

Employee Retention Strategies on Organizational Performance in TransNzoia County, Kenya

Luka Naibei Ngaina^{1*}, Dr. Elizabeth Nambuswa Makokha^{1,2}

¹College of Human Resource Development, Department of Entrepreneurship, procurement, leadership and management.
Jomo Kenyatta University of Agriculture and Technology, P.O. Box 62000 - 00200, Nairobi Kenya

²College of Human Resource Development, Department of Entrepreneurship, procurement, leadership and management.
.Jomo Kenyatta University of Agriculture and Technology, P.O. Box 62000 - 00200, Nairobi Kenya

DOI: <https://doi.org/10.5281/zenodo.8307687>

Published Date: 01-September-2023

Abstract: The purpose of the study was to examine the effect of employee retention strategies on organizational performance. The study was guided by the following specific objective: to examine the effect of employee empowerment on organizational performance in TransNzoia County, Kenya. The study's theories were; self-theory, equity theory, McClelland theory. The study used descriptive research design. The target population of the study was 100 employees in human resource department within County government of TransNzoia. Census was adopted since the target population is small. Data collection instruments was questionnaires. Data collection methods was both primary and secondary. Pilot test was carried out for validity and reliability of research instruments. The data was analyzed using Statistical Program for Social Sciences (SPSS) windows version 23. Multiple linear regression analysis was carried out to examine the effect of retention strategies on employee performance in the county government of TransNzoia, Kenya. Regression analysis was carried out to test the significant levels of one variable to the other in the study. ANOVA was carried out to test the hypotheses of the study. In conclusion basing on the findings, employee empowerment ($\beta = 0.670$) was found to be positively related organizational performance in the County Government of TransNzoia, Kenya. From t-test analysis, the t-value was found to be 4.330 and the p-value 0.000. Statistically, this null hypothesis was rejected because $p < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that employee empowerment affects organizational performance in the County Government of TransNzoia, Kenya. The study came up with a number of recommendations. The study recommends that the county government of TransNzoia should empower employee to perform highly since it plays a significant role in the success and survival abilities of the organization and as it encourages better connection amongst workers and their administrators as well as cultivation of innovation, to offer more thoughts and critical thinking arrangements. Providing employees with the necessary guidance and skills, to enable autonomous decision making (including accountability and the responsibility) for making these decisions within acceptable parameters that are part of an organizational culture. Enable flexibility in the work design of employees and, consequently to improve work-life balance and enhance organizational performance. Employees are at liberty to exert their efforts towards the organizational goals when provided with flexible work environment. provision of equitable salary, effective incentive pay program and bonuses to motivate employees to increase their performance in the subsequent year as it makes them expect a repeat in the following year in expectancy and vice versa. The study will be significant to the government of Kenya, stakeholders, academicians in formulation of different strategies of attracting and retaining talented and qualified employee in the organisation.

Keywords: Employee Empowerment, Organizational Performance.

1. INTRODUCTION

Employees are a crucial resource for any organization, and the company's failure or success is often linked with its ability to attract, retain and reward talented and capable employees appropriately. The retention of skilled employees can be considered an important advantage source for any organization. Nevertheless, while an organization seeks to retain its employees, different challenges also need to be faced (Barney 1991; Pettman 1975; Wernerfelt 1984). Generally, creative employees are encouraged to stay in organizations, while employees who are weak performers with low productivity are encouraged to leave. If it were calculable, companies should retain employees who contribute positively to the value and profit of the company and who also have a higher positive effect on the company. Employee retention, in this case, is preferable to hire a new employee as a substitute for an effective employee as well as taking into account the cost of hiring the new employee. Globally, organizations are facing difficulties especially on retention of the most talented employees. They have no option rather than adopting strategies to enable them retain those employees in the organisation. According to the World Health Organization (2013), global human resources crisis coupled with poor performance of health workers in the health sector in low and middle-income countries is receiving increased global attention. According to Zahargier and Balasundaram (2011), the most treasured asset in any organization are the employees. By engaging employees in cultivating their performance, an efficacious and highly dynamic organization can be achieved. Therefore, in order to sustain the competitive advantage, employees should be able to display total commitment to the performance ethics that are required. To align with great demands, unpredictable business environments as well intense competition, companies are now forced to greatly improve their performance (Muda, Rafiki & Harahap, 2014).

Abeyssekera (2007) in a study evaluated the HR practices like realistic information about job, job analysis, work life balance and career opportunities, supervisor support and compensation and their impact on employees' intentions to leave which resulted that compensation and job analysis have positive impact on employee turnover. Holtom et al. (2008) discussed in this study that the factors that makes the employee for staying and leaving were different. Hay Group (2009) stated that employee engagement includes components such as commitment and discretionary effort. Commitment refers to employees' attachment with an organization and the intent to continue with. Discretionary effort refers to the employees' readiness to leave. It is discussed that these two components must be considered seriously. Taylor (2010) while explaining turnover stated that pull and push factors are to be considered. Positive attraction towards alternative job opportunity is pull factors, in which employees are searching for alternative job opportunities even if they are happy and satisfied. In this circumstance, it is highly essential that employer/management must understand the real value of their employees and identify the reasons for searching or what they are expecting in the current job and this would help to retain the talents. The next important factor is push factors, in which some dissatisfied circumstances are prevailing in the current organization which makes the employee to leave for refining work life. There are several attributes for pull and push factors that need to be identified and focussed more.

Cardy and Lengnick-Hall (2011) conducted a study on retention of employees, which emphasizes more on customer-oriented approach. Employee equity model is the method followed in this research. This study explores more regarding employees' values rather than external factors which have effects on the employees whether to stay or to leave. In other words, this study was centred towards internal factors which makes the employees to stay or leave. Chitra Devi and Latha (2011) conducted a research on employee retention in IT sector. The main aim of the research is to identify why employees are migrating one from companies to another i.e. reasons for migration and to analyse the retention benefits. Discriminate analysis tool was used and resulted that the sector has to focus on compensation, job satisfaction and job security as these were some of the important tools used for retention of employees in organizations. Tripathi et al. (2011) attempted to analyse the problems faced by the professional institutions i.e. private and government institutions and the factors to overcome the difficulties faced by them. Analysis with respect to private and government institutions for Level of job satisfaction, tenure of working, working environment, working hours, job switches and its reasons, faculty loyalty and tenure of service and retention tools were suggested in this study. Pay Dissatisfaction, lack of career growth opportunities, uncomfortable work environment, unsecured job, Loyalty are the factors which determine an attitude in faculties concerning their institutions. The study cited reasons for faculties leaving in existing employment and what made them to stay in the current employment.

