

**EFFECT OF EMPLOYEE RETENTION STRATEGIES ON PERFORMANCE OF  
FAST-MOVING CONSUMER GOODS (FMCGs) MANUFACTURERS IN NAIROBI,  
KENYA**

**EMILY MWANGANGI**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION (CORPORATE MANAGEMENT) IN THE SCHOOL OF  
BUSINESS AT KCA UNIVERSITY**

**DECEMBER, 2022**

**DECLARATION**

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

Emily Mwangangi

Reg. No. 14/04485

Signature.....

Date.....

I do hereby confirm that I have examined the master’s dissertation of

Emily Mwangangi

And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed

Signature.....

Date.....

Dr Gladys Bunyasi

Lecturer

KCA University

## ABSTRACT

Good retention strategies have been said to lead to improved performance of an organization. the employee retention strategy program of a company therefore should help it in the realization of its corporate strategy for performance improvement. Notwithstanding the widely appreciated effect that strategies of employee retention have on organizational and employee performance, many organizations have not been able to put them in place. The education overall goal was to determine how employee retention strategies affect performance of fast-moving consumer goods (FMCGs) manufacturers in Nairobi, Kenya. The following were the specific objectives; to determine the effect of career advancement, financial compensation, recruitment and working Condition on performance of fast-moving consumer goods (FMCGs) manufacturers in Nairobi. The theories informing the study included; herzberg's two factor theory, equity theory and theory of work adjustment. This research adopted mixed both the qualitative and quantitative research design. Therefore, the target population was 51 fast moving good companies in the county of Nairobi. Census approach was applied in the research. All the 51 human resource and operations managers of FMCGs was therefore included the study. Primary data was used by the study. The polls were managed by the specialist to willing respondents to acquire data for the exploration. Statistical Package for Social Sciences (SPSS) computer software was used. Descriptive and inferential statistics were used. Outcomes displayed that there was a positive and critical connection amongst career advancement and performance of fast-moving consumer goods (FMCGs) manufacturers. Further, there was a positive and critical connection amongst financial compensation and performance of FMCGs. In addition, there was a positive and critical connection amongst recruitment process and performance of FMCGs. Additionally, there was a critical connection amongst working condition and performance of FMCGs. The study concluded that grant and are accessible for all employees to all workers in the FMCGs firms. In addition, the study concluded that most FMCGs firms in Kenya have scholarships for their employee. The study also concluded that there was a and critical connection amongst financial compensation and performance of FMCGs. Further, most applicants in the FMCGs organization are completely educated with regards to the capabilities needed for the work prior to being recruited. The researcher proposes relevant endorsement mentioning info from investigation outcomes in line with specific objectives of the research. The research therefore recommends that representative maintenance rehearses that the review completed be embraced to further develop execution of the organizations in the FMCGs as well as the whole manufacturing sector.

**Key Words:** *career advancement, financial compensation, recruitment, working condition*

## **ACKNOWLEDGEMENT**

I would also like to specially acknowledge my supervisor Dr Gladys Bunyasi, who has guided me tirelessly through the research project. His guidance is invaluable.

I would like to acknowledge my family members, friends and colleagues whose help made it feasible for me to go through the scholarly world interaction effectively.

**TABLE OF CONTENTS**

**DECLARATION..... ii**

**ABSTRACT..... iii**

**ACKNOWLEDGEMENT..... iv**

**TABLE OF CONTENTS ..... v**

**LIST OF TABLES ..... x**

**LIST OF FIGURES ..... xi**

**ACRONYMS AND ABBREVIATIONS..... xii**

**TERMS AND DEFINITION ..... xiii**

**CHAPTER ONE ..... 1**

**INTRODUCTION..... 1**

    1.1 Background of the Study ..... 1

    1.2 Statement of the Problem..... 6

    1.3 Research of the Study ..... 8

    1.4 Research Questions..... 9

    1.5 Justification of the Study ..... 9

    1.6 Significance of the Study ..... 10

1.7 Scope of the Study .....	11
<b>CHAPTER TWO .....</b>	<b>12</b>
<b>LITERATURE REVIEW .....</b>	<b>12</b>
2.1 Introduction.....	12
2.2 Theoretical Review .....	12
2.3 Empirical Review .....	17
2.4 Conceptual Framework.....	37
2.5 Operational Definition of the Variables.....	38
2.6 Research Gaps.....	39
<b>CHAPTER THREE .....</b>	<b>41</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>41</b>
3.1 Introduction.....	41
3.2 Research Design .....	41
3.3 Target Population.....	42
3.4 Sample Size.....	42
3.5 Data Collection Instrument .....	42
3.6 Data Collection Procedure .....	43

3.7 Pilot Test Study.....	43
3.8 Data Analysis .....	44
3.9 Diagnostic Tests.....	45
3.10 Ethical Consideration.....	46
<b>CHAPTER FOUR.....</b>	<b>47</b>
<b>FINDINGS AND DISCUSSIONS.....</b>	<b>47</b>
4.1 Introduction.....	47
4.2 Response Rate .....	47
4.3 Pilot Results .....	47
4.4 Demographic Results .....	48
4.5 Descriptive Results .....	51
4.5 Diagnostic Tests.....	62
4.6 Inferential Statistics .....	64
<b>CHAPTER FIVE .....</b>	<b>71</b>
<b>CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>71</b>
5.1 Introduction.....	71
5.2 Summary of the Findings.....	71

5.3 Conclusions of the Study .....	73
5.4 Recommendations of the Study .....	74
5.5 Areas for Further Studies .....	75
5.6 Limitation of the Study .....	76
<b>REFERENCES.....</b>	<b>1</b>
<b>APPENDICES .....</b>	<b>12</b>
Appendix I: Fast-Moving Consumer Goods (Fmcgs) Manufacturers in Nairobi, Kenya	
12	
Appendix II: Introduction Letter.....	13
Appendix III: Questionnaire .....	14

## LIST OF TABLES

Table 2.1: Operationalization of Variables .....	39
Table 4.1: Response Rate.....	47
Table 4.2: Reliability Results.....	48
Table 4.3: Career Advancement .....	52
Table 4.4: Financial Compensation .....	55
Table 4.5: Recruitment.....	57
Table 4.6: Working Conditions.....	59
Table 4.7: Performance .....	61
Table 4.8: Multicollinearity .....	63
Table 4.9: Correlation Results .....	65

## LIST OF FIGURES

Figure 2.1: AMO Model .....	17
Figure 2.1: Conceptual Framework .....	38
Figure 4.1: Gender of the Defendants.....	49
Figure 4.2: Education Level.....	50
Figure 4.3: Age of the Respondents.....	51
Figure 4.4: Normality Tests .....	63
Figure 4.5: Heteroskedasticity .....	64

## ACRONYMS AND ABBREVIATIONS

FMCG	Fast Moving Consumer Goods
HR	Human Resource
ROE	Return on Asset
ROA	Return on Asset

## TERMS AND DEFINITION

**Career Development:** this pertains to planning and shaping people's path within the organization towards career progression (McKenna & Beech, 2008).

**Compensation:** this is defined as the function of human resource management concerned with individuals' reward which they receive in exchange for executing organizational tasks (Ivancevich, 2010).

**Performance:** this is quantification of an action's efficiency and effectiveness. the achievement of Performance is attained through the comparison of the worth created by the firm by use of their assets to the owners expected value.

**Employee retention:** is the way of encouraging workers to stay within the firm for a long duration (Sandhya & Kumar, 2011).

**Work Environment:** this refers to all the factors acting and reacting on the employee's mind and body (Gupta, 2008).

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter comprehensively outlined the study background, the problem statement, the objectives of the study, research scope and the significance of the study.

#### **1.1 Background of the Study**

Employee retention is a very critical matter today within competitive organizations. This is because workers are valuable assets in any organization. According to Mokaya (2014) one of the organizations interest is to concentrate its efforts on retaining their talented workforce as well as minimizing on the recruitment of new workforce. It therefore requires skillful and knowledgeable guidance to obtain this in a challenging environment. Sandhya and Kumar (2011) further argued that retaining top workers will enhance frequent outputs through products and services.

Therefore, so as to improve the organization performance its crucial for the organizations to adopt and create employee retention strategies. Sultana, Irum, Ahmed and Mehmood (2012) argued that employers ought to come up with techniques that emphasis on retention of employees in order to increase execution. This is due to performing employees are the keystone of performance. In addition, Kottolli (2010) established that retaining of employees increases organizational performance.

In addition, retention of employees enhances new employees to remain within the firm. Employees who have worked for a long duration are said to be more effective and efficient in their duties. Kottolli (2010) further argued that seasoned employees in an organization are well

acquainted with how the job is done. In addition, employee retention helps firms save on various costs. Some of these costs include; training costs, replacement costs, hiring costs, productivity costs and efficiency cost. Once these costs are minimized, it will result to improved performance.

On the global level, Nour, Almahirah, Said and Freihat (2018) indicated that various employee retention strategies enhanced performance of organizations. The FMCG have been on the rise in Jordan. The companies have invested on employee retention strategies which enhances their productivity.

In India, the Fast-Moving Consumer Goods FMCG industry began to shape during the last fifty odd years. The FMCG sector is a cornerstone of the Indian economy. This sector touches every aspect of human life. Indian FMCG market has been divided for a long time between the organized sector and the unorganized sector. According to Perpetuity Research & Consultancy International (2016), fast moving consumer goods companies have been recording increase in performance due to the enhancement of the employee retention strategies.

In Nigeria, the fast-moving consumer goods sector is unarguably one of the biggest industries. Lagos Business School (2016) noted that 71% of the FMCG firms' have been recording loses and thus have to find ways of minimizing cost of production such as to remain competitive in the industry. Enemu and Olateju (2021) indicated that there are many factors that affect employee performance like working conditions, worker and employer relationship, training and development opportunities, job security, and company's overall policies and procedures for rewarding employees

In many FMCG organizations in Uganda there is still high rate of employee turnover across which comes with the negative impact towards the organization performance but organizations take employee turnover as a mean of reducing on the organization's expenditures yet in the actual sense they are losing competent and skilled labour force (Vicky, 2016). Most FMCG companies have therefore been investing in employee retention strategies so as to boost their performance (Adam, 2018).

The Kenya's FMCG has been encountering quicker development over the most recent couple of many years. The development of the business has brought about many organizations, both neighborhood and unfamiliar entering the business to take a portion of the market (Wasamba, 2008). Like in different nations, a portion of the previous Kenyan FMCG monsters are confronting difficult situations because of expanded rivalry and innovative progressions that have delivered a portion of the items old (Wasonga, 2012). This has led to most employees to leave their jobs to other sectors (KAM, 2017). There is also a challenge poor performance making some firms to exit the market. For example, Eveready East Africa, which was once a forerunner in FMCG in Kenya, imploded and left the Kenyan market because of significant expenses and horrible showing (KAM, 2017).

### **1.1.1 Employee retention strategies**

Employee retention is the process where there is full encouragement of the workers to stay longer in the organization (Sandhya & Kumar, 2011). Phillips and Connell (2003) also defined employee retention as the percentage of workers remaining in a firm. On the other hand, employee retention strategies may be explained as the set, means or plans of decision-making behavior

adopted by firms to effect the retention of their competitive personnel for employee performance improvement (Gberevbie, 2010).

For employee retention to be effective in an organization, the employers need an organized effort to form an environment that motivates current workers to continue working for their organization by coming up with practices and policies that meet their various needs. Strong retention therefore forms a strong tool of recruitment. Issues of employee retention such as investment, time and training are considered when recruiting of a new worker. These workers are therefore very important to the firm because their value is fundamentally intangible in the organization and cannot be replicated easily (Sandhya & Kumar, 2011). Cherono (2012) found that workers will remain and work in a firm so as to ensure that the organization achieves its goals is successful only when there is proper employee retention strategies' adoption and implementation.

Examples of strategies of employee retention include; working condition, compensation, career advancement and recruitment and orientation (Sandhya & Kumar, 2011).

According to DeNisi and Griffin (2008) an adaptable workplace is one which empowers a representative and a business to make changes to when, where and how one will attempt to meet the authoritative and individual necessities in a superior manner. Results from past investigations portray that a thankful methodology, affected through a working and learning environment that is grateful, impacts the exhibition of a worker emphatically (Visser, 2001; Van Hamme, 2009; Christiaensen et al., 2009; Verheijen & Dewulf, 2004). According to Dessler (2012), career development refers to the lifelong activity series which contributes to the exploration of an

individual's vocation, foundation, satisfaction and achievement. Associations are currently giving a stage to representatives to foster their own professions and increment their career fulfillment. Eyster et al. (2008) outlined that the flexibility of a job as well as embracing life options and career, is a key incentive for employees. Studies show that employers that allow more flexibility in jobs that comprise of flexible life and career options have good organizational performance than those who do not (Eyster, et al.; 2008 Boomer Authority, 2009)

The last strategy is recruitment. The way in which firms recruit and orient workers on the job in the first days is of crucial importance in retaining workers in the long run. Inability to recruit and orient employees effectively imposes significant costs of separation and replacement along the way (Gicho, 2015).

### **1.1.2 Performance**

Chen (2012) explains performance as the input's transformation into outputs for the attaining specific outcomes. Performance involves the organization fulfilling its objective through a persistent rededication to achieving results, strong governance and effective management. Performance refers to a sum total of the activities or investment done in an organization in a particular time period (Mokaya, 2014).

Measures of performance can be non-financial or financial. The two are applied in competitive firms in the business environment that is dynamic. Financial measures of performance in an organization include; growth revenue, return on sales, return on assets, return on equity, return on capital employed and return on investment. Growth revenue is defined as the sum total of the company's money collected from the sale of goods in a given time which is computed before the

subtraction of the expenses. Organizational performance non-financial measures include; advertising impressions served traffic-page views' web-performance track variations as well as users that are unique (Mols, 2010).

### **1.1.3 Fast-Moving Consumer Goods Companies (FMCGs)**

FMCG refers to products which are vended rapidly at comparatively low rate. Generally, FMCG examples include a vast range of consumer products that are frequently purchased such as soap, cosmetics, toiletries, shaving products, teeth cleaning products and detergents, along with various non-durables such as plastic goods light bulbs, batteries, glassware and paper products. They may as well include pharmaceuticals, consumer electronics, drinks and packaged food products despite these being often separately categorized (Njambi & Katuse, 2013).

FMCG is one of the major and most noteworthy segments in Kenya's economy. In recent years, a dramatic growth has been experienced in Kenya's FMCG sector; the consumer durables segment has also evidenced improvements both qualitatively and quantitatively. Most companies deal with FMCG with an aim of making revenues from the different markets. There are 20 FMCG companies in Kenya which are operating in the County of Nairobi. This research will focus on all the 20 FMCG companies.

### **1.2 Statement of the Problem**

Good retention strategies have been said to lead to improved performance of an organization. the employee retention strategy program of a company therefore should help it in the realization of its corporate strategy for performance improvement. Notwithstanding the widely

appreciated effect that strategies of employee retention have on organizational and employee performance, many organizations have not been able to put them in place (Gicho, 2015).

Kenya is the second in African region retail economy. South Africa is the first retail economy in Africa. FMCGs are highly supported in Kenya since more than 30% of Kenyans do their shopping in retail outlet. There is thus potential for the FMCGs makers in Kenya, however, in the new occasions, some FMCGs manufacturers have recorded decline in performance. For example companies like Cudbury Kenya which closed down its Nairobi branch because of low profits (RoK, 2014). Others firms which include Eveready believed that it is hard to adjust in the market of Kenya and have observed their advantage go down by fifty seven percent (Kandie, 2014). In addition, Proctor and Allan company profits condensed by 3% in 2017 from 2018. The declining performance has been associated with poor compensation of employees, delay of salaries, poor working conditions (Jepherson, Ngugi & Moronge, 2021). Cherono (2012) argued that it's difficult to achieve the desired performance without enacting good strategies of employee retention.

Global studies on employee retention and employee performance include; Sarinah, Gultom and Thabah (2016); Sandhya and Kumarxsxz (2011) studies were done in other countries thus presenting a scope gap. Past studied have been done in Kenya but little is known on effect of employee retention strategies on FMCGs firm's performance in Nairobi, Kenya. Gicho (2015); Mokaya (2014); focused on employee retention and employee performance in different organizations thus presenting a scope gap. Ojwang (2014) studied on the influence of strategies of promotion on the fast-moving consumer good industry performance in Kenya's Nairobi County.

