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EMPLOYEE RETENTION STRATEGIES AND PERFORMANCE OF THE NATIONAL MUSEUMS OF KENYA

Dick Ashira Opwondo & Dr. David Kiiru, PhD

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¹Dick Ashira Opwondo & ² Dr. David Kiiru, PhD

¹MBA Scholar (Human Resource Management), School of Business, Economics and Tourism, Kenyatta University, Kenya

²Lecturer, School of Business, Economics and Tourism, Kenyatta University, Kenya

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ABSTRACT

The broad objective of this study was to examine effects of retention strategies of employee on organization performance at the National Museums of Kenya. The study also sought to determine effects of flexible work schedules, employee compensation, career development and work-life balance on organizational performance at the National Museums of Kenya. This research was anchored on hypothesis of Herzberg's motivation-hygiene, hypothesis of equity, hypothesis of human capital and hypothesis of Vroom's expectancy. This study used a descriptive research design. The population targeted was 226 low level, middle level and top level managers at the National Museums of Kenya. This research employed Slovin's Formula to estimate the sample size for the investigation. Stratified random sampling method was used in order to choose 144 participants from the population. The research employed primary data, which was gathered using self-administered questionnaires. Qualitative and quantitative information was generated from the research instrument. Quantitative information was edited, coded and entered into statistical software known as the statistical package for social sciences (SPSS version 25). Quantitative information was analyzed employing both descriptive and inferential statistics. The study found that flexible work schedules have a positive and significant influence on organizational performance at the National Museums of Kenya. The study also established that employee compensation has a positive and significant influence on organizational performance at the National Museums of Kenya. In addition, the study revealed that career development has a positive and significant influence on organizational performance at the National Museums of Kenya. The study found that work-life balance has a positive and significant influence on organizational performance at the National Museums of Kenya. The study recommended that the National Museums of Kenya should develop well-defined policies and guidelines outlining the types of flexible work arrangements available, eligibility criteria, request procedures, and expectations for performance and communication. In addition, the National Museums of Kenya should ensure that the institution has fair and competitive compensation and benefits for employees so as to improve performance. Also, the National Museums of Kenya should offer fully paid scholarships to employees willing to further their education.

Key Words: Employee Retention, Organizational Performance

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INTRODUCTION

Employees are the most valuable resources that any company possesses. Human Resource Management (HRM) is a people management theory focused on the idea that human resources are crucial to long-term business performance (Cole & Kelly, 2011). It is regarded as one of the most fundamental and crucial problem that any enterprise must address to remain competitive in any sector. According to Manene (2016), companies depend on skills, knowledge, capital resource, expertise and capacity growth of their staffs in order to successfully compete and obtain a competitive edge and improve organizational performance. Having the right employees and maintaining them is a major challenge to many organizations (Hanaysha & Hussain, 2018). This is because organization's today experience high level of employee turnover and hence the need for employee retention.

In Pakistan, Khan (2021) observed that employee retention strategies including rewards, work environment, supervisor support and career development significantly impact on performance of an organization. Kurdi, Alshurideh and Afaishat (2020) discovered that employee retention strategies including work environment, recruitment and orientation, training and development, reward and recognition, career planning and supervisor support significantly affect performance of an organization in public sector. Hussein (2021) established that employee retention strategies such as positive working environment, employee communication, employee flexibility and freedom, development and training, management support, compensation & benefits and employee involvement have significantly affected performance of an organization in private colleges in Baghdad. In addition, Nethravathi, Aithal and Gayathri (2021) observed that retention techniques of a company require having capacity to hold and attract their workers.

In Nigeria, Gberevbie (2017) indicates that any company that does not implement sufficient employee retention methods is unlikely to be able

to keep and engage competent employees, which will lead to high labor turnover and poor performance of a company. Acquah (2018) indicates that strategies like difficult job, high performance bonuses or incentives, chances for growth, a reoccurring pay raise, a clearly defined career ladder, potential for promotions, and a sense of belonging to the company were the strategies used by GRA to retain employees and resulted in better performance. In Zimbabwe, rewarding long-serving staff members, "management implements flexible working hours for staff" and "free medical care for workers" are methods used by management to lower staff turnover (Kunu, Franois & Kofi, 2021).