Sadaf Zahra et al. (2013) conducted a study in Pakistani Universities and found that compensation, support of the supervisor and work-life policies are some of the key factors in turnover intention and employees consider these a lot when compared

to recognition and rewards. It is concluded that less flexibility and heavy work load affects family life. Apart from these motivation, competitive pay, supervisory support, leadership, programs for career development would reduce intention to leave. Regionally, companies are busy and consistently looking for means of retaining talented and hardworking employees in their organisation. Chartered Institute of Personnel and Development report i.e CIPD (2015) has identified the factors for employee leaving as push and pull factors. Gary Dessler and Biju Varkkey, while discussing a comprehensive approach to retaining employees, stated that after identifying problems of retention, action can be taken to boost employee retention by way of pay rise, hire smart, discuss careers, provide direction, offer flexibility, attractive employee welfare measures, HR practices for high performance, binding contracts and others. Priyanka and Dubey S K (2016) in their study performed exploratory factor analysis using principal component technique. They have identified employee turnover intentions through eight factors such as; quality of management practices, low salary, no career growth opportunity, lack of support from the peer, supervisors and family members, v. little learning opportunities, poor working environment that is. no workplace safety, communication and insecurity in job.

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.

It is very easy to lose an employee than making the same. Talented and qualified employees are very important assets for the company. One of the major drivers for investing in a retention program is the financial impact of recruiting and training valued employees (Abraham, 2007). Job dissatisfaction can be a cause for labor turnover. Labor turnover levels can be very high in organizations with poor working conditions, undesirable jobs, pay inequities and limited opportunities for advancement (Nzuve, 1997). It is therefore of the firm to be able to bring on the table strategies to apply on these employees for the survival of the organisation. Studies have shown that one of the major concerns of any organization in a high-growth business is employee retention (Peterson, 2005). This is because the human resource is the most valuable asset in any organization (Adebayo, 2001; Ejiofor and Mbachu, 2001). So, for the goals and objectives of any organization to be achieved, the importance of effective implementation of adequate employee retention strategies cannot be overemphasized. In order to accomplish their goals, organizations put in place measures to retain their workforce for enhanced performance. However, one major problems facing organizations is on how to retain competent workforce for performance. This problem has deprived many organizations of having in their employment capable workforce needed to achieve their desired goals and objectives (Cascio, 2003; Heneman and Judge, 2003). Where competent employees are available arising from appropriate recruitment strategies of an organization, frequent labour turnover arising from non-provision of adequate employee retention strategies have made it almost impossible for organizations to have in their employment competent staff to carry out the tasks of these establishments (Cascio, 2003). To overcome this negative development, organizations spend a lot of resources to put in place 'well packaged' incentives and 'proper working environment' to enable these staff to contribute meaningfully towards the realization of organizational goals. Despite these measures, the problem still persists in some organizations.

One of the reasons that informed this study has to do with the unique role under-taken by competent workforce in bringing about the realization of the goals and objectives of organizations. In so far as competent employees are necessary for organizational performance, there is the need therefore to identify and examine how best to retain these competent employees for the achievement of the goals and objectives of organizations. Employees are a crucial resource for any organization, and the company's failure or success is often linked with its ability to attract, retain and reward talented and capable employees appropriately. The retention of skilled employees can be considered an important advantage source for any organization. Nevertheless, while an organization seeks to retain its employees, different challenges also need to be faced (Barney 1991; Pettman 1975; Wernerfelt 1984). 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. In the county government of TransNzoia, there has been challenges of high turnover of most talented and innovative employees, lots of discrimination, lack of management support in form of employee growth, low pay, poor working condition, non-inclusivity in making of decision and others. Therefore the study sought to examine the effect the effect of employee empowerment on organizational performance in the County Government of TransNzoia, Kenya.

2. EMPLOYEE EMPOWERMENT ON ORGANIZATIONAL PERFORMANCE

The greatest assets of any organization are its human resource and many resources are spent by organizations in building the capacities of their employees. This is due to the fact that human resource capacity building equips employees to achieve organizational goals and objectives and mandate, Mouallem and Analoui (2014). Employee empowerment is giving employees a certain degree of autonomy and responsibility for decision-making about their specific organizational tasks (Dobre, 2013). It allows decisions be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organization at a certain level. Empowerment is the process of enabling or authorizing an individual to think, behave, take action, and control work and decision making in autonomous ways. It is the state of feeling confident to take control of one's own destiny (Heathfield, 2007). Empowerment has become one of the most salient concepts in modern management theory and practice. Definitions vary, but for the purposes of this study, empowerment is defined as: the process of providing employees with the necessary guidance and skills, to enable autonomous decision making (including accountability and the responsibility) for making these decisions within acceptable parameters that are part of an organizational culture.

Employee empowerment plays a significant role in the success and survival abilities of the organization in this era of globalization. Empowerment gives critical advantages as said underneath improve morale: When employees are empowered, their morale also, certainty enhances, and the association sees a noteworthy pick up in the distinctive features, for example, profitability and dedication. Expanded profitability: Representatives with an interest to the best advantage of the organization increases their role and become more efficient and develop a good working relationship with their managers. Team Unity: Empowerment encourages better connection amongst workers and their administrators. As every observe alternate as commonly profiting by their working relationships. Innovation: Empowerment cultivates innovation, workers will offer more thoughts and critical thinking arrangements when conceivable. This employee empowerment brings a sense of belongingness of the employees together with the employers in the organisation. Empowerment as a demonstration of building, creating and expanding power by working with others, which is called "intuitive empowerment" and has the ability to influence their own behavior, Call "self-empowerment" (Barroso Castro, Villegas Perinan, & Casillas Bueno, 2008). An important aspect for any organization to empower employees is to seek a high level of employee involvement, flexibility, and market response (Aydogmus, Camgoz, Ergeneli, & Ekmekci, 2018). Empowerment and its organizational effects both of the scholars and staff members get enough attention in the past decade (Ali, & Ali, 2018). Psychological empowerment, is consider as "increased intrinsic task motivation", is shown to show people and to improve the performance of individual works (Hechanova, Regina, Alampay, & Franco, 2006).