Findings from the study showed that the organization rewarded employees for good performance. The study left out the aspect of employee retention thus showing a conceptual gap. None of the past studies majorly focused on employee retention strategies by Nairobi's Manufacturers of fast-moving consumer goods (FMCGs). In addition, as indicated above there are records of poor employee performance of most manufacturing firms in Nairobi. Therefore, the current research was determined employee retention strategies on fast-moving consumer goods (FMCGs) Manufacturers firms' performance in Nairobi, Kenya

### **1.3 Research of the Study**

#### **1.3.1 General research objectives**

The study sought to assess the influence of employee retention strategies on fast-moving consumer goods (FMCGs) manufacturers performance in Nairobi, Kenya

#### **1.3.2 Specific research objectives**

The following were the specific objectives;

- i. To assess the influence of career advancement on performance of FMCGs manufacturers in Nairobi, Kenya
- ii. To find out the effect of financial compensation on performance of FMCGs manufacturers in Nairobi, Kenya
- iii. To assess the effect of recruitment process on performance of FMCGs manufacturers in Nairobi, Kenya
- iv. To examine the effect of working Condition on FMCGs manufacturers performance in Nairobi, Kenya

## **1.4 Research Questions**

The following were the research questions;

- i. What is the effect of career advancement on FMCGs manufacturers' performance in Nairobi, Kenya?
- ii. How does financial compensation affect the manufacturers of FMCGs performance in Nairobi, Kenya?
- iii. Does recruitment process affect FMCGs manufacturers' performance in Nairobi, Kenya?
- iv. What is the influence of working condition on FMCGs manufacturers performance in Nairobi, Kenya

## **1.5 Justification of the Study**

Fast moving consumer goods companies have an objective of making profits. However, most Fast-moving consumer goods companies have been undergoing serious performance problems with most of them making serious losses. In addition, there has been a lot of complaints from the employees on bad working conditions, delay of payment amongst others. There is therefore need to determine whether employee retention strategies have a significant effect on performance of the Fast-moving consumer goods companies.

In addition, researchers that have researched in the past have majorly focused on effect of employee retention on performance of different companies and not Fast-moving consumer goods companies. Other studies that have focused on performance of fast-moving consumer goods in Kenya have not linked employee retention to performance. There is therefore need to determine

the influence of employee retention strategies on fast-moving consumer goods (FMCGs) manufacturers performance in Nairobi, Kenya.

## **1.6 Significance of the Study**

### **1.6.1 Management of fast-moving goods companies**

The study might be of significance to the management of fast-moving goods since it will help them to understand the role of employee retention strategies on performance of their organization at large. The management of the organization might also be in a position to isolate and analyze the needs of retaining their employees and look for ways and means of understanding of employee needs. The information obtained might enable top leadership and other support institutions to identify the major challenges that employees face by unsatisfactory employee retention strategies.

### **1.6.2 Employees of fast-moving goods companies**

The study might also be of importance to the employees of fast-moving goods. The employees might understand challenges that limit their performance. Moreover, it might enable employees to analyze their motives and expectations and establish their role attaining job satisfaction and improving on workplace performance.

### **1.6.3 Researchers and Academicians**

The investigation might also be of significance to the researchers. Researchers who are studying on areas related to strategies of employee retention and performance might also be able

to obtain relevant information. The gathering of such information might help build the body of research within the area of performance and employee retention strategies.

### **1.7 Scope of the Study**

The research sought to determine the effect of employee retention strategies on FMCGs manufacturers' performance in Nairobi, Kenya. This research paid attention to 9810 employees working with Manufacturers of fast-moving consumer goods (FMCGs) in Nairobi, Kenya. The study was conducted in 2019.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The models that updated the study was presented in this chapter. It also presented the past literature with regard to effect of strategies of employee retention and performance. A conceptual framework explaining the variable relationship is also presented. The chapter also outlined the definition of operational terms as well as the research gaps.

#### **2.2 Theoretical Review**

In this section, the theories informing the study were discussed. These includes; herzberg's two factor theory, equity theory and theory of work adjustment.

##### **2.2.1 Herzberg's two factor theory**

The hypothesis was put across by Herzberg's (1959). The theory proposed that workers explain experience of satisfaction in terms of intrinsic factors to the job content itself (Ramlall, 2004). The theory further argues that the motivation of employees is majorly through internal values which are also known as characteristic rewards instead of qualities that are outside, otherwise called outward rewards (Namusonge, 2012). Natural prizes incorporate accomplishment, obligation, professional success, acknowledgment, and development. Then again, extraneous prizes are pay, organization approaches, associate connections and the executives styles and work environment. The theory further argued that the factors that lead to job

dissatisfaction differ from those that lead to job satisfaction and thus supervisors should eliminate the factors contributing to job dissatisfaction (Ramlall, 2004).

As a key motivational tool, Herzberg's hypothesis advocates the strong need for job enrichment. The sole way to create job satisfaction and boost motivation is making the job more fascinating and improving such things as recognition, achievement opportunities, advancement and responsibility (Molander, 1996). Torrington (2008) also argues that the presence of the two factors leads to performance improvement notwithstanding exertion with respect to the work occupant. People's feelings about their job are directly influenced by these factors.

Current review on the theory had indicated that the highlights that lead to the disappointment and fulfillment of representatives are comparative. The elements that are significant for disappointment and fulfillment are acknowledgment, accomplishment and obligation. Be that as it may, issues like safety, working situations and safekeeping are less significant. Likewise, this speculation has laid little accentuation on the relationship among disappointment and inspiration (Stello, 2011).

This study was anchored on the current study. This is because it focuses on the influence of intrinsic as well as extrinsic factors which are the strategies of employee retention in the study. The theory explains the importance of reward, recognition, career advancement which form the study's independent variables. The theory explains how these strategies motivate the employees which lead to better employee performance in an organization.

### **2.2.2 Equity Theory**

The hypothesis seeks to determine whether resource distribution to both relational partners is fair as described by Adams (1960). Measurement of equity is by the comparison of the contributions ratio and the benefits which form each person rewards. our perceptions of fair treatment form the basis of the equity theory (Huczynski, 2010). To receive equitable treatment is to receive reasonable treatment in contrast with different gatherings of laborers. Stephens (2005) on the side of value hypothesis insinuated that individuals are all around persuaded in case they are impartially treated and demotivated if unjustly treated. Job satisfaction may result from this thus boosting morale. It is the role of the top management to treat workers fairly if retention is expected.

The hypothesis argues that individuals are highly motivated by the urge to have a balance amongst insight of their contributions and their financial compensation. In addition, it holds that when a person experiences an inequity, tension develops in the person's mind and as a result, the person will be more inclined to reduce or eliminate the perceived tension and as well as the perceived inequality (Noe, Hollenbeck, Gerhart & Wright, 2006).

Equity theory further states that an individual is motivated on the basis of 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). Since the theory informs financial compensation which is one of the independent variables it therefore relates to this study.

Be that as it may, Equity hypothesis has been condemned. The significant test of value hypothesis is that it has not considered the individual contrasts. Along these lines, further examination should be done to expand the affiliation. Likewise, the theory just considers the last rewards however the systems that produce the last rewards are not clarified (Disley, Hatton & Dagnan, 2009).

The theory was therefore important to his investigation since it is linked to financial compensation which was an independent variable in this study. The theory shows that employees are motivated by the compensation strategies laid by the organization and this enhances the organization performance.

### **2.2.3 Theory of work adjustment**

This hypothesis was created by Dawis (1992). The theory stretches a model for speculating the systems administration of individuals and workplace and it is viewed as an individual climate system perfect which is a corresponding connection (Swanson, 2013).

This theory has been positively associated with psychological research in view of its anxiety for fulfillment (Swanson, 2013). Fulfillment advances worker prosperity and forestalls work pressure. The speculation is likewise worried about genuine occupation execution. Dawis (2005) contended that the coordinating of individual requirements to the workplace expands work fulfillment for a representative prompting further developed work execution. Hereafter, there must be a articulate change of scholastic workers opts to their workplace for them to accomplish

successfully at their jobs. This includes suitable profession wanting to empower an incredible fit among them and their workplace.

According to Dawis (2005), TWA therefore looks to clarify vocation advancement and fulfillment as far as individual climate correspondence, and it offers vocation direction experts a format to find section focuses to help people with profession decision and change concerns. In the meantime, the TWA recommendations are testable in multifaceted settings, despite the fact that a large number of the instruments created to operationalize the TWA factors were created in the USA and ought to be approved in different societies prior to being utilized.

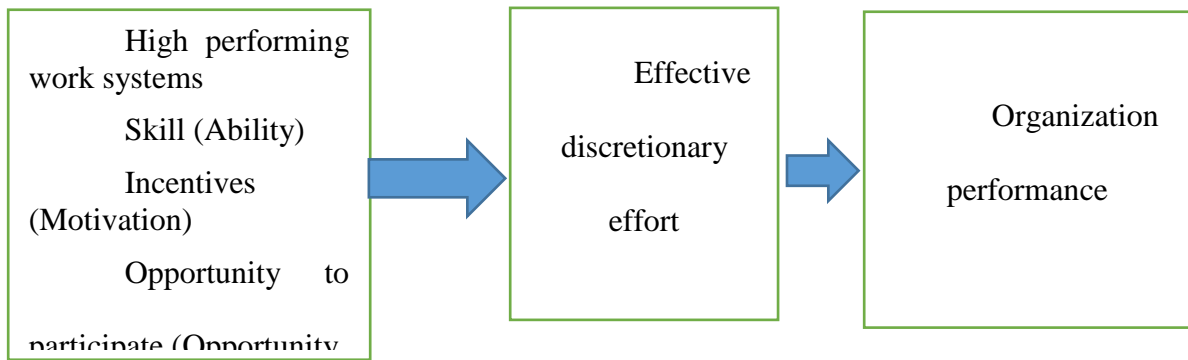
This theory is relevant to the working condition variable. This is because the theory shows that workers requires a good place as their place so as the can accomplish their objectives in the organization successfully.

#### **2.2.4 AMO model**

This theory was proposed by Appelbaum, (2000) as cited by (Bray et al., 2016). AMO is an acronym with A standing for abilities i.e. individual skills necessary to perform, M- standing for motivation i.e. the will of the representative to perform, freedoms to pay advantages, and motivating forces, O-freedom to elevate O-Opportunity to perform: Work independence, decentralization of dynamic, worker association in strategy improvement studio, cooperation. Considering the AMO model, according to Boxall and Purcell, individuals perform better when they can accomplish something (can do the work since they have fundamental information and abilities), have the inspiration to accomplish that work they need, and their workplace offers the necessary help and method for articulation.

The AMO model suggests that critical HR goals are contributed by HRM for example labour flexibility and productivity. This relationship is mediated by employee attitudes and behaviors (Bray, 2016). HR practice plays a greater role in affecting employee attitude, employee commitment and motivation).

The theory is relevant for this study since more emphasis on independent variables which are associated with this study for example employee involvement in policy development workshop, opportunities for career advancement and training. From this study career advancement opportunities are ways of workers motivation which enhances their productivity.



**Figure 2.1: AMO Model**

**Source: Appelbaum et al (2000)**

### **2.3 Empirical Review**

This is a section that provided key related literature materials on the subject matter of employee retention strategies and performance. The specific employee strategies included; career advancement, financial compensation, recruitment, working condition.

### **2.3.1 Career advancement and performance**

Mamy, Shabbir and Hasan (2020) focused on the influence of training and development on employee performance in Dhaka Bangladesh. The study was descriptive. The outcomes acquired demonstrate that preparation have a reasonable constructive outcome on the exhibition of representatives. The aftereffects of this review can be valuable to Human asset directors, human asset strategy chiefs, just as government and scholarly establishments. The study was done in Bangladesh while the current study was done in Kenya.

Arokiasamy (2011) studied career advancement's academic predictors in Malaysian public institutions. The review embraced a connection study in researching the impact of hierarchical and individual elements on professional success. The review set up that hierarchical help, informal community and tutoring were significant supporters of professional success of scholastics. The study was done in Malaysia while the current study was done in Kenya.

Aminu (2018) focused on training of employees and its effect on organizational performance in Nigeria. The investigation used a casual research design. Most employees were found to recognize that training motivated them to do their job perfectly. Further, training enhanced employee performance and organizational performance in the longrun. The study was done in Nigeria while the current study was done in Kenya.

Wane (2016) did an examination on career success and laborers maintenance in NGOs in Kenya. The review was illustrative in nature and embraced an essential information. Preparing, mentorship and profession advancement were the fundamental focal point of the examination. The review set up that training and mentorship programs, along with vocation improvement programs

upgraded laborers' maintenance in NGOs. Likewise, it was set up that hierarchical profession arranging is key in human asset strategy. The concentrate in any case, zeroed in on vocation improvement as the main variable that influences worker maintenance. The study focused on career success and labor maintained but left out the aspect of organizational performance.

Ampoty (2018) estimated the effect of career advancement on specialists' retention. The particular goals included; the impact of preparing on laborers' maintenance, the impact of training of employees on specialists' maintenance and the impact of advancement on vocation improvement. Likewise, laborers require sufficient professional success freedoms to set them up to serve adequately and just as an arrangement to hold them. The concentrate likewise inferred that associations that have vocation desires for their representatives support their maintenance as well. The study focused on career advancement and retention but left out the aspect of organizational performance.

Nassazi (2018) assessed the effects of preparing on laborers' exhibition in the Ugandan Telecommunication industry. Advancement standards, preparing projects and mentorship programs and their impact on specialists' presentation were their principle center around the examination. Contextual analysis was embraced, where the three investigations of telecom correspondence organizations in Uganda were researched. Preparing was found to impact execution of laborers henceforth influencing their maintenance. The study was done in Uganda while the current study was done in Kenya.

Mugaa, Guyo and Odhiambo (2018) zeroed in on preparing and laborers' exhibition in Kenya Commercial Bank. The examination explicitly investigated the effect of advancement rules,

hierarchical development and mentorship programs on laborers' exhibition. It took on an exploratory research design. The results showed that professional success and preparing affected laborers' presentation. The review embraced an enumeration method while the current examination utilized defined irregular inspecting. The study focused on Kenya commercial bank while the current study was done on FMGCs

Nyambura and Kamara (2017) did a study on the ways in which the career advancement for leaders impacts workers retention in the public Universities in Kenya using descriptive research design to initiate the impact of career training, mentorship and career advancement on the retention of employees in public Universities in Kenya. The study presumed that career training, development and mentorship had a positive relationship with employee retention. The study focused on public universities while the current study was done on FMGCs

Islami, Mulolli and Mustafa (2018) deduced that performance appraisal is a participative process which incorporates coaching and counseling of the employees aiming at achievement of organizational goals. The study was descriptive in nature. Further he stated that coaching and mentorship programs are designed to ensure potential leaders are well groomed to take up key positions in future. Sikandar and Ali (2019) concurs by agreeing that results of performance appraisal enable the organization to bridge the gap between employee career development and employee turnover rate where the strengths can be used as a benchmark and opportunities for sharing best practices. The studies however left out the aspect of organizational performance.

Inzai, Manyasi and Willis (2016) did a study on how employee performance is affected by career development and the support offered in the Kenyan public Universities using descriptive

research design to investigate how management support for career development and incentive to facilitators and lecturers affect achievement. The study discovered that academic staff achievement was highly affected by the management support for career development thus the assumption that public Universities have fulfilled the psychological contract for their academic staff which leads to enhanced organizational performance. The study focused on universities while the current study was done on FMGCs

Sal and Raja (2016) examined the influence of development and training on performance of employees and productivity. A quantitative methodology is utilized. The discoveries showed that preparation and advancement are positively connected and guaranteed genuinely huge relationship with worker execution and usefulness. The review inferred that preparation and advancement critically affect representative execution and usefulness. The study however focused on only one employee retention strategy which was development and training and left out all the other aspects of employee retention strategies.

Odhiambo (2018) investigated the impact of development on employee performance at Safaricom Company limited. This review utilized descriptive research design. Preparing content essentially affected worker execution because of association embraced the substance of trainings for staff that was in accordance with the preparation needs. The concentrate additionally settled that worker improvement programs essentially impacts representative execution since there was an efficient direction program for all its new staff. The study however focused on employee performance and not organizational performance.