In Kenya, Employee retention strategies like career development, work environment and employee compensation, supervisor support, orientation and recruitment, development and training, career planning, and reward and recognition significantly affect performance of employee and organization (Gicho, 2016; Mokaya, 2018; Ngaira & Oyagi, 2018).

According to Mudulia (2017), an organization's business performance can be analyzed in three different ways, which include stockholders' return, profitability (financial performance) and market performance (market share). Ochieng and Kamau (2021) highlighted that the majority of businesses utilize balanced scorecards to manage resources of organizations through a system created by keeping track of key indicators of performance. These indicators of performance include metrics for financial success, customer happiness, internal operations of the company, and learning and growth (Wong, Chan & Teh, 2020). The concept is that these four indicators of performance are interdependent and occur in a specific order; enhancement of an organization's internal procedures is attained through increased innovation and learning. The Key Performance Indicators (KPIs) are also used for internal procedures. The Key Performance Indicators balanced scorecard, which is important in ensuring operational efficiency and ultimately improving

customer satisfaction and overall company success, is also used for internal procedures.

Klindzic and Marić (2019) conceptualized employee retention strategies among firms in Croatia in relation to flexible schedules for work, work-life balance, career growth and worker compensation. In Nigeria, Idowu (2020) looked at employee retention strategies in terms of balance of work life, employee recognition and compensation. In accordance to Rita, Namusonge and Karanja (2017), employee retention strategies include performance management, competitive compensation and flexible work schedules. Further, Bashir (2018) conceptualized employee retention strategies in terms of training and development, rewards, work environment and recruitment. According to Mabaso and Maja (2021) employee retention strategies include compensation, balance of work-life, system for performance management, development and training, prospects for career advancement and employment. This study looked at employee retention strategies in terms of flexible work schedules, employee compensation, career development and work-life balance.

National Museums of Kenya (NMK), established in 1910, is a State Corporation governed by an Act of Parliament, National Museums and Heritage Act No. 6 of 2006 with broad mandate for managing and conserving national heritage and serves as National Repository of items of technological, cultural, human and scientific interest. It holds collective national memory spanning over millions of years. NMK is a multidisciplinary organization tasked with gathering, preserving, studying, documenting, and presenting Kenya's current and past natural and cultural heritage (Manene, 2016). This is done in order to increase people's understanding, dignity and responsible utilization of natural resources for Kenya's benefit and globally, both now and in the future. Success in such activities is required by NMK due to their shared concern for the welfare of people and the preservation of biological diversity on Earth as well as in the East African region (National Museums of

Kenya, 2021). Additionally, NMK oversees a large number of regional museums, locations and landmarks of national and international significance in addition to precious elements of Kenya's natural and cultural current heritage. NMK is working to make a distinctive contribution to the goal of fostering national development as an organization that must address the society's expanding requirements.

Statement of the Problem

National Museums of Kenya has been experiencing difficulties in its performance in terms of effective service delivery, satisfaction of customers, generation of revenue and innovation. According to National Museums of Kenya (2020), number of tourists visiting the National Museums decreased by 21% between the year 2018 and 2019, which decreased in 2019 by 5% and by 45% in 2020. In addition, the generated income decreased by 9.77% between the year 2018 and 2019. The retention of employees in a company plays a key role in ensuring performance. When employees leave, it can disrupt workflow and productivity, and remaining employees may need to take on extra responsibilities, leading to increased workloads and potential burnout. In addition, when experienced employees leave, they take with them valuable knowledge, skills, and expertise. As such, the National Museums of Kenya have invested in employee retention strategies and employee salaries increased by 12% between 2016 and 2019. Therefore, despite the increase in investment in employee retention strategies, performance of the National Museums of Kenya still remains unsatisfactory.

With emergence of Covid-19 pandemic, tourism sector is experiencing a lot of challenges relating to employee retention and the overall organization performance. Many of the organizations are forced to retrench employees to maintain the liquidity of the business (Borona, 2018). Organizations lose their competent employees through retrenchment thus increasing the turnover rate. Since workers are one of an organization's most valuable and

significant assets, the company must come up with strategies to encourage employees for them to remain with the company despite current or future competition or other circumstances. This is because when an individual leaves a company, he or she leaves a massive gap in the organizational atmosphere and creates an unbalanced situation (Auka & Nyangau, 2020).