Environmental changes and increased global competition leads the employee empowerment has a main importance role in management. Because organizations with strong employees, committed, skilled and motivated will be better able to compete and adapt to changes. Furthermore, technology development has caused organizations in twenty century has taken a different form from traditional organizations. In traditional organizations the staff energy managed but in 21 century organizations need to be that the addition of energy, managing the intellectual power and creativity of employees. Under these conditions, hierarchy and controlling methods is not suitable and personnel must show their own initiative and quickly act to solve problems in completely autonomous teams that are playing their role (Maqaly, 2009). A number of studies proposed that to fully build the human resource capacity of the public sector in kenya, empowerment through training of

employee providing inputs and control employee access to information flow are the key requirements to improve job performance. The main goal of employee empowerment is to help the organization achieve its mission and business goals (Pinnington & Edwards, 2000). Essentially, successful managers and owners of the firm, they have a habit of helping the employees feel competent. Furthermore, they usually consider the interests of others (Kouzes and Posner, 2002). Goodly (2008) pre assumed that empowering others are the major leadership improvement initiatives and depends on the type of leadership i.e. servant leaders possess this attribute. The social skills of leaders nowadays are many, but, a notable one is developing others (McCauley and Van Velsor, 2004).

Empowering others is a leaders' ability, which allows them to reinforce and develop their constituents by sharing power and giving visibility and give credit to their employees (Kouzes and Posner, 2002). Empowerment of people is a major contributor to the development of subordinates by allowing them to do extremely well by investing in themselves, even at the risk of making mistakes (Page and Wong, 2000). Servant leadership theory emphasizes empowering employees, serving them and being committed to cultivating them (Page and Wong, 2000; Spear, 2004). Empowering others to act, will lead followers to do a better job, and will aware them about their full Service potential (Kouzes and Posner, 2002). According to Wagner & Hater (2014), an implementation of employee empowerment is an effective way to increasing employee satisfaction, that leads to an increase in loyalty and resulting with an increase in employee by the Global Business and Technology Association retentions ratios. Quality of work produced by happy empowered employees is high and the number of defects and poor services issues is reduced. It is vital for organizations to perceive that, skillful representatives are one of their most noteworthy resources and they will require them to confront test of holding them (Zemke & Schaff, 1990). Worker inclusion and empowerment approaches go for upgrading obligation, expanding expert, and making occupations testing and intriguing to representatives, in view of their capacities and the necessities of the association.

The organization's ability to maintain quality products and services for long-term success is necessary (Anderson, 1995). Dess and Robinson (1984) state that trust this ability is a learnable organizational capability. In the event that the ability to manage elite is a learn capable skill. The execution of businesses (estimated through efficiency, productivity or business pointers) relies upon their practices as for work contracts (García-Sánchez, GarcíaMorales, & Martín-Rojas, 2018). The strain to increase profits has encouraged staff to distinguish and actualize managing methods (Gary, Yetton, & Sterman, 2017). Effectiveness of the process to improve the success, skills and capabilities of both financial and non-financial targets, and improvement in implementation of the process. (Loosemore, & Lim, 2017). Organizations have focus on organizational performance either than individual performance. It also focuses on consolidation of performance measurement and measurement results (ParaGonzález, Jiménez-Jiménez, & Martínez-Lorente, 2018).

It is well known that the companies which know how to use and invest in their resources can grow faster, making from this a business strategy on the emerging markets. This is mainly considered a managerial responsibility and the results depend not only on management's capabilities, but also on the hired employees. We can discuss here about the performance management concept, which is mandatory to be put into practice when referring to the company's most important resource – the employee. Thus, a high performing employee will be targeted to remain within the company as long as possible for the benefits he brings and for the positive image he creates. But together with high performance, also the expectations increase, for both the employee and employer. Employee's performance depends on various factors but the most important factor is training, which enhances the capabilities of employees (Raja, Furqan & Khan, 2011). Employees who have more on the job experience tends to perform better because there is an increase in the both their skills and competencies resulting from more on the job experience (Fakhar & Khan, 2008). The challenges associated with the changing nature of work and the workplace environment is as real for the campus as elsewhere. Rapid change requires a skilled and knowledgeable workforce with employees who are adaptive, flexible, and focused on the future. Hence, to address this challenge requires an 'active and aggressive' intervention on both sides of the labour market (Webster, et al., 2008).

According to Armstrong, 2006 develop a high performance culture, and Gruman and Saks, (2011) consider that performance management is a critical aspect of the organizational efficiency. The performance management is a systematic process of the workload planning and expectations setting, of the continuous performance monitorization, development of the performing capacity, periodically performance evaluation and high performance recommendation (United States Office of Personnel Management, 2001). With respect to employees, Rasch, (2012) concluded in a study that high tech organizations are laying off employees in their developed markets in order to devote capital to these emerging markets. Pitt and Foreman, (1999) talk about performance as resource consumer factor. Thus, the higher performance ambiguity within the employer-employee exchange will increase the negotiation cost. When the exchange object is complex,

the value adding is possible only on long term, and the performance ambiguity increases. Thus, the expectations level and requirements must be defined as clearly as possible and to offer any possible interpretations here, the communication has a huge importance and one must pay a special attention to the ways this is performed, as efficient as possible. To note, according to Massey and Dawes, (2006), one must take into account three variables of communication, for this to be successfully completed: frequency, bidirectionality and quality. The appropriate communication will lead to relationship consolidation. Thus, Schweitzer and Lyons, (2008) highlight the importance of a high value relationship creation between the employees and employers. For this to be possible, those types of potential employees must be identified and recruitment of these persons in an employment relationship, which will develop in benefits for both the employer and employee, fact that will inevitably lead to the increase of the performance. The point is to create a feeling of safety and to reduce the fear of failure. Fear leads to inefficiency and poor performance. The employees must feel secure and this can be accomplished by making sure that they have the necessary and relevant knowledge in relation to their jobs Martensen and Gronholdt, (2006).