According to Kyule (2017), organizations only remain competitive when training and development of employees is emphasized. Training as learning process enables an employee to gain knowledge, skills, experience and attitudes for improved job performance and attainment of their organization goals (Kyule, 2017). Adam (2019) investigated on enhancement of employee performance through training in a case of Tamale teaching hospital in Ghana. Target population was 1597 employees with a sample size of 160 Staff categories that included doctors, nurses, pharmacists, biomedical scientists and support staffs and it supported the assertion that training improves employee performance with recommendation that there is need for emphasis on training programme to be intensified. The study was therefore done in Ghana while the current study was done in Kenya.

Muhammad and Taveer (2015) conducted a research to determine the impact of training and development practices on employee performance in Banks of Pakistan with a target population of 104 employees. The independent variables included: training and development trends and programmes, training investment patterns while the dependent variable was employee performance, the outcome of the study established that there is relationship between training & development and employee performance. The study was therefore done in Pakistan while the current study was done in Kenya.

Another study conducted by Leila (2019) on career advancement and hospital manager's performance in West Asia, result revealed that hospital manager's performance was enhanced through career advancement. On further note, a study was carried out by Himabindu (2016) on effectiveness of training and development programmes in hospitals performance, study established

that training and development programmes improves hospitals performance. The study was therefore done in Asia while the current study was done in Kenya.

Kun (2019) found out in his investigation on the effect of training and development on employee performance in South Africa certain areas such as management support, training activities, training evaluation, the establishment of feedback to employees, and budgeting for continuous training must be looked into. Employee training needs should be projected a head of time to prevent the difficulty of last-minute planning which have a negative influence on organizational performance. The study was therefore done in South Africa while the current study was done in Kenya.

Joseph and Emakuru (2017) conducted a research study on training and development strategies: Approaches for performance enhancement in Global oriented firms (Survey of commercial banking firms in Nigeria. The findings revealed that Training and development strategies adopted by commercial banking firms in Nigeria have a positive relationship on the productivity of the banking firms. Training and development programmes have impacted on organization employees by modifying their behaviours and their work attitudes to conform to the set standards and norms of commercial banks standards for sound delivery and sound operations. The study was therefore done in Nigeria while the current study was done in Kenya.

Musili (2019) established a study on perceived effectiveness of training and development on performance of in -flight attendants at Kenya Airways limited. The study was cross sectional in nature. Findings revealed that 83% felt that training had effect on their performance while 14% felt that their performance at the work place was not due to training and development and 3% were

neutral. The study however focused on training and development and failed to focus on other forms of employee retention strategies

Waithira (2018) did a study titled perceived relationship between training and development practices and employee performance at Kenya commercial bank (KCB Findings revealed that 91% of the employees agreed that training and development is very worthy with only 9% indicating that training and development is not worthy. The study however focused on training and development and failed to focus on other forms of employee retention strategies.

Kakui and Gachunga (2016) conducted a study on career development effects on the public sector's employee performance. The study adopted a descriptive survey. The investigation indicated that training through job specification expansion enhances performance. The outcome of the study also depicted that employee performance is affected by career mentoring such as counseling in addition to supporting learners as well as helping them develop their own solutions and problem-solving approach. The study however left out other employee retention strategies and focused on career advancement opportunities only.

Mwashila (2018) did a descriptive survey and established that career planning had a noteworthy influence on the performance of academic staff in Kenya's Coast Region Public Universities. It was further showed that majority of the employees in the firm recognizes the association amongst job satisfaction and performance. Further, career planning enhances organizational performance. Further, training was found to have a significant effect on organizational performance. The study was one amongst public universities while the recent investigation was done amongst FMCGs.

Obwaya (2012) studied career development's effect on community primary institutions performance in Constituency of Starehe, Kenya. It examined the effect of advancement, work versatility, redeployment and ceaseless learning on elementary schools' exhibition. The scientist found that profession improvement impacts worker execution in open grade schools decidedly. Further, vocation movement includes furnishing the workers with chances of professional success and improvement. An investigation was done by Miguel (2019) did and investigation on training of workforce on performance of undergraduate internship programme. Descriptive survey was used in the study. Outcomes displayed that workforce training and development improved performance of an undergraduate programme in a rural hospital and healthcare center. The study however left out other employee retention strategies and focused on career advancement opportunities only.

### **2.3.2 Financial compensation and performance**

Lindström and Svensson (2016) focused on top management compensation and firm performance. The study used a desktop study research design. The empirical evidence depicts that the top management's incentive systems on a general level lack significant effect on firm performance. The conclusion drawn holds that the relation of variable pay and performance is contingent on the sector. The argument therefore is that the firm's context of operation impacts the relation under investigation. Moreover, the Swedish governance model and the Swedish context can be considered as the main explanation of the result attained. The study used a desktop study research design while the recent study was descriptive.

Raithatha and Komera (2016) conducted a study on executive compensation's influence on the success of Indian firms. The outcomes suggest that firm performance in terms of accounting and measures that are market-based affects executive compensation significantly. The study further found a persistence that was significant in the sample firms' executive compensation. Further, the study found no relationship between pay performance and the smaller sample firms as well as affiliated firms in the business group. Therefore, their findings discredit the executive compensation practices that are performance-based in the affiliated firms of the Indian business group. The study was done in India while the recent study was done in Kenya.

In an investigation of worker maintenance in an expert assistance firm in South Africa, Adewuyi (2016) outcomes displayed that worker compensation was an important factor in performance of a firm. Discoveries from the investigation further showed that monetary pay was a main determinant of workers turnover. Khoele and Daya (2014) also discovered that the cash given to the workers after work was a key determinant of performance and turnover. The study was done in South Africa while the recent study was done in Kenya.

Another investigation was done by Adewuyi (2016) and focused on maintenance of workers in expert administrations via abundance creation drives. The investigation discovered that monetary pay is a significant retention driver. Further, in an investigation of a monetary establishment in Kenya Obiero (2017) found better compensation somewhere else as the main inspiration for turnover.

In another study, Kimutai and Chepchumba (2017) directed a review on the connection between worker pay and representative turnover in private companies. The study adopted a causal

research design. Critical factors were remembered for the strategic relapse model to build up strength of relationship. The discoveries were; that greater part of representatives in independent ventures were between the age of 20-25 and had tertiary degree of schooling. They expected to remain in their present work. The review suggested that a far-reaching pay bundle be given to lessen work turnover. The study however left out the aspect of organizational performance

Ali and Akram (2012) needed to discover the effect of monetary installment on worker inspiration and fulfillment in drug industry in Pakistani were very much compensated and were fulfilled. The review demonstrated that there was a positive effect of monetary installment on representative fulfillment, this implies that if workers 'all around compensated with money related installments they will be persuaded prompting acceptable efficiency and execution. The study was done in Pakistan while the current study was done in Kenya.

In another study conducted by Rizwan and Ali (2020) titled impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. Findings revealed that there is a very close relationship between several dimensions of work motivation and satisfaction but recognition along with work itself and operating procedures showed insignificant relationship. The study was done in Pakistan while the current study was done in Kenya.

Karim and Reddy (2013) in their review on the effect of motivating forces plans on representative execution, discovered motivators were key in further developing worker execution separated from pay and different advantages given to them. In one more review directed by Hameed et al. (2013) on the impact of impetuses inspirations on worker execution, compensation

was an important determinant of workers performance. The studies however left out the aspect of the FMGCs.

Odunlami and Asabi (2014) did a study on remuneration the board and worker execution in assembling area in Nigeria, the review discovered that there was a critical and positive connection between great government assistance administrations and representative execution, the review prescribed that association to guarantee that it gives great government assistance bundles to its workers as these goes far to energize and further develop worker execution. The study was done in Nigeria while the current study was done in Kenya.

Mwema and Gachunga (2018) conducted a study on the influence of performance appraisal on employee productivity in organization: A case study of selected WHO offices in East Africa. The study was about fairness about appraisal, appraisal accuracy and relationship with peers and supervisors. The dependent variables for the study was employee performance Key findings of the study revealed that performance appraisal systems act as a motivation tool that enhances employee performance. The study further established that performance appraisal provides an opportunity to identify staff training needs. The study was a case study while recent study adopted a descriptive research design.

Ndungu (2017) focused on the effects of rewards and recognition on employee performance in public educational institutions. The study adopted a case study. An exceptionally certain and critical relationship was additionally seen between work execution and the extraneous prizes, inborn prizes and monetary prizes, acknowledgment rewards, working climate and administration styles. Compensation was found to enhance performance. The study however left

out other employee retention strategies. In addition, the study adopted a case study research design while the current study was descriptive in nature.

Masea (2016) conducted a study on the influence of compensation practices on performance of employees in the saving and credit institutions in Nairobi County. The study was descriptive. Study findings revealed that compensation programmes implemented in SACCOs focus on influencing employee performance to a great extent as agreed by the respondents. The study focused on SACCOs while the current study focused on FMGCs.

Mbugho (2019) conducted a research study on the assessment of the impact of compensation practices on organization performance: A case of Kenya Ports Authority (KPA). Key findings of the study revealed that there is statistically significant, direct and positive relationship between compensation and job satisfaction and even motivation, additionally the study revealed that there is significant positive relationship between compensation and organization performance. Therefore, the study confirms that a total compensation management programme which includes payment or compensation, benefits, informal recognition are required to optimize the motivation and satisfaction level of staff which would result into increased organizational performance. The study was a case study while recent study adopted a descriptive research design

### **2.3.3 Recruitment and performance**

Kiowi (2014) investigated on the strategic orientation of human resource, employee job performance and state corporations' performance in Tanzania. A research design of cross-sectional survey was adopted. A direct and significant relationship was not found by the study

between the strategic human resource and performance. Findings also showed that interactive effect contributed significantly to employee job performance. The study was done in Tanzania while the current study was done in Kenya.

Kagwaini (2008) focused on workers selection and recruitment among Nairobi's small, middle and medium firms. The findings from the survey indicated that human resources function headed by either the owner or appointed director and that the enterprises largely use internal sources of recruitment. It can therefore be concluded that small and medium enterprises fall short of the expectations of the best practice model. The study focused on SMEs while the recent study focused on FMCGs.

Selase (2018) moreover, examined the effect of enrollment and choice models on execution utilizing banks in Ghana as place of combination. The review revealed that enrollment and determination rules have positive and critical impact on association's exhibition. The study was done in Ghana while the current study was done in Kenya.

Čanković (2015) concentrated on the effect of worker choice on authoritative execution among 250 organizations carrying on business in Bosnia and Herzegovina. The outcomes uncovered that organizations leading a reasonable and target choice interaction accomplish more noteworthy in general monetary execution, while associations that are not expose to mediations during determination accomplish higher yearly deals development. The review reasoned that effective determination ensures more noteworthy hierarchical efficiency and that the decision of choice technique isn't applicable to by and large execution however much the evasion of the effects of others taking the last employing choice. The study was done in Bosnia.

Ramki (2015) investigation that was done in Nairobi county focused on recruitment and teacher's retention. The review took on an exploration plan that was enlightening in nature. On the impact of enlistment on maintenance, in this review the end was that enrollment adds to significant effect on maintenance in schools including; unique interactions, press media, foundation sites, and public offices. The study adopted an exploratory research design while the current study adopted a descriptive research design.

Simmons and Petrescu (2015) further focused on recruitment and company's success. The study clearly indicated that the success of a company was dependent on recruitment. The investigation was explanatory in nature. Major findings showed that recruitment influences success of companies. The study however left out the aspect of organizational performance.

In Nigeria, Ekwoaba et al. (2015) examined the influence of enrollment and assortment criteria on performance by use of Fidelity Bank Plc. By investigating substantial reactions got through a poll that was controlled to arbitrarily chose, the review uncovered that enlistment and determination rules have critical impact on association's presentation. The study was done in Nigeria while the current study was done in Kenya.

Anyango et al. (2018) major focus was on recruitment and selection and their effect on Kisii University performance. The review was descriptive research design. Purposive inspecting was utilized to choose individuals from the board. The major findings showed that recruitment had a positive influence on University performance.

Janes (2017) sought to analyze the impact of enrollment, choice, and maintenance on execution results of enlisted family-claimed organizations in Nyamagana and Ilemela regions in

Mwanza region. The review took on elucidating overview research plan and involved both subjective and quantitative information. The discoveries of the review demonstrated the utilization of insufficient enrollment, choice and maintenance strategies, and cycles in family-possessed organizations. Determination and maintenance were found to have a positive huge relationship with execution results while enlistment was found to have a frail relationship with execution outcomes. The study however left out the aspect of organizational performance.

Muchiri (2016) concentrated on the impacts of remunerations on worker execution in the friendliness business explicitly the Nairobi Serena Hotel. The review inferred that workers' capacity, directors' confidence in representatives, affirmation, and delegates' point of view on achievement through and through works on agents' show. This is because trademark prizes address laborers at the focal point of their prerequisites, and consequently, structure sufficient base that effects and rouses the agents to better assumptions for execution. The audit construed that remunerations and wages, paid get-aways, paid leave, travel settlements and prizes are basic pieces of superfluous prizes that overhaul specialist execution. Exactly when bosses put away work to place assets into outward rewards, agents feel regarded by their affiliation in this way endeavoring to upgrade their exhibition, so they can be remunerated considerably more. This review presumes that elements like helpful workplace, representative directors' relationship, hierarchical administration, and administrators' direction are basic parts in improving worker execution. The study focused on Nairobi Serena while the current study was done in FMGCs.

#### **2.3.4 Working Condition and performance**

Saeed et al. (2013) did a research on stress and work life offset with the representatives' turnover rate. Exploration conveyed out on the Pakistan marketers. Reliability of the collected data was checked using a reliability test. Correlation results showcased a relationship between stress and work-life balance with the worker turnover rate and regression analysis to assess nature of the relationship. The study was done in Pakistan while the current study was done in Kenya.

Lankeshwara (2016) studied on the workstation setting's impact on the performance of employee: with reference to the Awissawella- Brandix Intimate Apparel. Results from the survey exposed that physical work environment effect the employee performance positively. It also revealed that job aid forms a very critical predictor. The study focused on employee performance while the current study focused on organizational performance.

In Nigeria, Ushie et al. (2015) zeroed in on workplace and representatives' responsibility. The concentrate explicitly tried to decide the impact of safety on representatives' responsibility in ventures and to decide the impact of open correspondence on workers' responsibility in organizations. The review was distinct in nature. Discoveries found that work air which incorporates predictable correspondence stream, a sensible task and power accessibility impact staff execution. The study was done in Nigeria while the current study was done in Kenya.

Bushiri (2014) researched on the working environment's impact on the performance of employees, the case of Dar es Salaam's Institute of Finance Management. Findings from the study show that the work environment in an organization impacts on workers as far as respondents were concerned. The investigation also showed that employees improves on performance where

bottlenecks highlighted during the research are well addressed by the organization. among the problems are work noise distraction, work environment flexibility, interpersonal relationship between supervisors and subordinates, the use of performance feedback, presence of job aid and work incentives' improvement in the organization for the motivation of employees in their job performance. The study was done in Tanzania while the current study was done in Kenya.

Al-Omari and Okasheh (2017) researched on the work environment's influence on job performance. The study used the quantitative methodology as the cross-sectional survey. The situational oblige involved factors like commotion, ventilation, office furniture and light, are the significant states of workplace that sway the work execution adversely and call for more consideration as revealed by the study. As suggested, the employers should take the initiative of motivating employees through the improvement of the work environment. Motivating employees boosts their job performance hence facilitating the achievement of the desired job outcomes and goals. The study however left out other aspects of employee retention strategies.

Kundu and Lata (2017) did an examination on impacts of strong workplace on specialists' maintenance. The concentrate explicitly looked to investigate the impact of plans for getting work done, actual workplace, work life strategy and working hours on worker maintenance. Corroborative factor assessment was examined in the review. The results showed that steady workplace influences worker's maintenance. The examination utilized a clear exploration plan while the new exploration took on a cross sectional and a logical exploration plan. The study however left out the aspect of organizational performance.

In another investigation, Msengeti and Obwogi (2015) distinguished the situation of the pay and effort air on the representatives' maintenance in the lodgings in County of Mombasa. Revelations uncovered that compensation had a feeble motivation on maintenance of representatives while the work environment had the hardest effect which was generous. The study was however done in Mombasa county while the current study was done in Nairobi.