Numerous investigations have been carried out in Kenya on employee retention strategies and organizational performance. For example, Gicho (2016) examined effects of retention strategies of employee on performance of employee in Eagle Africa Insurance Brokers Limited; and Ngaira and Oyagi (2018) studied employee retention strategies on organizational performances of Mombasa County hospitals. However, these investigations were limited to health sector and the insurance sector. In addition, both Gicho (2016) and Ngaira and Oyagi (2018) made use of a census approach and hence to sampling was done. In addition, the two investigations employed structured questionnaires, but current research will utilize a semi-structured questionnaire. Ngaira and Oyagi (2018) conceptualized employee retention strategies in terms of recruitment strategies and supervision strategies while Gicho (2016) conceptualized employee retention strategies in terms of recognition, company culture and strategic leadership. The research looked at how flexible work schedules, employee compensation, career development and balance of work-life impact the overall performance of organizations. This investigation preceded research by attempting to construct a comprehensive case to provide a true image of the phenomena on the ground. It emphasized the study's particular and general objectives, intent, and goals, as well as why the study is being carried out.

Objectives of the Study

The general objective of this research was to examine effects of employee retention strategies on organization performance at the National

Museums of Kenya. The following are the specific objectives that the study focused on:

- To determine the effect of flexible work schedules on organizational performance at the National Museums of Kenya.
- To establish the effect of employee compensation on organizational performance at the National Museums of Kenya.
- To evaluate the effect of career development on organizational performance at the National Museums of Kenya.
- To investigate the effect of work-life balance on the organizational performance at the National Museums of Kenya.

The research sought to answer the following research questions;

- What is the effect of flexible work schedules on organizational performance at the National Museums of Kenya?
- To what extent does employee compensation affect organizational performance at the National Museums of Kenya?
- What is the effect of career development on organizational performance at the National Museums of Kenya?
- What is the effect of work-life balance on organizational performance at the National Museums of Kenya?

LITERATURE REVIEW

Theoretical Review

Herzberg's Motivation-Hygiene theory

Fredrick Herzberg developed the hypothesis of Herzberg's Motivation-Hygiene also referred to theory of two-factor of work motivation in 1959 (Herzberg, Mausner & Snyderman, 1959). The hypothesis frequently offers explanations for some factors resulting to satisfaction and dissatisfaction at workplace (Wall & Stephenson, 2014). He argues that majority of employee will never be contented

with lower order needs such as salary and condition of the workplace but they will be much satisfied by psychological needs of the highest level. The composition of the great level of psychological needs encompass: advancement recognition, success, education and advancement.

The theory introduces two components or factors to account for total job satisfaction: factors of motivators and hygiene. The hypothesis of two-factor is based on supposition that two groups of elements that influence motivation at job by either improving or reducing job satisfaction. Motivators like difficult work, praise for accomplishments, accountability, the chance to make a difference, participation in decision-making, and a sense of value to the company all result from the inherent requirements of the job itself and provide positive satisfaction (Thant & Chang, 2021). Hygiene elements like situation, job security, pay, perks, and paid time off, for example, do not boost motivation or bring about positive contentment, but their absence may result in misery.

In this research, Herzberg's Motivation-Hygiene Theory was employed to explain effects of compensation, flexible work schedule on organizational performance. According to the theory, work schedule is a hygiene factor and while they might not provide good satisfaction, their absence can cause dissatisfaction and hence negatively affect organizational performance. In addition, flexible work schedules can be considered as both a hygiene factor and a potential motivator, depending on how they are implemented and perceived by employees. Having the flexibility to manage one's work schedule can enhance job satisfaction by providing a better work-life balance and reducing stress.