Leefflang, (2011) believes that the orientation, organization and operationalization are the three pillars that determine the degree of distinction that firms performing marketing activities can achieve above other firms. Thus, for the employer, the sustainable competitive advantage is created when the employees are instructed and encouraged to use their abilities for creating knowledge, advantage that has as basis the formation of organizational competencies, according to Shahzad et al., (2012), who underlines in the same time that more than 60 studies taken between 1990-2007 have shown that a strong organizational culture has a positive impact over the employee performance. Another author Gounaris, 2005 considers that job satisfaction is an important index of performance measurement as efficiency of the internal marketing strategy of the company, next to in decision making, and Gruman and Saks, (2011) agree that the high degree of the employee commitment leads to performance increase. Similiar Ind, (2007) mentions that those companies that share their earnings with the employees have a higher financial performance in comparison to those that do not do this, as well as those that provide flexible working hours and development programs which encourage the active intellectual participation.

A person's motivation in working can affect his or her performance as well as discipline in work (Pawirosumarto et al., (2017); Nabi et al., (2017); Nadeem et al., (2014); Prophet et al., (2017) and also on organizational performance (Dobre, 2013). Referring to the theory of motivation and the theory of expansion that when a person has a certain purpose, then he will work well and achieve his goals can be achieved. Mike Johnson (2004) in his book "The new rules of engagement" described that one of the utmost organizational battles for the future 10 years and it is the ability of the organization to engage employees to work with the business of the organization successfully. The difference in the character of the internal factor of employees have a different impact also on the performance of the employees themselves and because employees is a part of the organization then employee performance impact on organization performance (Hatane, 2015; Vosloban, 2012).

3. METHOD

The study adopted a descriptive research design. The target population for the study comprised of 100 employees in human resource department within County government of TransNzoia, Kenya. The study adopted census since the population was small. The questionnaire was used as a research instrument in order to analyze the effect of retention strategies on employee performance in TransNzoia County. Both primary and secondary data was used. Pilot testing was undertaken in West pokot by administering 10 questionnaires to respondents. Piloting was carried out to test validity and reliability of the data collection instrument. This study used both descriptive and inferential statistics to analyse the data. The coded data was entered into a computer and the SPSS computer package version 23 was used. The mean and standard deviation, correlation and regression analysis was carried out in order to establish the contribution of each independent variable to the dependent variable. Correlation was used to measure the relationship between the variables' (independent and dependent variables). Regression was used to estimate the average relationship and predict the most likely values of one variable for specified values of the other variable. The function specification for the study was the multiple regression models which basically revealed the significant level of one variable over the other.

4. DISCUSSION

The study sought to examine the effect of employee empowerment on organizational performance in the County Government of TransNzoia, Kenya. The findings are presented in a five point Likerts scale where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree and T=total. Table 4.1 below contains a summary of data relating

to attitude of respondents towards effect of employee empowerment on organizational performance in the County Government of TransNzoia, Kenya. For instance when respondents were asked whether providing employees with the necessary guidance and skills, to enable autonomous decision making (including accountability and the responsibility) for making these decisions within acceptable parameters that are part of an organizational culture. The distribution of findings showed that 50.0 percent of the respondents strongly agreed to the statement that the organisation has very low employee turnover, 30.0 percent of them agreed, 16.0 percent of the respondents were neutral, 4.0 percent disagreed while none of them strongly disagreed. These findings implied that providing employees with the necessary guidance and skills, to enable autonomous decision making (including accountability and the responsibility) for making these decisions within acceptable parameters that are part of an organizational culture.

The respondents were also asked whether employee empowerment plays a significant role in the success and survival abilities of the organization. The distribution of the responses indicated that 41.0 percent strongly agreed to the statement, 48.0 percent of them agreed, 9.0 percent of them were neutral, 2.0 percent of them disagreed while none of them strongly disagreed to the statement. These findings implied that employee empowerment plays a significant role in the success and survival abilities of the organization.

The respondents were also asked whether when employees are empowered, their morale also, certainty enhances, and the association sees a noteworthy pick up in the distinctive features, for example, profitability and dedication. The distribution of the responses indicated that 36.0 percent strongly agreed to the statement, 44.0 percent of them agreed, and 18.0 percent of them were neutral, 1.0 percent of them disagreed while 1.0 percent of them strongly disagreed to the statement. These findings implied that when employees are empowered, their morale also, certainty enhances, and the association sees a noteworthy pick up in the distinctive features, for example, profitability and dedication.

The respondents were further asked whether empowerment encourages better connection amongst workers and their administrators. The distribution of the responses indicated that 44.0 percent strongly agreed to the statement, 43.0 percent of them agreed, 10.0 percent of them were neutral while 2.0 percent and 1.0 percent of them disagreed strongly and disagreed to the statement respectively. These findings implied that empowerment encourages better connection amongst workers and their administrators.

The respondents were further asked whether empowerment cultivates innovation, workers will offer more thoughts and critical thinking arrangements when conceivable. The distribution of the responses indicated that 53.0 percent strongly agreed to the statement, 33.0 percent of them agreed, 11.0 percent of them were neutral, 2.0 percent of them disagreed while 1.0 percent of them strongly disagreed to the statement respectively. These findings implied that empowerment cultivates innovation, workers will offer more thoughts and critical thinking arrangements when conceivable.

Table 4.1: Employee Empowerment on Organizational Performance

Statements on Employee Empowerment	SA	A	N	D	SD
Providing employees with the necessary guidance and skills, to enable autonomous decision making (including accountability and the responsibility) for making these decisions within acceptable parameters that are part of an organizational culture	% 50.0	30.0	16.0	4.0	0.0
Employee empowerment plays a significant role in the success and survival abilities of the organization	% 41.0	48.0	9.0	2.0	0.0
When employees are empowered, their morale also, certainty enhances, and the association sees a noteworthy pick up in the distinctive features, for example, profitability and dedication	% 36.0	44.0	18.0	1.0	1.0
Empowerment encourages better connection amongst workers and their administrators	% 44.0	43.0	10.0	2.0	1.0
Empowerment cultivates innovation, workers will offer more thoughts and critical thinking arrangements when conceivable	% 53.0	33.0	11.0	2.0	1.0

4.1 Inferential Statistics

4.1.1 Pearson Correlation

The study sought to establish the strength of the relationship between independent and dependent variables of the study. Pearson correlation coefficient was computed at 95 percent confidence interval (error margin of 0.05). Table 4.6 illustrates the findings of the study.