In another investigation, Maulabakhsh and Raziq (2015) broke down the impact of the work space on laborer effort fulfillment. The outcomes showed a positive relationship among the functioning air and specialist work fulfillment. The examination zeroed in on workplace and representative occupation fulfillment while the momentum research centered on work climate and worker maintenance. The study however left out the aspect of organizational performance.

### **2.3.5 Performance**

Achola and Were (2018) zeroed in because of advertising techniques on performance of FMCGs. The review used engaging overview research plan. The investigation discovered that item specialization system, cost initiative technique, dissemination channel procedure and advancement blend methodology had a positive and a huge impact on hierarchical execution. The study however left out the aspect of employee retention.

Jepherson, Ngugi and Moronge (2021) how performance FMGCs is affected by logistic management. The investigation concentrated on utilized survey methodology. The investigation discovered that distribution center administration frameworks emphatically and essentially impacts Production network execution of FMCG in Kenya; stock administration frameworks decidedly and fundamentally impacts Store network execution of FMCG in Kenya; transportation

the board frameworks decidedly and altogether impact Inventory network execution of FMCG in Kenya; clearing and sending the executives frameworks have positive critical relationship with Production network execution of FMCG in Kenya; and data innovation affects the connection between coordinated factors the board frameworks and production network execution of FMCG makers in Kenya. The study however left out the aspect of employee retention.

Roda and Thomas (2019) focused on determinants of employee retention amongst fast moving consumer goods firms in Nairobi County, Kenya. The research employed the descriptive research design. The review reasons that persuasive elements impacts maintenance of representatives among FMCG firms in Nairobi Region. Further, the review presumes that work fulfillment factors impacts maintenance of representatives among FMCG firms in Nairobi Area. Likewise, the review presumes that hierarchical elements impacts maintenance of representatives among FMCG firms in Nairobi District. The concentrate likewise reasons that outside factors impacts maintenance of workers among FMCG firms in Nairobi Area. The study however focused on determinants of employee retention but failed to connect them to organizational performance.

Paradogonas (2017) examined the relationship of financial performance of firms based in Greece and their size. The study used both the large and the small firms respectively. It was observed that, size, investment in fixed asset, and managerial efficiency were among the possible factors that determined a firm's profitability. In addition, firm size significantly affected the firm performance. The study was done in Greece while the current study was done in Kenya.

Mutende et al. (2017) investigated on the firm characteristics and the role they played based on the free cash flows of the listed companies in relation to their financial performance. The study

used secondary data. Results indicated that firm characteristics negatively and significantly moderated the relationship between free cash flows of the listed companies and financial performance. The study however left out the aspect of employee retention strategies.

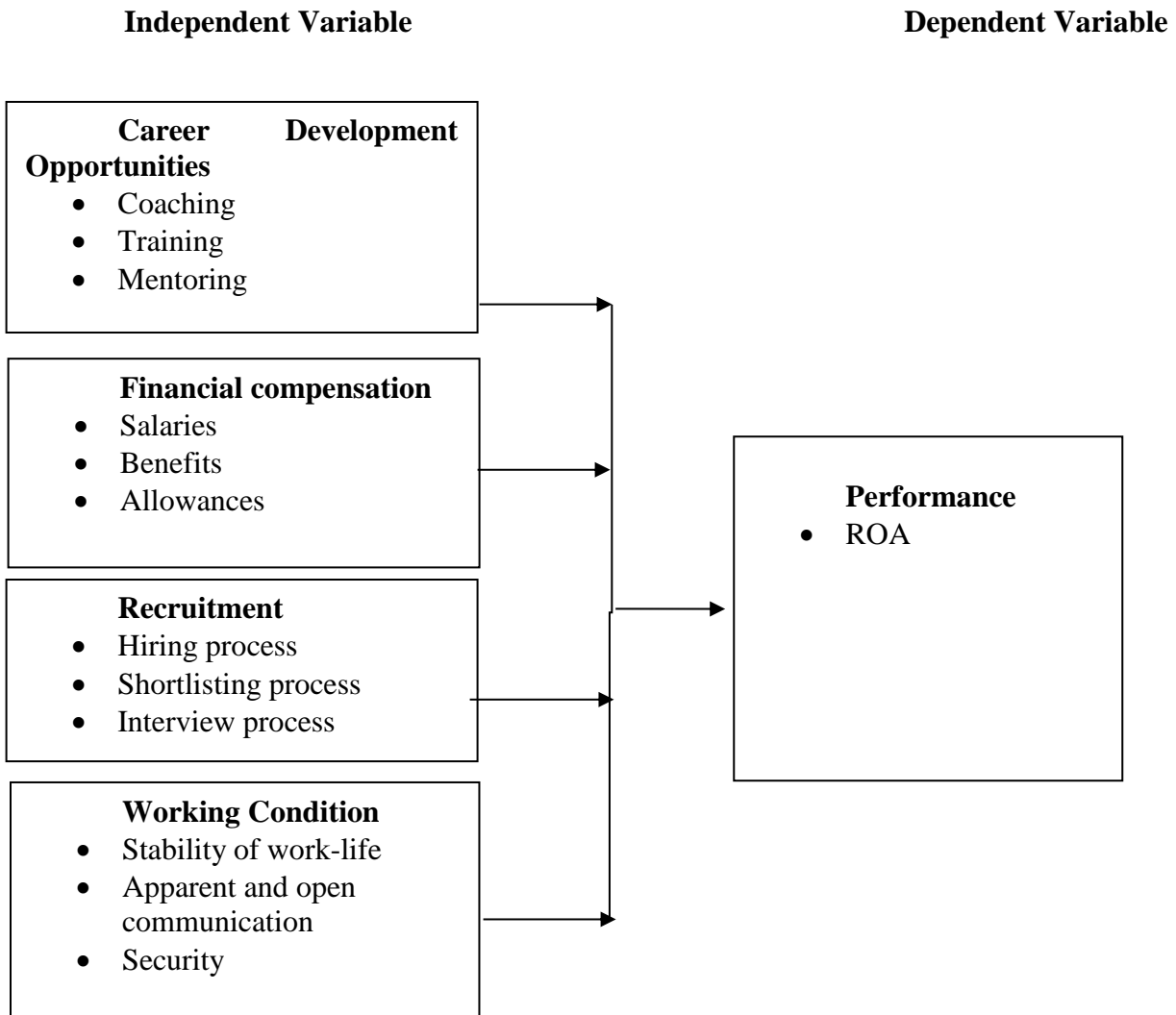
Nyongesa (2017) examined the influence of firm characteristics on the association between FMP and the performance of insurance companies in Kenya. Secondary data was used alongside primary data. The study adopted a correlational research design. The study indicated that working capital management, capital budgeting techniques, capital structure decisions, claims management policies and corporate governance had a positive and statistically significant influence on the performance. The research also noted that firm characteristics had a moderating impact on the association of working capital management, capital budgeting techniques, capital structure decisions, claims management policies, and financial performance. The study however left out the aspect of employee retention strategies.

Mwebia (2017) examined selected firm characteristics of listed firms and their performance. The study used secondary data. Findings showed a moderate relationship between leverage and the financial performance. In addition, liquidity, asset tangibility of the firm, size, and age of the firm were found to be significant factors affecting the performance of firms listed at NSE. The study however left out the aspect of employee retention strategies.

## **2.4 Conceptual Framework**

Conceptual framework graphically exhibits a relationship that exists between independent variable, dependent variable and moderating variable (Robinson, 2011). The dependent and independent variables were illustrated in this conceptual framework. Performance was the

dependent variable in this investigation. The independent variables included career advancement, financial compensation, recruitment and work environment.



**Figure 2.1: Conceptual Framework**

### 2.5 Operational Definition of the Variables

Table 2.1 below presented the operationalization of the study variables.

**Table 2.1: Operationalization of Variables**

<b>Variable</b>	<b>Indicators</b>	<b>Type of Analysis</b>	<b>Questionnaire Item</b>
Career Advancement	<ul style="list-style-type: none"><li>• Coaching</li><li>• training</li><li>• mentoring</li></ul>	Descriptive Inferential	Section B: 1-5
Financial compensation	<ul style="list-style-type: none"><li>• Salaries</li><li>• Benefits</li><li>• Allowances</li></ul>	Descriptive Inferential	Section C: 1-5
Recruitment and orientation	<ul style="list-style-type: none"><li>• Hiring process</li><li>• Shortlisting process</li><li>• Interview process</li></ul>	Descriptive Inferential	Section D: 1-5
Working Condition	<ul style="list-style-type: none"><li>• work schedules</li><li>• aspiration at work</li><li>• Working Hours</li></ul>	Descriptive Inferential	Section E: 1-5
Performance	<ul style="list-style-type: none"><li>• ROA</li></ul>	Descriptive Inferential	Section F: 1-5

## **2.6 Research Gaps**

From the past literature, various gaps which include scope gap, theoretical gap, conceptual gap, methodological gap as well as contextual gaps has been identified. Various studies have been done in different countries thus presenting a scope gap.

From the past literature, various gaps which include scope gap, theoretical gap, conceptual gap, methodological gap as well as contextual gaps has been identified. Various studies have been done in different countries thus presenting a scope gap. Kiowi (2014) study was done in Tanzania. Komera (2016) did a study in India. Arokiasamy (2011) study was done in Malaysia. Nassazi

(2018) study was done in Kenya. Adewuyi (2016) was done in South Africa. Mbah, Mgbemena and Ejike (2015), Ekwoaba, Ikeije and Ufoma (2015) and Odunlami and Asabi (2014) studies were done in Nigeria. All these studies presented a scope gap. The current study was done in Kenya.

Methodological gaps have also been identified. Arokiasamy (2011) study adopted a correlation research design. Lindström and Svensson (2016) used a desktop study research design. Kiowi (2014) adopted a cross sectional research design. Mwashila (2018), Mugaa, Guyo and Odhiambo (2018), Odhiambo (2018), Janes (2017), Ushie et al. (2015) thus presenting a descriptive research design. This research adopted mixed both the qualitative and quantitative research design

Contextual gaps have also been identified. Kakui and Gachunga (2016) and Mwashila (2018) studies looked at career development as the only employee retention strategy. The current study focused on four employee retention strategies which include; career advancement, financial compensation, recruitment and work environment. Kagwaini (2008) focused on the enlistment and choice of staff rehearses among Nairobi's little and medium size ventures yet left out the part of firm execution. Arokiasamy (2011) studied career advancement's academic predictors in Malaysian public universities thus leaving out the aspect of organizational performance. The study did not link career advancement to academic performance. Karim and Reddy (2013) did an investigation on the impact of incentives schemes on employee performance. Bushiri (2014) researched on the working environment's impact on the performance of employees. Muthengi (2017) investigated compensation strategy's effect on the Kenya's office of the auditor-general performance. These studies focused on only one aspect of employee retention strategy.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section formed the basis of writing a comprehensive research paper because it provided the strategy that the researcher utilized in achieving the aims and objectives of the research. The section shall focus on the research design, the data collection strategy, the sampling techniques, and tools used in data collection. In addition to this, it discussed the framework for data analysis, the research limitations, as well as the ethical concerns that the researcher should observe.

#### **3.2 Research Design**

This is a descriptive research; whose purpose is explored and explains while providing additional information about a topic. As such, the research design utilized in a study is important because it provides a systematic means of responding to the research questions as well as achieving the objectives of the research (Yin, 2009). This research adopted mixed both the qualitative and quantitative research design. The qualitative research design was used a systematic and subjective means of determining the perceptions employees and managers from fast moving goods companies pertaining to employee retention strategies and performance. In this regard, it provided insight and allow the researcher to explore the depth and complexity of the effects of the strategies of employee retention on performance in the companies of fast-moving goods in Nairobi, Kenya. On the other

hand, the quantitative design was used as a systematic and objective means for obtaining information.

### **3.3 Target Population**

The study population was 51 FMCGs companies in the county of Nairobi (Nairobi County Report, 2021). The study specifically focused on human resource manager and operations managers for the 51 FMCG firms.

### **3.4 Sample Size**

According to Fowler (2013), a sampling frame defines the whole list of all the population members the researcher wishes to study. Since the population contained only 51 employees of FMCGs, no sampling was undertaken. Therefore, census approach was applied in the research. Therefore, all the 102 human resource and operations managers of FMCGs was therefore included the study.

### **3.5 Data Collection Instrument**

Primary data was used by the study. The composition of primary data was by the use of a structured questionnaire. A likert scale was used by the questionnaire. Section A of the questionnaire was the demographic characteristic, section B was career advancement, Section C was financial compensation, Section D was recruitment and selection, section E was work environment while section F was performance.

### **3.6 Data Collection Procedure**

The surveys were given out by the researcher to willing respondents in order to gain information for the research. Two research assistants helped the researcher to give out the questionnaire. Since the study used questionnaires to assemble figures, the researcher will need to have pens, erasers, pencils, a voice recorder, and a notebook to facilitate his work on the field. For storage and analysis purposes, the research needed a computer and SPSS software.

The collected data was in two forms: quantitative and qualitative data. For the qualitative data, the researcher had to summarize the information and store it down in the software of word processor. The SPSS software was used to code and store some of the qualitative data for analysis. Additionally, the qualitative data was directly stored in the SPSS package.

### **3.7 Pilot Test Study**

Pilot is a slight scale caring of investigation plans that gathers statistics from defendants alike to persons that were used in the upcoming survey. 10 respondents representing 10% of the sample was used for the pilot study. The 10 respondents were employees of FMCGs who were randomly selected. These respondents were randomly selected from the employees of FMCGs. According to Sekaran (2008) pilot test is good for testing for the reliability and validity.

#### **3.7.1 Validity of the instrument**

This investigation employed content and construct validity. The questionnaires were given out to the supervisor who is an expert in this field so as he can access it. The questionnaire was alienated into various sections according to the conceptual framework.

### 3.7.2 Reliability of the instrument

Cronbach's Alpha ( $\alpha$ ) was used to measure reliability in the investigation. The Cronbach Alpha Coefficient Index ranges from 0.0 - 1.0. Sekaran and Bougie (2013) argued that a Cronbach's Alpha coefficient index is set at 0.7 so that any score greater or equal to 0.7 is accepted for the research instrument reliability in study data collection. In addition, Sekaran and Bougie (2013) argued that a Cronbach's Alpha coefficient index is set at 0.7 so that any score equal to 0.7 or greater is accepted for the research instrument reliability in study data collection. According to Geyer (2015) the closer the coefficient is to 1, the higher the chances that there is internal reliability. For this study, a value of the coefficient that is greater than or equal to 0.7 was considered to be with the acceptable range.

### 3.8 Data Analysis

Burns and Grove (2003) described data analysis as a way of organizing and reducing data. once questionnaires have been used to obtain quantitative data, it is prepared through handling blank responses, editing, coding and categorized to ease analysis. For analysis, it is then keyed into Statistical Package for Social Sciences (SPSS) computer software. Descriptive and inferential statistics are part of the generated statistics. Microsoft excel complimented SPSS especially in charts and tables' production. Correlation and regression were applied as inferential statistics. The following was the multiple regression models;

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

$$Y = \text{performance}$$

$\beta_1, \beta_2, \beta_3, \beta_4$  = Beta coefficients

$\beta_0$  = constant, indicating the level of performance in the absence of employee retention strategies

$X_1$  = Career advancement

$X_2$  = Financial compensation

$X_3$  = recruitment

$X_4$  = working condition

$\varepsilon_i$  = Error term

### **3.9 Diagnostic Tests**

The following diagnostic tests were conducted before the regression.

#### **3.9.1 Normality tests**

To test the model parameters' single or joint hypothesis, the normality assumption ( $u_t \sim N(0, \sigma^2)$ ) is required (Brooks, 2008). A histogram was used to check whether the distribution of data is normally done.

#### **3.9.2 Multicollinearity**

According to Field (2009) the correlations presence between the predictor variables is termed as multicollinearity. In extreme scenarios of predictor variables' perfect correlations, multicollinearity may insinuate that a regression analysis' exclusive least squares solution cannot be calculated (Field, 2009). The confidence intervals and standard errors are inflated by

Multicollinearity leading to coefficients' estimates that are unstable for individual predictors (Belsley, 1982). VIF was used in this investigation.