Equity Theory

Equity Theory by John Stacey Adams (1963) holds that the essential components to a motivated person include fairness and equity. The theory is anchored on the idea that fairness is the key motivator to people and if these people notice any inequalities whether in input or in output ratios of

themselves or other groups, they will try by all means to change their input to equalize with the perceived level of equity (Ross & Kapitan, 2018). The theory has a perception that workers get demotivated with both their work and their employees if they have a feeling of inequity when they compare the input they give with the output they get. The assumption of equity theory is that the workers compare their inputs and results against their peers in order to determine what their fair reward should be. Employees who believe they are in an unfair situation will make efforts to lessen the unfairness by manipulating inputs and/or outcomes mentally, changing inputs and/or outcomes directly, or exiting the business. Inputs may consist of experience, education, skills, performance and effort; outcomes typically refer to benefits, pay and advancements. Employees may lose motivation and become unsatisfied with their work if they believe that their inputs to outcomes ratio are not equal to those of their colleagues (Bahl, 2017). As a result, these employees react differently to this unfairness some become demotivated which refers to the degree of disparity between the work done and the benefits received and perceived by the employees.

Moreover, the hypothesis presupposes that people are concerned with their own benefits and what others receive in comparison. Employees anticipate receiving a just and equitable reward for their efforts at work. Any employee likes to think that their pay truly represents the worth they put on their labor and performance on the job. A staff member may get resentful toward the company and possibly their coworkers if they feel underpaid, which could lead to a decline in performance at work. The minor factors also significantly influence how one feels about equity. The simple thought of appreciating an employee for their work and the act of doing so will make them feel satisfied, which will make them feel more valuable and lead to higher result (Adrienne, 2019).

This theory was used to show how compensation affects organizational performance. In any

organization, individuals seek fairness on their input into their job and the output they get. Application of theory of equity at place of work focuses on workers' labor-compensation link and exchange link as well as workers' potential to reduce any perception of inequality that may develop. Hypothesis is pertinent to the research since it is a realistic experience as public sector workers frequently contrast their working conditions with those of their counterparts in the private industry. As a result, this hypothesis contends that people evaluate their performance by comparing it to others' performance. If workers feel they are not being paid appropriately for quantity of labor they complete in a day, it will lead to reduced productivity, more employee turnover, and excessive absenteeism, which can in turn negatively affect organizational performance.

Human Capital Theory

Theory of human capital was suggested by Theodore Schultz in 1961. The hypothesis was then developed in 1964 by Gary Becker and Jacob Mincer (Adom & Asare-Yebo, 2018). The theory holds that through training the performance of employees improves since the training process instills the relevant skills for job performance to the working staff. This enables the employees to have a better income in the future all over their lifetime (Tight, 2018). The idea goes on to claim that training expenses should be classified as investments because they are very expensive and intended to raise workers' future incomes (Law, 2015).

Human capital hypothesis states that formal learning is crucial and vitally significant to boost a population's potential for productivity. Fundamentally, supporters of the human capital hypothesis argue that a population with greater levels of academic achievement is more productive. The human capital hypothesis holds that education increases workers' efficiency and effectiveness by increasing their mental assessment of human potential for economic productivity which is due to their inherent talents and expenditures in them.

The provision of formal schooling is seen as an investment in human capital, which the supporters of the hypothesis believe to be equally valuable to or even more valuable than the value of material capital (Dialoke & Nkechi, 2017).

Yebo, 2018). The tenets of human capital theory are used to make the argument that institutions can earn or receive remuneration for their human capital investment. Theodore Schultz underlined the necessity for business leaders to support their workers' employment possibilities, health, and well-being. According to Schultz's developments in the field of human capital theory, human capital increased through schooling and training is more successful than physical capital in an organization. This hypothesis considers employees as the organization asset and it also indicate that if organization invests on its staffs it results to improvement of returns (Nadesan & Harikaran, 2020). HCT has a drawback in that it makes the assumption that education boosts workplace productivity, which leads to better individual salaries, however, it doesn't go into much detail about how training and education translate into increased pay (Ando, 2021).

Vroom's Expectancy Theory

Vroom (1964), is accredited with coming up of the expectancy theory. The theory describes the process that a person undergoes so as to make a choice. The theory explains a person's behavior in regard to the goals or outcomes one wants to achieve (Chen, Ellis & Suresh, 2016). The individual then makes choices or looks at other alternatives that can lead to the outcome being achieved. The outcome should motivate the person to work for the anticipated outcome; the outcome should be attractive (Swain, Kumlien & Bond, 2020). These goals also ought to be achievable. This hypothesis connects performance and effort to result. Employees should believe that extra effort leads to improved performance and this leads to a greater compensation. The compensation should be something that motivates the employee meaning that a positive co-relationship should exist between

the person's effort in executing the task and the expected outcome (Pinto, Cabral-Cardoso & Werther, 2020). The theory further points out that the more the person needs the intrinsic or extrinsic reward, the more motivated the person is to achieve the reward. The person has to have a sentimental value association to goal. This sentimental value is termed as valence. In case valence is positive, a worker would prefer to achieve the goal than not.