Table 4.2: Correlation Matrix

		Organizational Performance
Employee Empowerment	Pearson Correlation	.582**
	Sig. (2-tailed)	.000
	N	90

As shown on Table 4.2 above, the p-value for employee empowerment was found to be 0.000 which is less than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.582, which represented an average, positive relationship between employee empowerment on organizational performance in the County Government of TransNzoia, Kenya.

4.1.2 Multiple Linear Regression

Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the multiple linear relationship between the independent and dependent variables of the study.

4.1.2.1 Coefficient of Determination (R^2)

Table 4.3 shows that the coefficient of correlation (R) is positive 0.231. This means that there is a positive correlation between effect of employee retention strategies and organizational performance in the County Government of TransNzoia, Kenya. The coefficient of determination (R Square) indicates that 53.0% of organizational performance in the County Government of TransNzoia, Kenya is influenced by the employee retention strategies. The adjusted R^2 however, indicates that 13.0% of organizational performance in the County Government of TransNzoia, Kenya is influenced by the effect of employee retention strategies leaving 87.0% to be influenced by other factors that were not captured in this study.

Table 4.3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.231 ^a	.053	.013	.9331610

a. Predictors: (Constant), Employee Empowerment,

4.1.2.2 Analysis of Variance

Table 4.4 shows the Analysis of Variance (ANOVA). The p-value is 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how employee retention strategies affects organizational performance in the County Government of TransNzoia, Kenya. The results also indicate that the independent variables are predictors of the dependent variable.

Table 4.4 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.248	1	1.214	26.001	.268 ^b
	Residual	93.365	89	.993		
	Total	98.613	90			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employee Empowerment,

4.1.2.3 Regression Coefficients

From the Coefficients table (Table 4.9) the regression model can be derived as follows:

$$Y = 39.122 + 0.659X_1$$

The results in table 4.5 indicate that all the independent variables have a significant positive effect on employee empowerment. The influential variable was employee empowerment with a coefficient of 0.659 (p-value = 0.000). According to this model when all the independent variables values are zero, organizational performance in the County Government of TransNzoia, Kenya will have a score of 49.551.

Table 4.5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	39.122	3.712		49.551	.000
Employee empowerment	.659	.134	.612	4.330	.000

4.1.3 Hypotheses Testing

4.1.3.1 Hypothesis One

H₀₁: Employee empowerment does not have a significant effect on organizational performance in the County Government of TransNzoia, Kenya.

From Table 4.5 above, employee empowerment ($\beta = 0.670$) was found to be positively related organizational performance in the County Government of TransNzoia, Kenya. From t-test analysis, the t -value was found to be 4.330 and the ρ -value 0.000. Statistically, this null hypothesis was rejected because $\rho < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that employee empowerment affects organizational performance in the County Government of TransNzoia, Kenya.

5. CONCLUSION AND RECOMMENDATION

In conclusion basing on the findings, employee empowerment ($\beta = 0.670$) was found to be positively related organizational performance in the County Government of TransNzoia, Kenya. From t-test analysis, the t -value was found to be 4.330 and the ρ -value 0.000. Statistically, this null hypothesis was rejected because $\rho < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that employee empowerment affects organizational performance in the County Government of TransNzoia, Kenya.

The study came up with a number of recommendations. The study recommends that the county government of TransNzoia should empower employee to perform highly since it plays a significant role in the success and survival abilities of the organization and as it encourages better connection amongst workers and their administrators as well as cultivation of innovation, to offer more thoughts and critical thinking arrangements

Providing employees with the necessary guidance and skills, to enable autonomous decision making (including accountability and the responsibility) for making these decisions within acceptable parameters that are part of an organizational culture. Enable flexibility in the work design of employees and, consequently to improve work-life balance and enhance organizational performance. Employees are at liberty to exert their efforts towards the organizational goals when provided with flexible work environment. provision of equitable salary, effective incentive pay program and bonuses to motivate employees to increase their performance in the subsequent year as it makes them expect a repeat in the following year in expectancy and vice versa.

REFERENCES

- [1] Abbas, Q., & Yaqoob, S. (2009). Effect of leadership development on employee performance in Pakistan. *Pakistan Economic and Social Review*, 47(2), 269-292.
- [2] Adonis, J. (2006). Building better performance through intrinsic motivation: Call centre helpers - the UK's most popular contact centre magazine. <http://www.callcentrehelper.com/> Accessed 18th April, 2020