### **3.9.3 Heteroscedasticity**

The data used in this study depicts possible heteroscedasticity existence. This is because it is a cross-section of countries. The presumption of CLRM is that the error term has constant variance and is therefore homoskedastic. Where the error variance fails to be constant, heteroscedasticity is said to be in the data. Failure to account for heteroscedasticity in the running of a regression model often leads to unbiased parameter estimates. P – P plot was used to test the heteroskedasticity.

### **3.10 Ethical Consideration**

Qualitative and quantitative research entails gathering information that may be sensitive and personal in nature. According to Miller (2012), complexities and ethical often arise when researchers choose to gather information on the private lives and perceptions of people on a particular issue. For this reason, researchers are encouraged to adhere to ethical principles and guideline provided by the University. This study adhered to the ethical code of conduct prescribed by KCA University. In regards to this, code of ethics, the research had to inform the participants of their rights to provide information. Additionally, the researcher was required to maintain the confidentiality of the participants unless the participants provided the consent to reveal sensitive details of the information.

## CHAPTER FOUR

### FINDINGS AND DISCUSSIONS

#### 4.1 Introduction

This section covered data analysis, findings as well as discussion of the outcomes

#### 4.2 Response Rate

The number of questionnaires that were given to all the human resource manager and operations manager from each FMCGs were 102. Response rate results were displayed in Table 4.1.

**Table 4.1: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Returned	87	85.29%
Unreturned	15	14.71%
<b>Total</b>	<b>102</b>	<b>100%</b>

The outcomes showed that 87 queries were well filled and returned. This was a overall percentage of 85.29% which was very good for this investigation (Babbie, 2004).

#### 4.3 Pilot Results

Pilot study was done on 10 respondents. The respondents piloted were not included in the final study. All the 10 questionnaires were administered and they were all returned.

### 4.3.1 Reliability results

Reliability tests results were undertaken in order to assess the internal consistency of the variables as measured using the five Likert scale. The coefficients of reliability for each and every Likert scaled item were computed and the results were displayed in Table 4.2.

**Table 4.2: Reliability Results**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Number of items</b>	<b>Comment</b>
Career advancement	0.725	5	Reliable
Financial compensation	0.807	5	Reliable
Recruitment	0.813	5	Reliable
Working condition	0.819	5	Reliable
Performance	0.715	5	Reliable

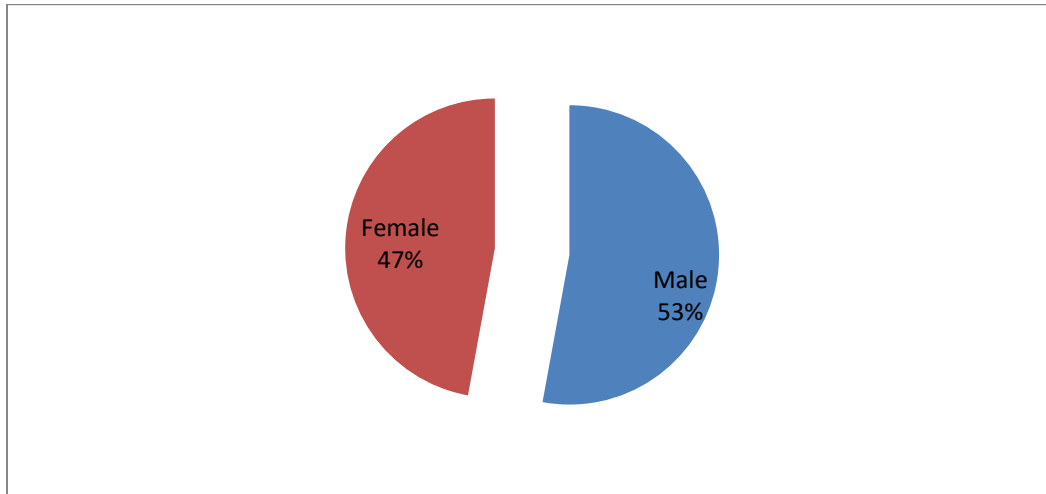
The result on Table 4.2 indicates that all the scaled items were above value of 0.7. Cooper and Schindler (2014) propose a scope of 0.7 to 0.9 Cronbach's alpha coefficient to be useful for dependability test, while Asikhia (2009) suggests an unwavering quality remove point of 0.7. Hair, Babin, Anderson and Tatham (2010); Bagozzi and Yi (2012) additionally prescribe a worth of 0.7 to be the unwavering quality trimmed off point vital for additional examination. Hence all the variables achieved the reliability threshold of 0.7 and above and therefore were considered adequate for this study.

### 4.4 Demographic Results

Respondents were posed inquiries in regards to their segment data such as the gender of the respondents, education level and the age of the respondents.

#### 4.4.1 Gender of the respondents

Outcomes of gender of the respondents were displayed in Figure 4.1.



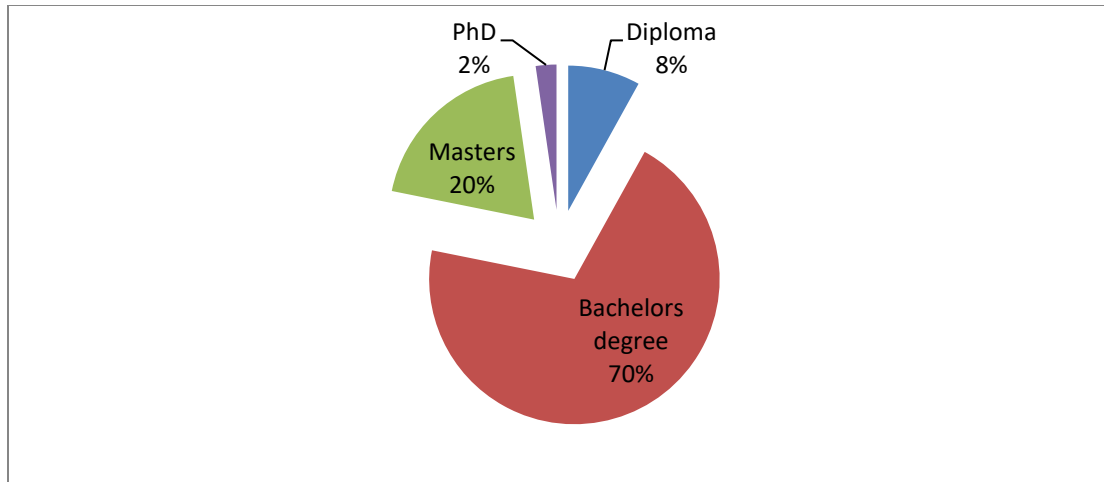
**Figure 4.1: Gender of the Defendants**

Outcomes displayed that 53% of the defendants were men while 47% of the respondents were female. This implied that most human resource manager and operations manager from FMCGs were men.

#### 4.4.2 Education level

Education level and professional qualifications moved by representatives is a marker of their insight, abilities and capacity. Education can influence decisions made while recruiting employees leading that thereafter affect overall employee performance.

Outcomes were displayed in Figure 4.2.

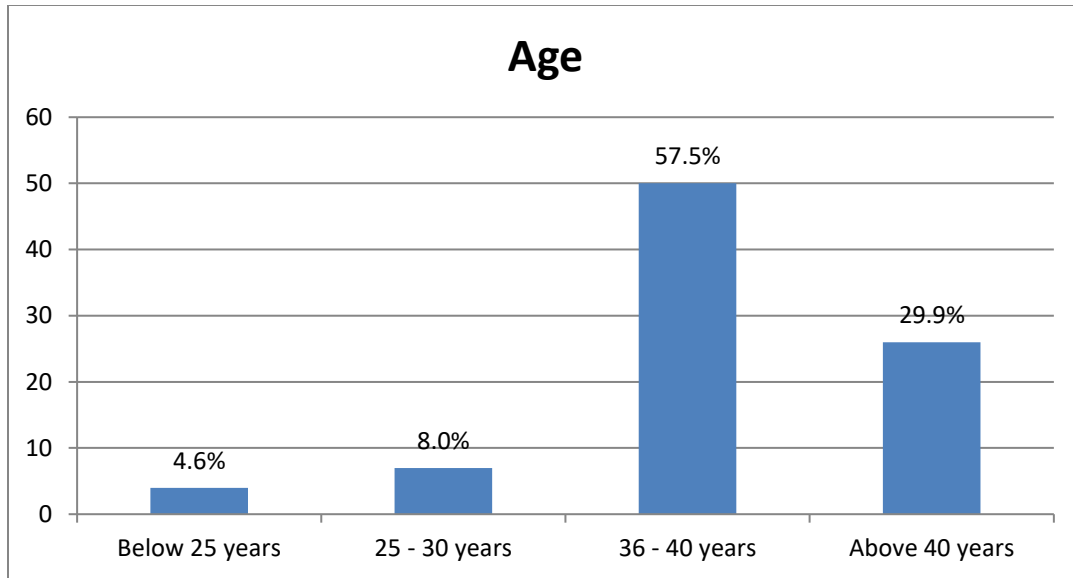


**Figure 4.2: Education Level**

Outcomes displayed among the individuals interviewed, 70% had a bachelor's degree, 20% had a master's degree, 8% had diploma certificate while 2% had a PhD. This implied that most human resource manager and operations manager from FMCGs were educated and had potential to improve performance.

#### **4.4.3 Age of the respondents**

The respondents' age is important since it determines how well the respondents can make interpretation of the environment. The respondents were thus asked to designate their age of the respondents. Outcomes were shown in Figure 4.3.



**Figure 4.3: Age of the Respondents**

Outcomes displayed among the individuals interviewed, 57.5% had 36 – 40 years of age, 29.9% were above 40 years, 8.0% had 25 – 30 years of age, 4.6% were below 25 years. This implied that most human resource manager and operations manager from FMCGs were young and energetic.

#### **4.5 Descriptive Results**

The key study independent variables were career advancement, financial compensation, recruitment and working condition. The dependent variable of the study was organizational performance.

##### **4.5.1 Career advancement**

The first objective was to define the influence of career advancement on fast-moving consumer goods (FMCGs) manufacturers’ performance. A Likert scale of 5 to 1 (5 = strongly

agree, 4 = agree, 3 = Not sure, 2 = disagree and 1 = strongly disagree) was used to measure the career advancement strategies. The mean response rates and the Standard Deviations from the respondents were calculated. The outcomes of were displayed.

**Table 4.3: Career Advancement**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev</b>
Grant and sponsorship are accessible for all staff without segregation	6.90%	9.20%	26.40%	26.40%	31.00%	3.66	1.21
There exists profession movement/way of workers in the firm	6.90%	9.20%	19.50%	40.20%	24.10%	3.66	1.15
My current occupation urges me to ceaselessly acquire new position related abilities	5.70%	6.90%	16.10%	40.20%	31.00%	3.84	1.12
There is a training and mentorship program for all workers which enhances the staff	9.20%	10.30%	14.90%	35.60%	29.90%	3.67	1.26
Workers in our association have more than one possible situation for advancement	9.20%	4.60%	5.70%	63.20%	17.20%	3.75	1.09
<b>Aggregate Mean</b>						<b>3.72</b>	<b>1.17</b>

Outcomes displayed among the individuals interviewed, 54.7% agreed that scholarship and sponsorship are available for all staff without discrimination. The mean was 3.66 which was slightly lower than the compound average of 3.72. The standard deviation was 1.21. This implied most fast-moving consumer goods (FMCGs) manufacturers Kenya had scholarship and

sponsorship programs for their employees. These discoveries concurred with Chepkosgey (2015) who demonstrated that grant in an association upgrades representative execution. Further Outcomes displayed among the individuals interviewed, 64.3% agreed that there exists career progression/path of employees in the firm. The mean was 3.66 which was slightly lower than the compound average of 3.72. The standard deviation was 1.15. This implied most fast-moving consumer goods (FMCGs) manufacturers had career progression for their employees. These discoveries concurred with Ampoty (2018) who presumed that associations that have profession desires for their representatives support their exhibition. In addition, Outcomes displayed among the individuals interviewed, 71.2% agreed that the current job inspires them to endlessly advance new job-related aids. The mean was 3.84 which was slightly higher than the compound average of 3.72. The standard deviation was 1.12. This implied most fast-moving consumer goods (FMCGs) manufacturers in Nairobi, Kenya motivated their employees. The findings also agreed with Islami, Mulolli and Mustafa (2018) who stated that coaching and mentorship programs are designed to ensure potential leaders are well groomed to take up key positions in future.

Further Outcomes displayed among the individuals interviewed, 65.5% agreed that there is coaching programmes for all employees which adds value to the staff. The mean was 3.67 which was slightly lower than the compound average of 3.72. The standard deviation was 1.26. This implied most performance of fast-moving consumer goods (FMCGs) manufacturers in Nairobi, Kenya had coaching and mentorship programs for their employees. The findings also agreed with Islami, Mulolli and Mustafa (2018) who stated that coaching and mentorship programs are designed to ensure potential leaders are well groomed to take up key positions in future.

In addition, Outcomes displayed among the individuals interviewed, 80.4% agreed that employees in their organization have more than one potential position for promotion. The mean was 3.75 which was slightly higher than the compound average of 3.72. The standard deviation was 1.09. This implied most performance of fast-moving consumer goods (FMCGs) manufacturers in Nairobi, Kenya had scholarship and sponsorship programs for their employees. These discoveries concurred with Wane (2016) who set up that advancement of representatives improved laborers' exhibition in NGOs. The findings also agreed with Nyambura and Kamara (2017) who presumed that career training, development and mentorship had a positive relationship with organizational performance.

On a five-point scale, the average mean of the responses was 3.72 which mean that majority of the respondents agreed with most of the statements on career advancement. However, the answers were not varied from the mean as shown by a standard deviation of 1.17. The findings also agreed with Islami, Mulolli and Mustafa (2018) who stated that coaching and mentorship programs are designed to ensure potential leaders are well groomed to take up key positions in future. The outcomes were in settlement with Wane (2016) found that career growth programs affect organizational performance. The findings also agreed with Nyambura and Kamara (2017) who presumed that career training, development and mentorship had a positive relationship with employee retention.

#### **4.5.2 Financial compensation**

The second objective was to regulate the influence of financial compensation on fast-moving consumer goods (FMCGs) manufacturers performance in Nairobi, Kenya. A Likert scale

of 5 to 1 (5 = strongly agree, 4 = agree, 3 = Not sure, 2 = disagree and 1 = strongly disagree) was used to measure the financial compensation strategies. The mean response rates and the Standard Deviations from the respondents were calculated. The outcomes of were displayed.

**Table 4.4: Financial Compensation**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev</b>
The compensation and advantages are proportionate to endeavors	10.30%	5.70%	11.50%	25.30%	47.10%	3.93	1.33
The firm offers great compensation to all staff	10.30%	1.10%	18.40%	39.10%	31.00%	3.79	1.2
Reward pay is agreeable and similar to exertion	10.30%	4.60%	9.20%	51.70%	24.10%	3.75	1.18
I will leave the firm today in case I am offered a more significant compensation by another business	5.70%	11.50%	18.40%	39.10%	25.30%	3.67	1.15
Monetary pay is the main justification for efficiency in the firm	8.00%	11.50%	13.80%	33.30%	33.30%	3.72	1.26
<b>Aggregate Mean</b>						<b>3.77</b>	<b>1.22</b>

Outcomes displayed among the individuals interviewed, 72.4% agreed that the salary and benefits commensurate to efforts. These findings corresponded with Franco-Santos (2014) who indicated that basic compensation/salary is important to give workers the way to keep up a sensible way of life. Further Outcomes displayed among the individuals interviewed, 70.1% agreed that the company gives good remuneration to all employees. In addition, most defendants in this case 75.8% agreed that bonus pay is acceptable and is equal to effort. These findings were in agreement

with that of Katua, Mukulu and Gachunga (2014) who found that rewards and recognition strategies play a critical role in performance of commercial banks. Outcomes displayed among the individuals interviewed, 64.4% agreed that they can leave the company any time if they are given a higher salary by another employer. In addition, most defendants in this case 66.6% agreed that the financial recompense is the most significant aim for efficiency in the company. These findings corresponded with that of Kristin et al. (2009) who revealed that CEO compensation enhanced financial performance.

