effect of employee retention strategies on employee performance using the case of Eagle Africa Insurance Brokers Limited.

Please note that any information you give will be treated with confidentiality and at no instance will it be used for any other purpose other than for this project. Your assistance will be highly appreciated. I look forward to your prompt response.

Thank you for your cooperation.

Yours faithfully,

Maureen M. Gicho
APPENDIX II: QUESTIONNAIRE

PART I: GENERAL INFORMATION

1. What is your gender?
   □ Male       □ Female

2. You work for which department?
   □ Administration and Human Resource □ Finance and ICT □ Operating Divisions

3. How old are you?
   □ Below 25 years □ 26-35 years □ 36-45 years □ 46-60 years □ 60 above

4. For how long have you worked in this organization?
   □ Below 3 years □ 3-5 years □ 5-10 years □ Over 10 years

5. Generally, the performance of employees in my organization is:
   □ Very Good □ Good □ Average □ Below Average
PART II: FLEXIBLE WORK ENVIRONMENT STRATEGIES AND EMPLOYEE PERFORMANCE

Please tick (√) on the box corresponding to your personal opinion for each statement 5- Strongly Agree  4-Agree  3- Neutral  2 Disagree  1- Strongly Disagree.

<table>
<thead>
<tr>
<th>Flexible Working Environment</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>1. My work environment allows me to achieve the organizational needs</td>
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<td>2. My work environment enables me to perform better</td>
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<td>3. I am able to control my working time</td>
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<td>4. My work environment allows me to have a better work life balance</td>
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<td>5. My organization has a low rate of absenteeism</td>
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<td>6. Reduced hours schedule is a key factor in employee retention</td>
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<td>7. In my organization two people can share one job</td>
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<td>8. Job sharing is used to enable employees have more time with their families</td>
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<td>9. My work arrangement enables me to work for the required number of hours in less than 5 days</td>
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<td>10. Compressed work weeks can improve the quality of employee’s lives</td>
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</table>
PART III: COMPENSATION STRATEGIES AND EMPLOYEE PERFORMANCE

Please tick (√) on the box corresponding to your personal opinion for each statement 5-
Strongly Agree 4-Agree 3- Neutral 2 Disagree 1- Strongly Disagree.

<table>
<thead>
<tr>
<th>Compensation Strategies</th>
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<th>2</th>
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<tbody>
<tr>
<td>1. I receive my pay on a regular basis</td>
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<td>2. My organization rewards for good performance</td>
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<td>3. I find myself motivated by the organization to put more effort in my performance</td>
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<td>4. My organization offers fair rewards to the employees</td>
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<td>5. The salary I receive motivates me to work for my organization</td>
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<td>6. In my organization the salary that I am offered influences my performance</td>
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<td>7. Incentives are used to encourage team spirit among employees</td>
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<td>8. My organization creates performance measuring methods that include every employee in the company</td>
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<td>9. I am offered a good bonus pay in addition to my salary</td>
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<td>10. I am motivated by the bonus pay I receive</td>
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PART IV: CAREER DEVELOPMENT STRATEGIES AND EMPLOYEE PERFORMANCE

Please tick (√) on the box corresponding to your personal opinion for each statement 5- Strongly Agree  4-Agree  3- Neutral  2 Disagree  1- Strongly Disagree.

<table>
<thead>
<tr>
<th>Career Development Strategies</th>
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<tr>
<td>1. My organization trains me to become aware of my skills</td>
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<td>2. My organization provides me a platform to develop my career</td>
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<td>3. I feel motivated by the development plan offered by my organization</td>
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<td>4. The development training offered by my organization has enabled me to sharpen my skills</td>
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<td>5. The training offered in my organization has enabled me to achieve my personal goals and this has added to my contribution to the organization</td>
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<td>6. The training offered in my organization has assisted the organization to increase my effectiveness</td>
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<td>8. Training has ensured that the organization is ethically responsible to the needs and challenges of the society</td>
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<td>10. I am involved in performance analysis in my organization</td>
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THANK YOU FOR TAKING YOUR TIME TO COMPLETE THE QUESTIONNAIRE