- [3] Ahmad, T., Farrukh, F., & Nazir, S. (2015). Capacity building boosts employee's performance. *Industrial and Commercial Training*, 47(2), 61-66.
- [4] Allen, T. D., Johnson, R. C., Kiburtz, K. M., & Shockley, K. M. (2013). Work-family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel Psychology*, 66(2), 345–376. <https://doi.org/10.1111/peps.12012>
- [5] ALDamoe, A. M., Yazam, M. & Ahmed, B. K. (2012). The mediating effect of HRM outcomes (employee retention) on the relationship between HRM practices and Organizational Performance. *International Journal of Human Resource Studies*. 2(1), 2162-2068.
- [6] Al-Mzary, M. M. M., Al-Rifai, A. D., & Al-Momany, M. O. E. (2015). Training and its impact on the performance of employees at Jordanian Universities from the perspectives of employees: the case of Yarmourk University. *Journal of Education and Practice*, 6(32), pp
- [7] Amarakoon, U., Weerawardena, J., & Verreynne, M-L. (2016). Learning capabilities, human resource management innovation and competitive advantage. *The International Journal of Human Resource Management*, 1–31. <https://doi.org/10.1080/09585192.2016.1209228> Anderson, S. (1995). "Organizational Status and Performance: the Case of Swedish Pharmacies." *Public Administration*, 73 (2), 287-301.
- [8] Andersen, M. (2011). The productivity payoff from the corporate lattice. *Harvard Business Review*. Available at <https://hbr.org/2011/02/the-productivity-payoff-from-t/> Anyango, O. J., & Muathe. (2017). Toward a Theoretical Model for Work Reorganization, Employees Welfare, and Organization Performance: A Research Agenda. *The International Journal of Business & Management*, 5(1), pp
- [9] Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323.
- [10] Aragon, M. I. B., Jimenez, D. J., & Valle, R. S. (2014). Training and performance: The mediating role in organizational learning. *Business Research Quarterly*, pp
- [11] Armstrong, M., & Stephens, T. (2005). *The Handbook of Management and Leadership: A Guide to Managing for Results: A Guide to Managing Results*. (Eds.). London, UK: Kogan Page.
- [12] Athar, R., & Shah, F. M. (2015). Impact of Training on Employee Performance (Banking Sector Karachi). *IOSR Journal Business and Management*, 17(11), Ver. 1, pp
- [13] Atambo, W.N., Kabare, K., Munene, C., & Mayogi, N. (2013). The role of employee incentives on performance: a survey of public hospitals in Kenya. *International Journal of Arts and Commerce*, 2(12), 95-109.
- [14] Bansal, S. (2014), "Employee retention strategies", *International Journal of Research in Management and Social Science*, Vol. 22, p. 62.
- [15] Battisti, M., & Vallanti, G. (2013). Flexible wage contracts, temporary jobs, and firm performance: Evidence from Italian firms. *Industrial Relations*, 52(3), 737–764. <https://doi.org/10.1111/irel.12031>
- [16] Bhat, Z. H. (2013). Impact of Training on Employee Performance: A Study of Retail Banking Sector in India. *Indian Journal of Applied Research*, 3(6), pp
- [17] Beardwell, J., & Claydon, T. (2010). *Human Resource Management: A Contemporary Approach*. (6th Ed.). Upper Saddle River, NJ: Pearson-Prentice Hall.
- [18] Berkery, E., Morley, M. J., Tiernan, S., Purtill, H., & Parry, E. (2017). On the uptake of flexible working arrangements and the association with human resource and organizational performance outcomes. *European Management Review*, 14(2), 165–183. <https://doi.org/10.1111/emre.12103>
- [19] Bernardin, H. (2010). *Human Resource Management: An Experiential Approach*. (5th Ed.). New York, NY: McGraw Hill.

- [20] Breunig, J.K, Aas, T.A., & Hydle, K.M. (2014). Innovation Management Practices in Production-Intensive Service Firms. *International Journal of Innovation Management*, 10, 20-15.
- [21] Byars, L.I., & Rue, L.W. (2008). *Human Resource Management*. (9th Ed.). New York, NY: Mc GrawHill.
- [22] Bono, J.E & Judge, T.A. (2003). Self –concordance at work: Towards understanding the motivational effects of transformational Leaders. *Academy of Management Journal*, 46(5): 554 – 571.
- [23] Caillier, J. G. (2016). Does satisfaction with family-friendly programs reduce turnover? A panel study conducted in U.S. Federal Agencies. *Public Personnel Management*, 45(3), 284–307. <https://doi.org/10.1177/0091026016652424>
- [24] Cascio, W. F. (2003) *Managing Human Resources: Productivity, Quality of Work Life, and Profits* (6'h edition). Boston: McGraw-Hill, Irwin.
- [25] Carrell & Dittrich, (2003), effect of employee treatment and equity. *Public personnel management journal* 66 <https://doi.org/10.1200/002000343>
- [26] Cooper, D., & Schindler, P. (2006). *Business Research Methods*. New York, NY: McGraw Hill.
- [27] Cottrell, T. (2011). Moving On: Salaries and Managing Turnover. *The Bottom Line*, 24(3), 187-191.
- [28] Chun, H., Son, M. A., Kim, Y., Cho, E., Kim, J., & Paek, D. (1998). Effect of shift work on worker's health, family and social life at an automobile manufacturing plant. *Korean Journal of Occupational and Environmental Medicine*, 10(4), 587–598.
- [29] Crampton, S., Douglas, C., Hodge, J., & Mishra, J. (2003). Job Sharing: Challenges and Opportunities. *Seidman Business Review*, 9(1), 20-22.
- [30] Curtis, S. and Wright, D. (2001), “Retaining employees—the fast track to commitment”, *Management Research News*, Vol. 24 Nos 8/9, pp. 59-64.
- [31] Dalton, D. R., & Mesch, D. J. (1990). The impact of flexible scheduling on employee attendance and turnover. *Administrative Science Quarterly*, 35(2), 370–387. <https://doi.org/10.2307/2393395>
- [32] De Cuyper, N., De Witte, H. & Van Emmerik, H. (2011). Temporary employment: Costs and Benefits for (the careers of) employees and organizations. *Career Development International*, 16(2), 104–113. <https://doi.org/10.1108/13620431111115587>
- [33] Deci, E & Ryan, R (2002). (eds) *Handbook of self-determination research*. Rochester, NY: University of Rochester Press
- [34] De Menezes, L. M., & Kelliher, C. (2011). Flexible working and performance: A systematic review of the evidence for a business case. *International Journal of Management Reviews*, 13(4), 452–474. <https://doi.org/10.1111/j.1468-2370.2011.00301.x>
- [35] Dessler, G. (2012). *Human Resource Management*. (13th Ed.). New Delhi: PearsonPrentice Hall.
- [36] Dobre, O. I. (2013). Employee motivation and organizational performance. *Review of Applied Socio-Economic Research*, 5(1), pp
- [37] Earle, H. (2014). Building a workplace of choice: Using the work environment to attract and retain top talent. *Journal of Facilities Management*, 2(3), 244-257.
- [38] Emil, M., Jan, B., & Karlsen, T. (2012). An Evaluation of Management Training and Coaching. *Journal of Workplace Learning*, 24(3), 177-199.
- [39] Eurofound (2017). Sixth European Working Conditions Survey – Overview report (2017 update). Luxembourg: Office for Official Publications of the European Communities. <https://doi.org/10.2806/422172>
- [40] Eurostat (2018). Temporary employment in the EU. Available at <http://ec.europa.eu/eurostat/web/products-eurostat-news/-/DDN-20170502-1>