On a five-point scale, the average mean of the replies was 3.77 which mean that most defendants agreed with most of the statements on financial compensation. However, the answers were not varied from the mean as shown by a standard deviation of 1.22. The outcomes were in concurrent with that of Adewuyi (2017) who tracked down that monetary remuneration is a significant driver for authoritative execution. These findings were also consistent with that of Obiero (2017) found improved pay somewhere else as the most significant motivation for turnover which further enhances employee performance. These findings disagreed with Lindström and Svensson (2016) who indicated that top management compensation lack significant effect on firm performance. These findings also agreed with that of Adewuyi (2017) who tracked down that monetary remuneration is a significant driver for authoritative execution.

### **4.5.3 Recruitment**

The third objective was to regulate the impact of recruitment on fast-moving consumer goods (FMCGs) manufacturers performance in Nairobi, Kenya. A Likert scale of 5 to 1 (5 = strongly agree, 4 = agree, 3 = Not sure, 2 = disagree and 1 = strongly disagree) was used to measure

the recruitment strategies. The mean response rates and the Standard Deviations from the respondents were calculated. The outcomes of were demonstrated below.

**Table 4.5: Recruitment**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev</b>
There is a printed process on employee enrolment	6.90%	0.00%	6.90%	29.90%	56.30%	4.29	1.09
Job announcements are used by the commercial to train employees.	5.70%	4.60%	2.30%	25.30%	62.10%	4.33	1.12
Candidates are fully knowledgeable about the qualifications essential for the job before being employed.	3.40%	8.00%	4.60%	24.10%	59.80%	4.29	1.1
Jobs are occupied from competent workers who are doing job in the organization	10.30%	0.00%	5.70%	29.90%	54.00%	4.17	1.23
Our organization gives preference to an internal employee whenever a vacancy exists.	4.60%	6.90%	5.70%	27.60%	55.20%	4.22	1.13
<b>Aggregate Mean</b>						<b>4.26</b>	<b>1.13</b>

Outcomes displayed among the individuals interviewed, 86.2% concurred that there exist a composed methodology on representative enrollment (strategy managing sourcing/recruiting of workers). The outcomes were in concurrent with Selase (2018) who revealed that enrollment and determination rules have positive and critical impact on association's exhibition. Further Outcomes displayed among the individuals interviewed, 87.4% agreed that work advertisement are utilized by the organization to select representatives. The outcomes were in concurrent with Ramki (2015) who established that recruitment played a big role on performance of organizations. Kiowi (2014) also displayed that recruitment effect contributed significantly to employee job performance.

Further Outcomes displayed among the individuals interviewed, 83.9% agreed that Candidates are completely educated with regards to the capabilities needed for the work prior to being recruited. Further Outcomes displayed among the individuals interviewed, 83.9% agreed that opportunities are filled from qualified representatives who are working in the association. Further Outcomes displayed among the individuals interviewed, 82.9% agreed that the organization gives preference to an internal employee whenever a vacancy exists. The outcomes concurred with Ramki (2015) who did an investigation on the extent to which retention of teachers in Nairobi County was influenced by Recruitment and Selection practices and indicate that enrollment adds to significant effect on maintenance in schools including; unique interactions, press media, foundation sites, and public offices. The outcomes were in concurrent with Kagwaini (2008) who indicated that workers selection and recruitment had a significant effect on organizational performance. The findings also concurred with Kepha (2015) who displayed a strong important correlation between recruitment and performance. Kiowi (2014) also displayed that recruitment effect contributed significantly to employee job performance.

The normal mean of the reactions was 4.26 which imply that most defendants concurred with the vast majority of the assertions on recruitment. Anyway the appropriate responses were not shifted from the mean as shown by a standard deviation of 1.13. The outcomes were in concurrent with Kagwaini (2008) who indicated that workers selection and recruitment had a significant effect on organizational performance. The findings also concurred with Kepha (2015) who displayed a strong important correlation between recruitment and performance. Kiowi (2014)

also displayed that recruitment effect contributed significantly to employee job performance. Findings agreed with Simmons and Petrescu (2015) who indicated that the respondents should have the energy to gain from their different associates, clients' providers and any other person who can solidify on their expertise and assemble dependable organization. By doing, so they will actually want to confront the tide in serious business sectors.

#### 4.5.4 Working conditions

The fourth goal was to govern the impact of working condition on fast-moving consumer goods (FMCGs) manufacturers performance in Nairobi, Kenya. A Likert scale of 5 to 1 (5 = strongly agree, 4 = agree, 3 = Not sure, 2 = disagree and 1 = strongly disagree) was used to measure the working condition strategies. The outcomes of were displayed.

**Table 4.6: Working Conditions**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev</b>
There exists a reasonable plan for getting work done in the association	8.00%	8.00%	16.10%	23.00%	44.80%	3.89	1.29
I am happy with the functioning hours of the association	4.60%	5.70%	17.20%	24.10%	48.30%	4.06	1.14
Our organization, has good security	11.50%	18.40%	26.40%	17.20%	26.40%	3.29	1.35
There effective communication in the office	14.90%	11.50%	9.20%	41.40%	23.00%	3.46	1.36
I am able to balance between work and family	13.80%	8.00%	5.70%	60.90%	11.50%	3.48	1.22
<b>Aggregate Mean</b>						<b>3.64</b>	<b>1.27</b>

Outcomes displayed among the individuals interviewed, 67.8% of the respondents agreed that there exists a reasonable plan for getting work done in the association. Further Outcomes

displayed among the individuals interviewed, 72.4% of the respondents concurred that they are happy with the functioning hours of the association. The results were in understanding with Kundu and Lata (2017) did an examination on impacts of strong workplace on specialists' maintenance and showed that steady workplace influences worker's maintenance

Outcomes displayed among the individuals interviewed, 43.6% of the respondents agreed that their organization, has good security. The outcomes were in concurrent with Bushiri (2014) who displayed that the work environment in an organization impacts on workers as far as respondents were concerned.

Further Outcomes displayed among the individuals interviewed, 64.4% of the respondents agreed that there effective communication in the office. Outcomes displayed among the individuals interviewed, 72.4% of the respondents agreed that they are able to balance between work and family. These outcomes agreed with Msengeti and Obwogi (2015) who uncovered that compensation had a feeble motivation on maintenance of representatives while the work environment had the hardest effect which was generous

The normal mean of the reactions was 3.64 which imply that greater part of the respondents concurred with a large portion of the assertions on working condition. Anyway the appropriate responses were not changed from the mean as displayed by a standard deviation of 1.27. The outcomes were in concurrent with Al-Omari and Okasheh (2017) who indicated that work environment's influence job performance. The results were in concurrence with Kundu and Lata (2017) who demonstrated that steady workplace influences representative's maintenance.

#### 4.5.5 Performance

A Likert scale of 5 to 1 (5 = strongly agree, 4 = agree, 3 = Not sure, 2 = disagree and 1 = strongly disagree) was used to measure the career advancement strategies. The outcomes of were displayed.

**Table 4.7: Performance**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std.Dev</b>
Our firms profits has been on the rise in the past five years	9.20%	8.00%	6.90%	44.80%	31.00%	3.80	1.23
Our firm has is able to pay all its debts	8.00%	2.30%	5.70%	59.80%	24.10%	3.90	1.06
There has been a general increase in sales in the organization	6.90%	4.60%	23.00%	33.30%	32.20%	3.79	1.15
All our employees are satisfied working in this organization	5.70%	5.70%	13.80%	20.70%	54.00%	4.11	1.20
There has been a rapid increase in the organization return on asset	9.20%	8.00%	8.00%	27.60%	47.10%	3.95	1.31
<b>Aggregate Mean</b>						<b>3.91</b>	<b>1.19</b>

Outcomes displayed among the individuals interviewed, 75.8% agreed that their firms profits has been on the rise in the past five years. Further Outcomes displayed among the individuals interviewed, 83.9% agreed that their firm is able to pay all its debts. In addition, Outcomes displayed among the individuals interviewed, 65.5% agreed with the statement that there has been a general increase in sales in the organization. Further Outcomes displayed among

the individuals interviewed, 74.7% agreed that all their employees were satisfied working in the organization. Results also showed that most defendants in this case 74.7% agreed that there has been a rapid increase in the organization return on asset.

On a five-point scale, the normal mean of the reactions was 3.91 which imply that greater part of the respondents concurred with a large portion of the assertions on performance. Anyway, the appropriate responses were not changed from the mean as shown by a standard deviation of 1.19.

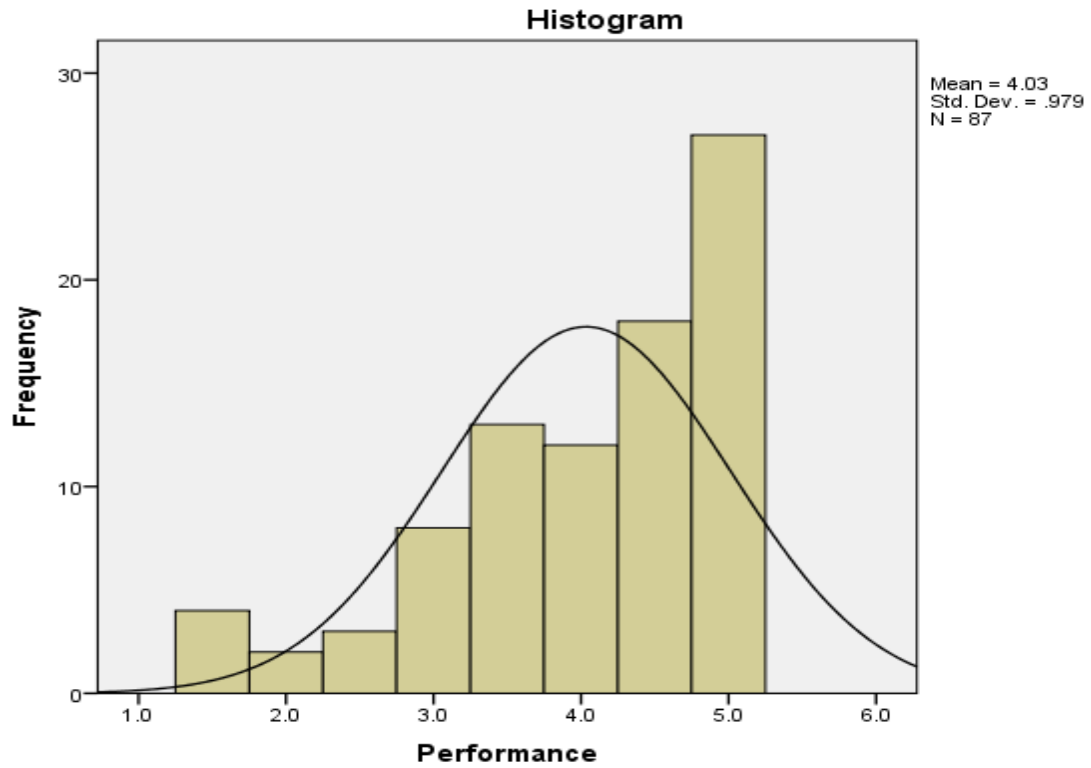
#### **4.5 Diagnostic Tests**

There are different assumptions for statistical tests that the study variables should meet. This ensures the use of correct statistical models. It is beneficial to test assumptions to ensure that the data meets important assumptions (Nimon et al., 2012).

Before doing the illustrative and inferential investigations, factual suppositions were tried to build up whether the information met the multicollinearity, normality and heteroskedasticity suspicions.

##### **4.5.1 Normality tests**

Normality test was conducted as shown in Figure 4.4.



**Figure 4.4: Normality Tests**

Results above showed that the data was normally scattered. Therefore, further analysis can be conducted.

#### 4.5.2 Multicollinearity

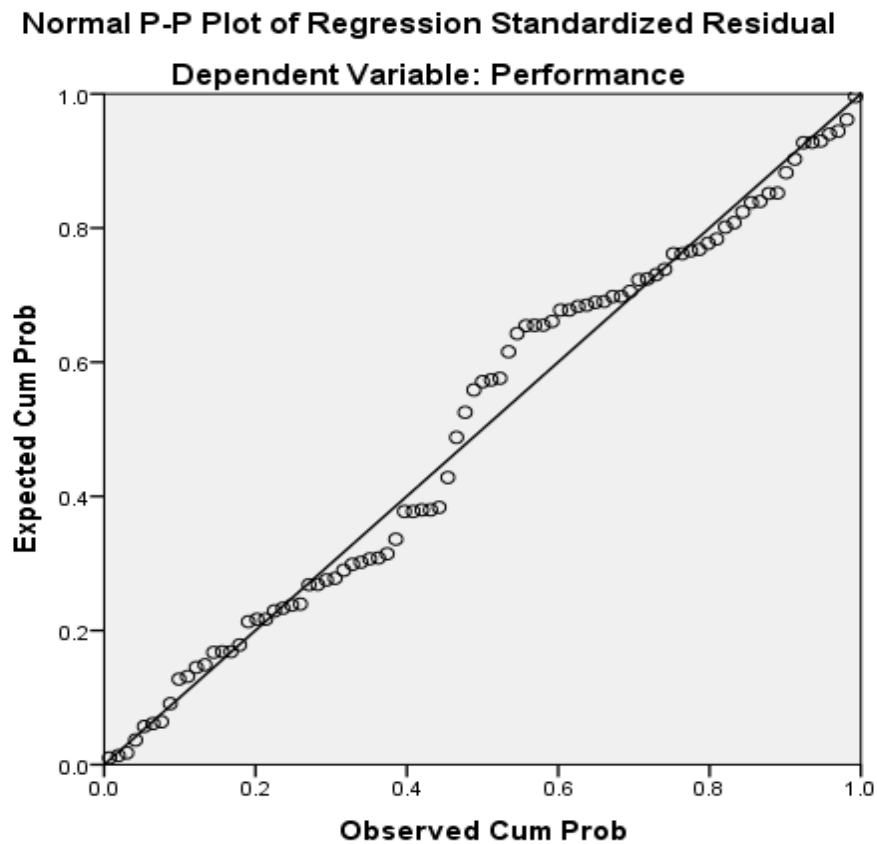
**Table 4.8: Multicollinearity**

	<b>Tolerance</b>	<b>VIF</b>
career advancement	0.365	2.743
financial compensation	0.264	3.784
Recruitment	0.264	3.788
working condition	0.53	1.886

VIF ranged from 1.886 and 3.788. Therefore, there was no multicollinearity.

### 4.5.3 Heteroskedasticity

Normal p –p plot was used to test for heteroskedasticity



**Figure 4.5: Heteroskedasticity**

From the results below, the points were about the same distance from the line. Therefore, the data have no heteroskedasticity. This shows that the regression model chosen between employee retention strategies and performance of fast-moving consumer goods (FMCGs) manufacturers was appropriate.

### 4.6 Inferential Statistics

Correlation and regression results were displayed in this section

#### 4.6.1 Correlation analysis

Pearson correlation was utilized to quantify the level of relationship between factors viable for example independent factors (career advancement, financial compensation, recruitment and working condition) and the dependent variable (organizational performance).

**Table 4.9: Correlation Results**

		<b>Perfor mance</b>	<b>career advanceme nt</b>	<b>financial compensatio n</b>	<b>Recrui tment</b>	<b>Working condition</b>
Performance	Pearson Correlation Sig. (2-tailed)	1				
Career advancement	Pearson Correlation Sig. (2- tailed)	.790** 0.000	1			
Financial compensation	Pearson Correlation Sig. (2- tailed)	.902** 0.000	.765** 0	1		
Recruitment	Pearson Correlation Sig. (2- tailed)	.881** 0.000	.756** 0	.820** 0	1	
working condition	Pearson Correlation Sig. (2- tailed)	.702** 0.000	.546** 0	.645** 0	.662** 0	1

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

Results showed that career advancement have a solid positive and significant connection with performance ( $r = 0.790$ ,  $p = 0.000$ ). This implied that an enhancement in career advancement would lead to improvement in performance of fast-moving consumer goods (FMCGs) manufacturers. These findings Kakui and Gachunga (2016) showed that the performance of an

employee is influenced by job training through the expansion of job specification, key competencies, and leads to motivation, provides additional skills knowledge reduces intimidation and capabilities thus enabling the employees to network. The findings also agreed with Nyambura and Kamara (2017) who presumed that career training, development and mentorship had a positive relationship with organizational performance.