Expectancy is yet another variable which is borrowed from this theory. Expectancy is the person's belief that he can achieve the goal at hand. Expectancy in an organization can be increased by training the employees such that they are confident in achieving the goal given. Instrumentality is the third variable in this theory which means the actions or means that are undertaken to achieve the outcome (Swain, Kumlien & Bond, 2020). Just like the employee is motivated to perform the task, he must trust that once he/she achieves the task, he/she will get the reward. The employee's personal outcome is the reward in this case steps taken by the employee will lead to the employee getting the reward. Instrumentality seeks for a relationship to be established between the reward and the performance (Pinto, Cabral-Cardoso & Werther, 2020). The non-financial reward given will be determined by the level of performance, the employee should also trust that the system will be fair in that the system will in an accurate manner determine the organizational performance and provide the reward in accordance to this performance. This theory is also known as valence instrumentality-expectancy hypothesis.

In this research, Vrooms Expectancy Theory was utilized in showing impacts of work-life balance on the performance of an organization. Expectancy is conviction that one's efforts (E) will lead to achievement of anticipated performance goals (P). In context of work-life balance, staffs who believe that they can obtain a satisfactory work-life balance are more likely to be motivated. If employees

perceive that their efforts to balance work and personal life will lead to positive results, like reduced stress, increased well-being, and improved personal relationships, they are more prone to be driven to maintain a healthy work-life balance.

Empirical Literature Review

Flexible Work Schedules and Organizational Performance

Austin-Egole, Iheriohanma and Chinedu (2020) conducted research to evaluate the connection between flexible work schedules and performance of an organization. Library research which involves analytical evaluation of secondary information was employed. The research discovered that Flexible Working Arrangements (FWA) in time and place, particularly those that are employee-driven and intended to support work-life balance can produce effective organizational results. The outcomes of research revealed that employees who choose employee-driven FWA options like teleworking and home-based work are frequently highly motivated, self-reliant and disciplined, effective communicators and organized, hence they usually produce better performance for such businesses which are capable of providing such flexibility as a method of enlisting and keeping them. Employer-driven FWA are thus said to have a favorable impact on performance of an organization and effectiveness. Nonetheless, the research employed secondary information while this research will employ primary information which will be gathered using questionnaire.

Idowu (2020) evaluated impacts of flexible working schedules on staff job retention and performance in Nigeria's Agbara manufacturing industry. Purposive sampling strategy was employed to gather information from 227 contract and permanent workers from 5 Agbara manufacturing industries in Ogun State. Information was gathered using questionnaire for flexible working hour. The gathered information was analyzed according to descriptive analysis of demographic information employing tables. This research discovered that flexible work-hour schedules enhanced

performance of employee, increased employee retention and decreased employee work stress. Nevertheless, this research was conducted in Nigeria, hence outcomes cannot be applied to a research conducted in Kenya.

Eshak, Hassan and Ghanem (2021) assessed the link between flexible work schedules and their effects Egyptian Private University staff members' performance. The researcher employed descriptive analytical technique and questionnaire as an instrument for gathering information. Stratified random sample of 423 workers was employed. The results showed a favorable correlation between flexible work schedules (lower hours of working, benefits for workers, and workplace parenting policies) and performance of worker. Nonetheless, this study targeted Private University employees hence, while this study will target employees working in National Museums of Kenya therefore research outcomes are not applicable to this study because of variations in analysis unit and observation.