- [41] Finkle, L. (2011). Motivating Employee Performance through Year End Bonuses. Sourced from <http://ezinearticles.com/?Motivating-Employee-PerformanceThrough-Year-End-Bonuse&id.5658825> (Accessed 12/03/2015).
- [42] Fleisher, C., Khapova, S., & Jansen, P. (2014). Effects of employees career competencies development on their organizations. *Career Development International journal*, 19(6), 700-717.
- [43] Flippo, E.B. (1984). *Training is the act of increasing knowledge and skills of an employee for doing a particular job*. (6th Ed.). New York, NY: McGraw Hill.
- [44] Gary, M. S., Yang, M. M., Yetton, P. W., & Sterman, J. D. (2017). Stretch goals and the distribution of organizational performance. *Organization Science*, 28(3), 395-410.
- [45] García-Sánchez, E., García-Morales, V. J., & Martín-Rojas, R. (2018). Influence of Technological Assets on Organizational Performance through Absorptive Capacity, Organizational Innovation and Internal Labour Flexibility. *Sustainability*, 10(3), 770.
- [46] Gberevbie, D. (2010). Strategies for employee recruitment, retention and performance: Dimension of the Federal civil service of Nigeria. *African Journal of Business Management*, 4(8), 1447-1456.
- [47] Gialis, S., & Taylor, M. (2016). A regional account of flexibilization across the EU: The 'flexible contractual arrangements' composite index and the impact of recession. *Social Indicators Research*, 128(3), 105 1121–1146. <https://doi.org/10.1007/s11205-015-1072-9>
- [48] Gill, J., & Johnson, P. (2010). *Research Methods for Managers*. London, UK: Sage Publications Limited. Gomez-Mejia, L.R, Balkin, D., & Cardy, R. (2010). *Managing Human Resources*. (6th Ed.). New Jersey, NJ: Pearson.
- [49] Gupta, C. (2008). *Human Resource Management*. New Delhi: Sultan Chand & Sons
- [50] Hong, E.N.C., Hao, L.Z., Kumar, R., Ramendran, C. & Kadiresan, V. (2012), “An effectiveness of human resource management practices on employee retention in institute of higher learning: a regression analysis”, *International Journal of Business Research and Management*, Vol. 3 No. 2, pp. 60-79.
- [51] Imran, R., Fatima, A., Zaheer, A., Yousaf, I., & Batool, I. (2012). How to Boost Employee Performance: Investigating the Influence of Transformational Leadership and Work Environment in a Pakistani Perspective. *Middle-East Journal of Scientific Research*, 11(10).
- [52] Irefin, P., & Mechanic, M. (2014). Effect of Employee Commitment on Organizational Performance in Coca Cola Nigeria Limited Maiduguri, Borno State. *Journal of Humanities and Social Sciences*, 19(3), 33-41.
- [53] Irum, S., Ahmed, K., & Mehmood, N. (2012). Impact of Training on Employee Performance: A Study of Telecommunications Sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(6).
- [54] Ivancevich, J. (2010). *Human Resource Management*. (11th Ed.). New York, NY: McGraw Hill.
- [55] Iyria, R., Namusonge, G., & Karanja, K. (2014). Effect of talent retention on organisation performance in companies listed in Nairobi Securities Exchange in Kenya. *European Journal of Business and Social Sciences*, 3(1), 47-58.
- [56] International Labour Organization (2011). Working time in the twenty- -first century: Discussion report for the Tripartite Meeting of Experts on Working-Time Arrangements 2011. *Geneva: International Labour Office*.
- [57] Kassahun, T. (2007). Management Practices as Leverages of Employee Performance. *Indian Journal of Industrial Relations*, 42(3), 332-354.
- [58] Kate Hutchings, Helen De Cieri, Tracey Shea (2011) Employee attraction and retention in the Australian Resources Sector, 53(1), 83-101
- [59] Kattenbach, R., Demerouti, E., & Nachreiner, F. (2010). Flexible working times: Effects on employees' exhaustion, work-non-work conflict and job performance. *Career Development Internationa journal*, 15(3): 279–295.

- [60] Kodz, J., Davis, S., Lain, D., Strebler, M., Rick, J., Bates, P., Cummings, J., Meager, N., Anxo, D., Gineste, S., Trinczek, R. & Pamer, S. (2016). Working long hours: *A review of the evidence*. The Institute for Employment Studies, London.
- [61] Kottey, B., & Sharma, B. (2016). Predictors of flexible working arrangement provision in small and medium enterprises (SMEs). *The International Journal of Human Resource Management*, 27(22), 2753–2770.
- [62] Lawler, E.E. (1981). *Pay and organization development*. Reading, MA: Addison-Wesley. Levy, P.S., & Lemeshow, L. (2013). *Sampling of Populations: Methods and Applications*. (4th Eds.). New York, NY: John Wiley & Sons.
- [63] Lee, B. Y., & DeVoe, S. E. (2012). Flextime and profitability. *Industrial Relations journal*, 51(2), 298–316. <https://doi.org/10.1111/j.1468-232X.2012.00678.x>
- [64] Lewis, S. (2003). Flexible Working arrangements: Implementation, outcomes, and management. In C. Cooper, & I. Robertson (Eds.), *International Review of Industrial and Organizational Psychology*, 18, 1–28. <https://doi.org/10.1002/0470013346.ch1>
- [65] Loosemore, M., & Lim, B. T. H. (2017). Linking corporate social responsibility and organizational performance in the construction industry. *Construction management and economics*, 35(3), 90-105.
- [66] Lowery, C.M., Petty, M.M., & Thompson, J.W. (1996). Assessing the merit of merit pay: employee reactions to performance-based pay. *Human Resource Planning*, 19, 26- 31.
- [67] Mahy, B., Plasman, M., & Rycx, F. (2011). Does Wage Dispersion Make All Firms Productive? *IZA Discussion Papers* 5791. IZA: Institute for the Study of Labor. Management Styles and Success. (2014). *Development and Learning in Organizations* , 28 (2), 23-25.
- [68] Mamaghani, F. (2012). Impact of telecommuting on organization productivity. *European Journal of Management*, 12(3), 175–182.
- [69] Markos, S. and Sridevi, M.S. (2010), “Employee engagement: the key to improving performance”, *International Journal of Business and Management*, Vol. 5 No. 12, p. 89.
- [70] Moqali, A. R.; Hassanpoor, A.; Hassanpoor, M. (2009), "The relationship among employees empowerment and organizational commitment in 19 regions of Tehran Education", *Modiriyat Dolati*, Vol. 1, No. 2, pp. 119-132
- [71] Muda, I., Rafiki, A., & Harahap, M. (2014). Factors Influencing Employees’ Performance: A Study on the Islamic Banks in Indonesia. *International Journal of Business and Social Science*, 5(2).
- [72] Nelson, B., & Spitzer, D.R. (2003). *The 1001 Rewards & Recognition Field Book: The Complete Guide*. New York, NY: Workman Publishing Company.
- [73] Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2006). *Human Resource Management: Gaining a Competitive Advantage*. New York, NY: McGraw Hill Irwin.
- [74] Nyamekye, F. (2012). Impact of Motivation on Employee Retention. *Commonwealth executive masters of business administration*, 5(18), 40-55.
- [75] OECD (2012). *Employment Outlook*. Paris: OECD Publishing.
- [76] Omondi, A. & Obonyo, K. (2018). Flexible work schedules: A critical review of literature. *Strategic Journals*, 5(4): 2069-2086
- [77] Ongera, M. R., & Juma, D. (2015). Influence of temporary employment on employee performance. *International Journal of Business and Commerce*, 4(4), 1–37.
- [78] Osibanjo, O., Adeniji, A., Falola, H., & Heirsmac, P. (2014). Compensation packages: a strategic tool for employees’ performance and retention. *Leonardo Journal of Sciences*, 25, 65-84.
- [79] Parker, P.A., & Kulik, J.A. (1995). Burnout, self- and supervisor-related performance, and absenteeism among nurses. *Journal of Behavioral Medicine*, 18, 581-599.