In addition, financial compensation have a positive and significant connection with performance ( $r = 0.902$ ,  $p = 0.000$ ). This implied that a perfection in financial compensation would lead to improvement in performance of fast-moving consumer goods (FMCGs) manufacturers. The findings were consistent with Muthengi (2017) who tracked down that immediate monetary pay worked with the representatives to offer their ideal administrations for the day by day running of the association. These findings disagreed with Lindström and Svensson (2016) who indicated that top management compensation lack significant effect on firm performance. These findings also agreed with that of Adewuyi (2017) who tracked down that monetary remuneration is a significant driver for authoritative execution. These findings were also consistent with that of Obiero (2017) found better compensation somewhere else as the main inspiration for turnover which further upgrades worker execution.

Further, recruitment have a positive and significant connection with performance ( $r = 0.881$ ,  $p = 0.000$ ). This implied that an expansion in recruitment would lead to improvement in performance of fast-moving consumer goods (FMCGs) manufacturers. The outcomes were in concurrent with Kagwaini (2008) who indicated that workers selection and recruitment had a significant effect on organizational performance. The findings also concurred with Kepha (2015)

who displayed a strong important correlation between recruitment and performance. Kiowi (2014) also displayed that recruitment effect contributed significantly to employee job performance.

Further, working conditions have a positive and significant connection with performance ( $r = 0.702$ ,  $p = 0.000$ ). This implied that an enhancement in working conditions would lead to improvement in performance of fast-moving consumer goods (FMCGs) manufacturers. The outcomes were in concurrent with Al-Omari and Okasheh (2017) who indicated that work environment's influence job performance.

#### 4.6.2 Regression analysis

As per Zikmund et al., (2010) regression model helps one to get better understanding of how typical value of the dependent variable changes when any one of the independent variables is varied while the other independent variable is held constant or fixed. The independent variables in this case were career advancement, financial compensation, recruitment and working condition and the dependent variable (organizational performance). The multiple linear regression model was thus conducted.

**Table 4.10: Model Fitness**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.942a	0.887	0.881	0.3373

The results presented in table 4.11 showed that employee retention strategies were found to be satisfactory variables in explaining performance. This means that employee retention strategies explain 88.7% of the varieties in the reliant variable which is organizational performance. This outcome further emphasis that the model applied to associate the relationship

of the elements was acceptable. These discoveries concurred with Kiowi (2014) who demonstrated that essential human asset contributed altogether to worker work execution.

Table 4.11 provides the results on the analysis of the variance (ANOVA).

**Table 4.11: Analysis of Variance**

	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	73.068	4	18.267	160.572	.000b
Residual	9.328	82	0.114		
Total	82.397	86			

The outcomes show that the general model was measurably huge as upheld by a p worth of 0.000 which is lesser than the basic p worth of 0.05. This was upheld by an F statistic of 160.572 which imply that career advancement, financial compensation, recruitment, working condition were a good predictor of performance.

**Table 4.12: Regression of Coefficient**

	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	-0.116	0.181		-0.64	0.524
career advancement	0.132	0.066	0.123	2.001	0.049
financial compensation	0.462	0.073	0.456	6.304	0.000
Recruitment	0.332	0.072	0.335	4.629	0.000
working condition	0.131	0.056	0.12	2.343	0.022

Regression of coefficients showed that there was a positive and significant impact amongst career advancement and performance of fast-moving consumer goods (FMCGs) manufacturers ( $\beta=0.132$ ,  $p=0.049$ ). This is because the p value of 0.049 was less than the conventional p value

0.05. This implied that an improvement on career advancement by item will would lead to increase in performance of fast-moving consumer goods (FMCGs) manufacturers by 0.132 units. The outcomes were in concurrent with Obwaya (2012) who found that career development impacts employee performance in public primary schools positively. The findings also agreed with Nyambura and Kamara (2017) who presumed that career training, development and mentorship had a positive relationship with organizational performance.

Further, there was a positive and significant impact amongst financial compensation and performance of fast-moving consumer goods (FMCGs) manufacturers ( $\beta=0.462$ ,  $p=0.000$ ). This is because the p value of 0.000 was less than the conventional p value 0.05. This implied that an improvement on financial compensation by item will would lead to increase in performance of fast-moving consumer goods (FMCGs) manufacturers by 0.462 units. The findings were consistent with Muthengi (2017) who tracked down that immediate monetary pay worked with the representatives to offer their ideal administrations for the day by day running of the association. These findings disagreed with Lindström and Svensson (2016) who indicated that top management compensation lack significant effect on firm performance. These findings also agreed with that of Adewuyi (2017) who tracked down that monetary remuneration is a significant driver for authoritative execution. These findings were also consistent with that of Obiero (2017) found better compensation somewhere else as the main inspiration for turnover which further upgrades worker execution.

In addition, there was a positive and significant impact amongst recruitment and performance of fast-moving consumer goods (FMCGs) manufacturers ( $\beta=0.332$ ,  $p=0.000$ ). This

is because the p value of 0.000 was less than the conventional p value 0.05. This implied that an improvement on recruitment by one item will lead to increase in performance of fast-moving consumer goods (FMCGs) manufacturers by 0.332 units. The outcomes were in concurrent with Kagwaini (2008) who indicated that workers selection and recruitment had a significant effect on organizational performance.

Further, there was a positive and critical connection amongst working condition and performance of fast-moving consumer goods (FMCGs) manufacturers ( $\beta=0.131$ ,  $p=0.022$ ). This is because the p value of 0.022 was less than the conventional p value 0.05. This implied that an improvement on working condition by one item will lead to increase in performance of fast-moving consumer goods (FMCGs) manufacturers by 0.131 units. The outcomes were in concurrent with Bushiri (2014) who found that working environments have a positive impact on the performance of employees.

The optimal model was thus;

$$Y = -0.116 + 0.132X_1 + 0.462X_2 + 0.332X_3 + 0.131X_4$$

Where:

Y=Performance

X<sub>1</sub>=Career Advancement

X<sub>2</sub>=Financial Compensation

X<sub>3</sub>=Recruitment

X<sub>4</sub>=Working Conditions

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This study required to investigate the effect of employee retention strategies on performance of fast-moving consumer goods (FMCGs) manufacturers in Nairobi, Kenya. The section highlighted the summary of the findings. The chapter also outlined the conclusions as well as the recommendations using the study findings.

#### **5.2 Summary of the Findings**

This segment was done as per the objectives. The following were the specific objectives; to determine the effect of career advancement, financial compensation, recruitment and working Condition on performance of fast-moving consumer goods (FMCGs) manufacturers in Nairobi.

##### **5.2.1 Career Advancement and performance of fast-moving consumer goods (fmcgs) manufacturers**

Results showed that slightly more than half of the respondents indicated that grant and sponsorship are accessible for all staff without separation in their association. Further results showed there exists profession movement/way of workers in the firm in many FMCGs. In addition, most respondents indicated that the current occupation boosts them to uninterruptedly gain new job-related skills. Further results showed slightly more than half of the respondents indicate that there is training and mentorship program for all representatives which adds value to the staff in

most FMCG companies. Correlation outcomes displayed that career advancement had a strong positive link with performance. Regression outcomes displayed that there was a positive and huge association amongst career advancement and performance of FMCGs manufacturers.

### **5.2.2 Financial Compensation and performance of fast-moving consumer goods (fmcgs) manufacturers**

Outcomes displayed that most individuals indicated that the salary and benefits commensurate to efforts. Further results showed that most respondents indicated that their companies offer good remuneration to all staff. In addition, results showed that reward pay is good and proportionate to exertion. Findings displayed that they leave the firm today in case they are offered a more significant pay by another business. Also, the greater part of the respondents demonstrated that the monetary remuneration is the main justification for usefulness in the firm.

Correlation outcomes displayed that financial compensation positive link with performance. Regression outcomes displayed that there was a positive and huge association amongst financial compensation and performance of FMCGs manufacturers.

### **5.2.3 Recruitment and performance of fast-moving consumer goods (fmcgs) manufacturers**

Results showed that most respondents showed that there exists a composed strategy on representative enrollment (strategy directing sourcing/recruiting of workers). Further outcomes showed that most respondents demonstrated that work promotions are utilized by the organization to select representatives. Further outcomes showed that most respondents demonstrated that most candidates in their organization are completely educated with regards to the capabilities needed for the work prior to being employed. Further Outcomes showed that a large portion of the people

met concurred that opportunities are filled from qualified representatives who are working in their association. Further outcomes showed that most respondents concurred that the association gives inclination to an inside worker at whatever point an opportunity exists.

Correlation outcomes displayed that recruitment had a strong positive link with performance. Regression outcomes displayed that there was a positive and huge association amongst and performance of FMCGs manufacturers.

#### **5.2.4 Working Condition and performance of fast-moving consumer goods (fmcgs) manufacturers**

Outcomes disclosed that there is a reasonable plan for getting work done in many FMCGs associations. Further outcomes showed that most respondents were happy with the functioning hours of the association. Results likewise showed that the majority of the respondents indicated that their organization has good security. Further Outcomes displayed that most of the individuals interviewed who indicated that there was effective communication in the office. Results showed that most respondents indicated that they were able to balance between work and family.

Correlation results showed that working condition had a strong positive link with performance. Regression outcomes displayed that there was a positive and huge association amongst working condition and performance of FMCGs manufacturers.

#### **5.3 Conclusions of the Study**

The review reasoned that there was a positive and critical connection amongst career advancement and performance of FMCGs manufacturers. The study also concluded that grant and

sponsorship are accessible for all staff without separation in the FMCGs firms. In addition, the study concluded that most FMCGs firms in Kenya have scholarships for their employee.

The review reasoned that there was a positive and huge connotation amongst financial compensation and performance of FMCGs manufacturers. Results also showed that most salaries and benefits commensurate to efforts in most FMCGs companies. The study also concluded that monetary pay is the main justification for efficiency in the firm.

The review reasoned that there was a positive and huge association recruitment and performance of FMCGs manufacturers. In addition, most FMCGs firms use job advertisement to recruit employees. Further, most applicants in the FMCGs company are fully informed about the qualifications required for the job before being hired.

The review reasoned that there was a positive and huge association working condition and performance of FMCGs manufacturers. Moreover, a good workplace is thought to cause laborers to have a decent outlook on coming to work and offer the fundamental motivation to withstand them as the day progressed. What's more, a helpful workplace makes a representative to have a passionate commitment with their work place.

#### **5.4 Recommendations of the Study**

The researcher has suggested pertinent recommendation citing information from study findings in line with specific objectives of the study. The study therefore recommends that employee retention practices that the study carried out be adopted in order to improve performance of the firms not only in the FMCGs but the entire manufacturing sector.

FMCGs companies ought to have preparing strategies and vocation ways of workers. The preparation gave ought to be pertinent in order to rouse representatives to work more earnestly and in this manner improving their maintenance. Grants and sponsorships ought to likewise be made accessible to all representatives.

The investigation recommended that salaries and benefits of representatives ought to be similar as per the workers endeavors. Moreover, the reward pay to workers ought to be good. This will assist with further developing execution of the organizations. Likewise, the review suggests that representatives ought to be valued for better execution. Firms should likewise offer agreeable and adequate non-monetary advantages like preparing, acknowledgment, concentrate on leave proposed to their representatives. Workers ought to likewise be given retirement benefits for employer stability.

### **5.5 Areas for Further Studies**

The exploration looked to found the impact of employee retention strategies FMCGs manufacturers performance in Nairobi, Kenya. The study was done in Nairobi County. Further studies can focus on FMCGs manufacturers companies in other counties such as Mombasa County.

Since the R squared was not 100% it appears there are other representative maintenance techniques that were not tended to by the review. Other studies should therefore focus on other employee retention strategies such as leadership styles, talent management, organizational culture, organizational structure.

## **5.6 Limitation of the Study**

Several limits were presented challenges during the study, they included: reluctance to provide information by some respondents due to fear of victimization and lack of confidentiality. Equally other fast-moving consumer goods (FMCGs) manufacturers' companies were too bureaucratic and dismissive to the extent that are a hindrance factor towards the achievement of the study objectives. The researcher adopted the following strategies in tackling the challenges; to begin with, gaining an outline letter from KCA University. The investigator also employed good interpersonal skills in order to promote understanding and rapport with the respondent by explaining study benefits to them. The researcher at the same time promised them a high level of confidentiality regarding the data collected.

## REFERENCES

- Adam, A. 2018. Branding and business performance of fast-moving consumer goods. a case study of mukwano group of companies Kampala, Uganda.
- Adewuyi, A. M. 2012. *Retention of employees in a professional services firm through wealth creation initiatives* (Doctoral dissertation).
- Aduda, J. 2011. The relationship between executive compensation and firm performance in the Kenyan banking sector. *Journal of Accounting and Taxation*, 3(6), 130-139.
- Al-Omari, K., & Okasheh, H. 2017. The influence of work environment on job performance: A Case Study of Engineering Company in Jordan. *International Journal of Applied Engineering Research*, 12(24), 15544-15550.
- Amah, O. E. 2017. Job satisfaction and turnover intention relationship: the moderating effect of job role centrality and life satisfaction. *Research & Practice in Human Resource Management*, 17(1).
- Aminu, H. 2018. *Assessment of the impact of employee training on organizational performance of Vitafoam Nigeria Plc* (Doctoral dissertation, Doctoral Dissertation, Department Of Business Administration, Faculty Of Administration, Ahmadu Bello University, Zaria).
- Ampoty, J. 2018. *An investigation into the effects of career development on employee retention at AngloGold Ashanti Limited, Obuasi Mine* (Doctoral dissertation).

- Anyango,E., Walter, O. B., & Muya, J. 2018. Effects of recruitment and selection criteria on organizational performance at Kisii University, Kenya. *International Journal of Social Sciences and Information Technology*, 4(10), 271 –282.
- Appelbaum. Berg P. 2000. *High performance work systems and labor market*. Structures. Kluwer academic/Plenum publishers, New York.
- Armstrong, M. 2010. *A Handbook of Human Resource Management Practice*.11thed. Kogen Page Ltd. U.S.A.
- Arokiasamy, L. 2011. Predictors of academics' career advancement at Malaysian private universities. *Journal of European Industrial Training*, (6), 589-605.
- Balozi 2011. Influence of high-performance work practices on employee satisfaction in Tanzania Public Service College.
- Bruce, K., & Nyland, C. 2011. Elton Mayo and the deification of human relations. *Organization Studies*, 32(3), 383-405.
- Bushiri, C. P. 2014) *The impact of working environment on employees' performance, the case of Institute of Finance Management in Dar es Salaam*. Doctoral dissertation, The Open University of Tanzania.
- Čanković, V. 2015. The impact of employee selection on organisational performance. SEER: *Journal for Labour and Social Affairs in Eastern Europe*,18(2), 217-230.

- Chepchumba, T. R., & Kimutai, B. D. 2017. The relationship between employee compensation and employee turnover in small businesses among Safaricom dealers in Eldoret municipality, Kenya.
- Cherono, J. 2012. *Employee Development and Organizational Performance Of Unilever Tea Kenya Ltd In Kericho County*. Unpublished Thesis
- Danish, R. Q., & Usman, A. 2016. Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International journal of business and management*, 5(2), 159.
- Denisi, A., & Griffin, R. 2008. *Human Resource Management*. (3rd Ed.). Boston, MA: Houghton Mifflin Company.
- Dessler, G. 2012. *Human Resource Management*. (13th Ed.). New Delhi: Pearson-Prentice Hall.
- Disley, P., Hatton, C., & Dagnan, D. 2009. Applying equity theory to staff working with individuals with intellectual disabilities. *Journal of intellectual and developmental disability*, 34(1), 55-66.
- Ekwoaba, J. O., Ikeije, U. U., & Ufoma, N. 2015. The impact of recruitment and selection criteria on organizational performance.
- Enemuo, J. I., & Olateju, I. A. 2021. Reward Management System and Employee Performance in the Fast-Moving Consumer Goods (FMCGS) Sector in Nigeria.
- Eyster, L., Johnson, R. & Toder, E. 2008. Current strategies to employ & retain older workers.