Employee Compensation and Organizational Performance

Ephraim (2018) evaluated the link between compensation of employee and performance of an organization in chosen western Ugandan conservational areas. The researcher employed questionnaires to ask respondents for information. There were questions which are open-ended and closed-ended on surveys. Research established that, the hotel employs a variety of incentive programs to keep its staff motivated. These include; giving out perks, rewarding staff for going beyond what is expected, cultivating a sense of accountability, elevating reliable hard workers, and treating every worker fairly. The study also revealed that non-financial incentives, such as less work, secure employments, and acknowledgment, are powerful motivators but financial incentives, such as salary and pay based on performance, are more powerful. Having been done in Uganda results can never be applied in Kenya due to disparities in economic

environment and the legal frameworks between the two countries.

Hamzat, Bello and Opele (2018) evaluated the link between employee compensation and performance of organization in Guarantee Trust Bank (Gt Bank) Plc. Information for research was obtained from yearly financial statements from 2002 to 2016 produced by GT Bank Plc. The information was analyzed using the Pearson Correlation technique and yearly financial reports from 2002 to 2012. The research discovered that compensation and an organization's success are strongly positively correlated and statistically significant. Nonetheless, this study was limited to Guarantee Trust Bank whose organizational structures and objectives differ from those of National Museums of Kenya.

Adnan, Zarrar and Zaffar (2021) carried out an investigation to evaluate impacts of employee compensation on performance of employee job. The research employed information from 200 staffs of Multan FMCG industry. Partial least square technique was involved to determine results. Outcomes showed that employee compensation is strongly and significantly correlated to performance of employee job. Nonetheless, this research targeted workers of Multan FMCG industry, while this research will target staffs working in National Museums of Kenya hence the research findings are not generalizable due to variations in unit of analysis and observation.

Career Development and Organizational Performance

Using descriptive research design Otwere (2017) analyzed the impact of career development on Almasi Beverages Limited's organizational performance. The population targeted for this research was 113 workers from Almasi Beverages Limited. Stratified random sampling method was employed to choose a sample size of 34 workers. Questionnaire was employed as tool in gathering information. The research revealed that there is a connection between development of career and performance of organization. According to the research, workshops and coaching are the most

successful internal training methods in the business. Coaching is the type of mentoring that is most successful in the business. Employee performance and efficiency are increased in the workplace by mentoring career. However, this study was performed in Almasi Beverages Limited whose organizational structures and objectives differ from those of national museums.

Ntadom, Chidi and Chineze (2021) examined impacts of career advancement on performance of organizations of chosen high institutions in Nigeria's Anambra State. A cross-sectional design was involved and a structured questionnaire instrument was employed for gathering information. The research population comprised of 57, 710 students selected across the five Nigeria's south east states. A sample size of 399 students was drawn from population, using Taro Yamane formula. The research discovered that career development significantly affects performance of an organization. Nonetheless, this research was done in Nigeria a nation with different legal framework and economic level of development from that of Kenya.

Odollo and Muema (2021) evaluated the impact of career development practices on regional non-governmental organizations' performance in Kenya. Analysis unit was staffs working with non-governmental organizations. The research employed purposive and stratified sampling to sample 10 regional non-governmental organizations. The research involved cross sectional design. A questionnaire served as the primary tool for gathering first-hand information. The results showed that career development considerably impacts non-governmental organizations' performance and has a considerable impact on internal business. However, research used cross sectional design while this research will use descriptive design.

Work-Life Balance and Organizational Performance

Kasau (2017) examined connection between work-life balance and performance of staffs in county government of Kitui. The research employed an explanatory design. The population targeted was

207 staffs in economic planning and finance department in the county government of Kitui. The investigation involved a stratified sampling and simple random sampling to obtain research representative sample. Research used semi – structured questionnaires with questions which are closed-ended and open-ended to gather information from sample. The study discovered that the existence of leave and welfare policies is essential; while their absence may lead to a drop in performance, their absence has no bearing on performance. Contrarily, it was established that flexible work schedules and family policies were favorably associated with workers' performance. However, research employed explanatory design while this research will employ descriptive design