- [80] Perry-Smith, J. E., & Blum, T. C. (2000). Work-family human resource bundles and perceived organizational performance. *The Academy of Management Journal*, 43(6), 1107–1117
- [81] Purcell, J. et al. (2003). Understanding the people and performance link: unlocking the black box. London, UK: CIPD. Putting People First: Employee Retention and Organizational Performance. (2011). Development and Learning in Organizations: *An International Journal*, 25(1), 25- 27.
- [82] Raja, A. G. K., Furqan, A. K. & Muhammad, A. K. (2011). Impact of training and development on organizational performance". *Global Journal of Management and Business Research*. 11(7), 1-7.
- [83] Robbins, S.P, Judge T.A & Vohra, N. (2012). *Organisational behaviour* .14th Edition; India: Pearson Prentice Hall.
- [84] Rudolph, C. W., & Baltes, B. B. (2017). Age and health jointly moderate the influence of flexible work arrangements on work engagement: Evidence from two empirical studies. *Journal of Occupational Health Psychology*, 22(1), 40–58.
- [85] Saklani, D.R. (2004). Quality of Work Life in the Indian Context: An Empirical Investigation. Commerce Department, Shaheed Bhagat Singh College, University of Delhi.
- [86] Salem, I. E., & Abdien, M. K. (2017). Implementation of employee cross-crosstraining during perilous conditions in hotels. *Tourism Management Perspective*, 23(x), pp
- [87] Sandhya, K., & Kumar, P. (2011). Employee retention by motivation. *Indian Journal of Science and Technology*, 4(12).
- [88] Sarah Leidner & Simon, M., Smith (2013) Keeping potential job-hoppers' feet on ground. *Human resource management international digest*, 21, 1, 31-33.
- [89] Sharma, S. (2016). Impact of Training on Employee Performance: Conceptual Study in Context Scandura, T.A., & Lankau, M.J. (1997). Relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction. *Journal of Organizational Behavior*, 18, 377-391.
- [90] Shagvaliyeva, S., & Yazdanifard, R. (2014). Impact of Flexible Working Hours on Work Life Balance. *American Journal of Industrial and Business Management*, 4, 20- 23.
- [91] Shen, J., & Dicker, B. (2008). The impacts of shiftwork on employees. *International Journal of Human Resource Management*, 19(2), 392–405
- [92] Shepard III, E. M., Clifton, T. J., & Kruse, D. (1996). Flexible work hours and productivity: Some evidence from the pharmaceutical industry. *Industrial Relations*, 35(1), 123–139. <https://doi.org/10.1111/j.1468-232X.1996.tb00398.x>
- [93] Shockley, K. M., & Allen, T. D. (2007). When flexibility helps: Another look at the availability of flexible work arrangements and work–family conflict. *Journal of Vocational Behavior*, 71(3), 479–493. <https://doi.org/10.1016/j.jvb.2007.08.006>
- [94] Spreitzer, G. M., Cameron, L., & Garrett, L. (2017). Alternative work arrangements: Two images of the new world of work. *The Annual Review of Organizational Psychology and Organizational Behavior*, 4(1), 473–499.
- [95] Stavrou, E. T. (2005). Flexible work bundles and organizational competitiveness: A cross-national study of the European work context. *Journal of Organizational Behavior*, 26(8), 923–947. <https://doi.org/10.1002/job.356>
- [96] Stavrou, E. T., & Kilaniotis, C. (2010). Flexible work and turnover: An empirical investigation across cultures. *British Journal of Management*, 21(2), 541–554.
- [97] Sturman, M.C., & Short, J.C. (2000). Lump-sum bonus satisfaction: testing the construct validity of a new pay satisfaction dimension. *Personnel Psychology*, 53, 673-700.
- [98] Tamkin, P., & Hillage, J. (1999). *Employability and employers: the missing piece of the jigsaw*. Brighton, UK: Institute for Employment Studies.

- [99] Thomas Wandera, H. (2011). The effects of short-term employment contracts on an organization: A case of Kenya Forrest service. *International Journal of Humanities and Social Science*, 1(21), 184–204.
- [100] Triasmoko et al. (2014). High Performance. *Journal of business administration*, 12,(1), pp.
- [101] Tripathi, B.K., Kshama Ganjiwale, & Babita Agarwal (2011) Faculty retention- A strategic tool for winning competitive edge. *Tecnia Journal of Management Studies*, 5, 2, 91-100.
- [102] Wagner, R. & Harter, J. (2014). 12: *The great elements of managing*. Washington, D.C.: Gallup Press
- [103] Wilson, C. (2011). Developing a Coaching Culture. *Industrial and Commercial Training*, 43(7), 407-414.
- [104] Zahargier, M., & Balasundaram, N. (2011). Factors affecting Employees' Performance in Ready Made Garments (RMGs) Sector in Chittagong,. *Economic Science Series*, 9-15.