- Felix, K. 2012. *Career development practices among commercial banks in Kenya*. Nairobi: University of Nairobi library.
- 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
- Gicho, M. M. 2015. *The effect of employee retention strategies on employee performance: The case of Eagle Africa Insurance Brokers Limited* (Doctoral dissertation, United States International University-Africa).
- Gomez-Mejia, L.R, Balkin, D., & Cardy, R. 2010. *Managing Human Resources*. (6th Ed.). New Jersey, NJ: Pearson.
- Gupta, C. 2008. *Human Resource Management*. New Delhi: Sultan Chand & Sons.
- Guyo, A. G. 2015. *Role of human resource management in development of organizational citizenship behaviour among the civil servants in Kenya* (Doctoral Dissertation).
- Hair, J. F. (2010). *Multivariate data analysis*, 7.
- Herzberg F, Mausner B, Snyderman, B. 1999. *The Motivation to Work*. New York: Wiley.
- Inzai, V. P., Manyasi, J., & Willis, R. O. 2016. Non-Directive Counselling Strategy and Staff Performance in Selected Public Universities in Kenya. *Int. J. of Multidisciplinary and Current research*, 4. <http://ijmcr.com/wp-content/uploads/2016/08/Paper26739-745.pdf>

- Islami, X., Mulolli, E., & Mustafa, N. 2018. Using Management by Objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal*, 4(1), 94-108. <https://www.sciencedirect.com/science/article/pii/S2314721016300275>.
- Ivancevich, J. (2010). *Human Resource Management*. (11th Ed.). New York, NY: McGraw Hill.
- Janes., O. 2017. *The influence of recruitment, selection and retention on performance outcomes of registered family-owned businesses in Mwanza Region, Tanzania* (Doctoral Dissertation, Kisii University).
- Jepherson, M., Ngugi, P., & Moronge, M. 2021. Logistics management systems and performance of fast-moving consumer goods manufacturers in Nairobi, Kenya. *International Journal of Supply Chain Management*, 6(1), 29-63.
- Joseph, K. & Emakuru, N 2017. Training and development strategies: Approaches for performance enhancement in Global oriented firms.
- Kagwaini, C. K. 2008. *A survey of staff recruitment and selection practices among small and medium size enterprises in Nairobi* (Doctoral dissertation).
- Kakui, I. M., & Gachunga, H. 2016. Effects of career development on employee performance in the public sector: A case of national cereals and produce board. *Strategic Journal of Business & Change Management*, 3(3), 307-324.
- Kandie, K. 2014. Sustained Investments In Electricity Needed To Power The Economy. *Economic Review*.

- Katua, N., Mukulu, E., & Gachunga, H. 2014. Effect of reward and compensation strategies on the performance of commercial banks in Kenya. *International Journal of Education and Research*, 2 (1).
- Kepha, A. O. 2015. *Influence of Human Resource Management Practices on the Performance of Employees in Research Institutes in Kenya*. Doctoral dissertation.
- Khoele, A., & Daya, P. 2014. Investigating the turnover of middle and senior managers in the pharmaceutical industry in South Africa. *SA Journal of Human Resource Management*, 12(1), 1-10.
- Kothari, C. 2013. *Research methodology: Methods and Techniques (3<sup>rd</sup> edition)* New Delhi:
- Kottolli, & Arun. 2010. Employee Turnover Kills Profit. [online]. Available: <http://akottolli.spaces.live.com/blog/cns!7320740A5EA5572!177.entry>. Last accessed 12th Oct 2010.
- Kristin.L, Adalstein. D. 2009. CEO compensation and Hospital financial performance. Med
- Kun, S. D. 2018. The influence of leadership styles on employee's performance at Dick Whittington shoes (Pty) Ltd in Pietermaritzburg, Kwazulu-Natal. JRIBM. 9: 011. *Journal of Research in International Business and Management (ISSN: 2251-0028) Vol, 9(3), 01-08*.
- Lankeshwara, P. 2016. A study on the impact of workplace environment on employee's performance: with reference to the Brandix Intimate Apparel-Awissawella. *International Journal of Multidisciplinary Studies*, 3(1).

- Lindström, A., & Svensson, J. 2016. Top Management Compensation and Firm Performance: A matter of context?.
- Mamy, M. M. B., Shabbir, R., & Hasan, M. Z. 2020. The influence of training and development on employee performance: A study on garments sector, Dhaka Bangladesh. *Journal of Economics, Management and Trade*, 44-58.
- Manyasi, J. Kibas, P. & Chepkilot, R. 2012. Effects of Organizational Support for Career Development on Employee Performance: A Case of Kenyan Public Universities. *Masinde Muliro University Library*.
- Mbugho, E. W. 2019. *Influence of Performance Appraisal on Employee Job Performance in State corporations In Kenya* (Doctoral dissertation, university of Nairobi).
- McKenna, E., & Beech, N. 2008. *Human Resource Management: A Concise Analysis* (2nd Ed.). Upper Saddle River, NJ: Pearson-Prentice Hall
- Miguel, L. 2019. Rural public health workforce training and development: The performance of an undergraduate internship programme in rural hospital and health care Centre. *International journal of environmental research and public health*, South Korea.
- Mokaya, L. O. 2014. *Influence of employee retention strategies on the performance of Kenya power and lighting company limited* (Doctoral dissertation, Doctoral dissertation, University of Nairobi).
- Molander, 1996. Multifaceted nature of intrinsic motivation: The theory of 16 basic desires. *Review of general psychology*, 179-193.

- Mondy, R. 2008. Human Resource Management. Upper Saddle River, NJ: PearsonPrentice Hall
- Mugaa, L. G., Guyo, W., & Odhiambo, R. 2018. Influence of Career Progression on Employee Performance in Large Commercial Banks in Nairobi City County in Kenya.
- Mukwa, S. J. 2014. *Recruitment practices and performance of administrative staff at Masinde Muliro University of Science and Technology, Kenya* (Doctoral dissertation, University of Nairobi).
- Musili, K. 2019. Perceived effectiveness of training and development on performance of in-flight attendants at Kenya Airways limited.
- Mutende, E. A., Mwangi, M., Njihia, J. M., & Ochieng, D. E. 2017. The moderating role of firm characteristics on the relationship between free cash flows and financial performance of firms listed at the Nairobi securities exchange. *Journal of Finance and Investment Analysis*, 6(4), 1-3.
- Mwashila, H. M. 2018. *The Influence of career development on academic staff performance In Kenyan Public Universities in Coast Region* (Doctoral dissertation).
- Mwebia, R.K 2017. *Effect of selected firm characteristics on financial performance of firms listed in the Nairobi Securities Exchange*. MBA Thesis, University of Nairobi
- Mwema N, W & Gachunga, H. 2014. *Influence of performance appraisal on employee Productivity in organization: A case study of selected WHO offices in East Africa. International Journal of social sciences and entrepreneurship*, 1(11), 324-337.
- Nassazi, A. 2018. Effects of Training On Employee Performance.: Evidence from Uganda.

- Ndungu, D. N. 2017. The effects of rewards and recognition on employee performance in public educational institutions: A case of Kenyatta University, Kenya. *Global Journal of Management and Business Research*.
- Njambi, E., & Katuse, P. 2013. Third party logistics in distribution efficiency delivery for competitive advantage in fast moving consumer goods companies in Kenya. *International Journal of Social Sciences and Entrepreneurship*, 1(8), 15-27.
- Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. 2006. Human Resource Management: Gaining a Competitive Advantage. New York, NY: McGraw Hill Irwin.
- Nyambura, K. N., & Kamara, M. 2017. Influence of Career Development Practices on Employee Retention in Public Universities in Kenya a Case of Technical University of Kenya. *Journal of Management*, 2(30), 510-522.
- Nyongesa, M. N. 2017. *Effect of financial management practices on financial performance of insurance companies in Kenya*. PhD Thesis, Jomo Kenyatta University of Science and Technology.
- Obiero, D. 2017. *Causes and consequences of employee turnover in a financial institution in Kenya*. Texas A&M University.
- Odhiambo, J. O. 2018. *Effect of training and development on employee performance at Safaricom Company limited*. Doctoral dissertation, KCA University.
- Odunlami, I. B., & Matthew, A. O. (2014). Compensation Management and Employees Performance in the Manufacturing Sector, A Case Study of a Reputable Organization in

- the Food and Beverage Industry. *International Journal of Managerial Studies and Research*, 2(9), 108-117.
- Paradogonas, T. (2007). The financial performance of large and small firms: Evidence from Greece. *International Journal of Financial Services Management*, 2(1), 1-12.
- Phillips, J., & Connell, A. 2003. *Managing Employee Retention: A Strategic Accountability Approach*. Burlington, MA: Elsevier Butterworth Heinemann.
- Proper, K. I., Deeg, D. J., & Beek, J. A. 2019. Challenges at work and financial rewards to stimulate longer workforce participation. *Human resources for health*, 7(1), 1.
- Raithatha, M., & Komera, S. 2016. Executive compensation and firm performance: Evidence from Indian firms. *IIMB Management Review*, 28(3), 160-169.
- Ramlall, S. 2004. A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, 5(1/2), 52-63.
- Roda, M. M., & Thomas, M. 2019. Determinants Of Employee Retention Among Fast Moving Consumer Goods Firms In Nairobi County, Kenya. *International Journal of leadership and management*
- Saeed, R., Lodhi, R. N., Ahmed, K., Afzal, N., Mahmood, Z., & Ahmed, M. 2013. Work-life balance and stress with the turnover rate of the employees. *World Applied Sciences Journal*, 26(6), 834-839
- Sal, A., & Raja, M. 2016. The impact of training and development on employee's performance and productivity. *International Journal of Management Sciences and Business*

- Sandhya, K., & Kumar, P. 2011. Employee retention by motivation. *Indian Journal of Science and Technology*, 4(12).
- Sarinah, S., Gultom, R. S., & Thabah, A. A. (2016). The effect of recruitment and employee selection on employee placement and its impacts towards employee performance at PT Sriwijaya Air. *Journal of Management Transportation & Logistic*, 3(1), 101-110.
- Sikandar, S., & Ali, G. (2019). Secondary School Heads' and Teachers' Sensitivities about Performance Appraisal System. *Journal of Educational Research*, 22(1), 1.
- Simmons, R. & Petrescu, A. I., (2015). Human Resource Management Practices and Workers' Job Satisfaction. *International Journal of Manpower*, 29(7), 651667
- Stello, C. M. 2011. Herzberg's two-factor theory of job satisfaction: An integrative literature review. In *Unpublished paper presented at The 2011 Student Research Conference: Exploring Opportunities in Research, Policy, and Practice, University of Minnesota Department of Organizational Leadership, Policy and Development, Minneapolis, MN.*
- Suifan, T. S., Abdallah, A. B., & Diab, H. 2016. The influence of work life balance on turnover intention in private hospitals: The mediating role of work life conflict. *European Journal of Business and Management*, 8(20), 126-139.

- Sultana, A., Irum, S., Ahmed, K., & Mehmood, N. 2012. Impact of training on employee performance: A study of telecommunication sector in Pakistan. *Interdisciplinary Journal of contemporary research in business*, 4(6), 646-661.
- Vicky, N. 2016. The effect of employee turnover on the performance of employees in organizations: a case study of Bidco Uganda Limited in Jinja.
- Waithira K. 2018. Percieved relationship between training and development practices and Employee performance at Kenya commercial bank in Kenya. *Journal of management Research*, 2(2).
- Wane, K.2016. *Effect of career development programs on employee retention in international non-governmental organizations in Kenya* (Doctoral dissertation, University of Nairobi).
- Wells, A. Y., &Thellen, C. 2017. *Environmental analysis of contaminated sites*.John Wiley & Sons.

## APPENDICES

### **Appendix I: Fast-Moving Consumer Goods (Fmcgs) Manufacturers in Nairobi, Kenya**

1. Alliance One Tobacco Kenya limited
2. Beiersdorf East African limited
3. British America Limited
4. Coca cola
5. Colgate Palmolive East African limited
6. Danone Baby nutrition Africa and Overseas
7. East African Breweries Limited

8. Fresh Delmonte
9. Glaxo Smithkline Kenya Limited
10. James Finlays
11. Jonson Diversey
12. L'Oreal East African limited
13. Nestle Kenya Limited
14. Pepsi Cola East Africa Limited
15. Proctor and Allan
16. PZ Cussons East African limited
17. Reckitt Benkiser East African Limited
18. Uniliver Kenya Limited
19. Weetabix
20. Wrigley Company East African limited

**Source: Kenya Association of Manufacturers, 2018**

## **Appendix II: Introduction Letter**

### **REF: REQUEST FOR PERMISSION FOR DATA COLLECTION.**

I am a masters scholar at KCA, doing a Masters degree in Business Administration (**CORPORATE MANAGEMENT**). As part of my fulfillment to the requirements of the said program, Am as of now embraced an examination field work to compose my thesis. Concerning information gathered, I therefore and committedly pronounce that the data given will stringently

be restricted to instructive intention as it were. Cooperation is intentional and a respondent can end the level of his/her investment anytime without giving any reasons.

Your help is exceptionally valued.

Yours faithfully,

**Emily Mwangangi**

KCA University

### **Appendix III: Questionnaire**

#### **SECTION A: PARTICIPANT'S DETAILS**

1. Kindly show your gender?

Male

Female

2. Education Level

Diploma  PhD

Bachelors Degree

Masters

3.Indicate your age?

below 25

25 – 30 years

36 – 40 years

above 40 years

**SECTION B: CAREER ADVANCEMENT AND PERFORMANCE**

4.Kindly indicate to what extent that you do agree or do disagree with the statement below:

**5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree**

		<b>1</b>	<b>2</b>	<b>3</b>		<b>5</b>
	Grant and funding are available for all employee without segregation					
	There exists profession movement/way of workers in the firm					
	The current occupation urges me to ceaselessly acquire new position related abilities					

		1	2	3		5
	There is a preparation and mentorship package for all laborers which upgrades the workers					
	Workers in my association have more than one possible situation for advancement					

5. Are you satisfied with your career?

Yes

No

6. Please highlight some of the factors that lead to career satisfaction in this organization?

.....

.....

.....

**SECTION C: FINANCIAL COMPENSATION AND PERFORMANCE**

7. Kindly indicate to what extent that you do agree or do disagree with the statements:

**5=Strongly Agree., 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree**

		1	2	3		5
	The compensation and advantages are proportionate to endeavors					

		1	2	3		5
	The company gives great compensation to all staff					
	Reward pay is agreeable and similar to exertion					
	I will leave the company today in case I am given a more significant compensation by another business					
	Monetary pay is the main justification for efficiency in the firm					

8. Are you satisfied with the salary you are paid by the organization?

Yes

No

9. Please highlight some of the compensation issues that your organization should improve?

.....

.....

.....

**SECTION D: RECRUITMENT AND PERFORMANCE**

10. use the scale below:

**5=Strongly Agree., 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree**

		<b>1</b>	<b>2</b>	<b>3</b>		<b>5</b>
	There exist a composed technique on worker enrollment ( strategy controlling sourcing/recruiting of representatives ).					
	Occupation notices are utilized by the organization to enroll workers.					
	Candidates are completely educated with regards to the capabilities needed for the work prior to being employed.					
	Opportunities are given to qualified workers					
	Our organization gives preference to an internal employee whenever a vacancy exists.					

10Are you satisfied with the recruitment process in your organization?

Yes

No

11. Please highlight some of the recruitment issues that your organization should improve?

.....

.....

.....

**SECTION E: WORKING CONDITION AND PERFORMANCE**

12. Kindly indicate to what extent that you do agree or do disagree with the statements

**5=Strongly Agree., 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree**

		<b>1</b>	<b>2</b>	<b>3</b>		<b>5</b>
	There exists an unmistakable plan for getting work done in the association					
	I am comfortable with the number of working hours					
	Our organization, has good security					
	There effective communication in the office					
	I am able to balance between work and family					

13. Are you satisfied with the work environment in your organization?

Yes

No

14. Please highlight some of the work environment issues that your organization should improve?

.....

.....

.....

**SECTION : PERFORMANCE**

o	Statement	S trongly disagree	D isagree	M oderately Agree	g ree	S trongly agree
		1	2	3		5
	Our firms profits has been on the rise in the past five years					
	Our firm has is able to pay all its debts					
	There has been a general increase in sales in the organization					
	All our employees are satisfied working in this organization					
	There has been a rapid increase in the organization return on asset					