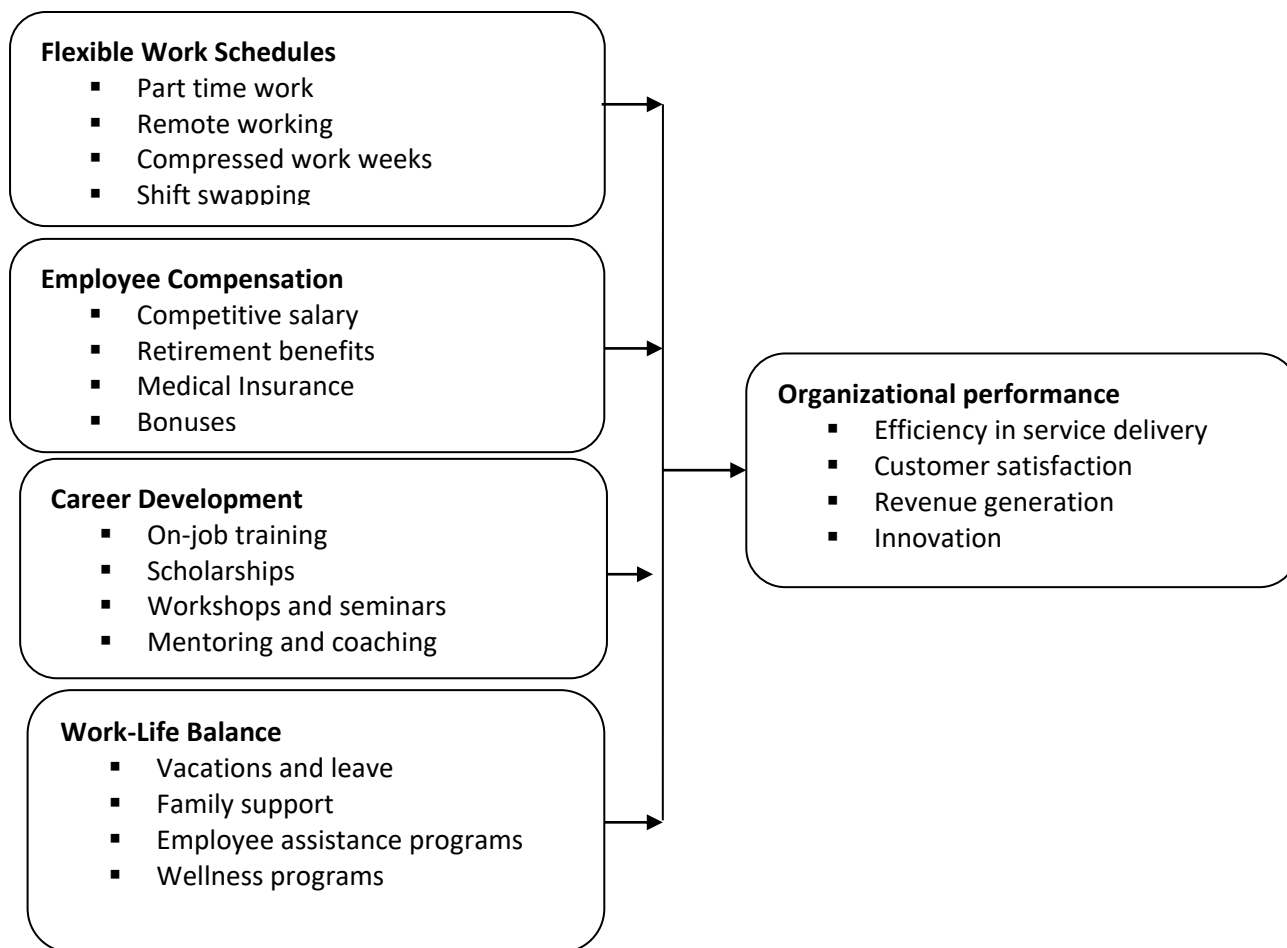
Wakhungu, Wanyama and Olang'o (2020) examined the effect of Work-Life Balance (WLB) on Organizational Performance (OP) in Busia County Government. Researcher employed census survey design. Research targeted 91 participants in Busia County Government. The primary tools for gathering information were questionnaires. Outcomes of the research indicated a significant, positive, linear relationship between organizational culture on OP and flexible work schedules, telecommuting, and short work weeks. This study targeted respondents of County Government of Busia and therefore the results cannot be applied to a study conducted in National Museums due to variations in unit of analysis and observation.

Auka and Nyangau (2020) examined impacts of work-life balance practices on performance of organization in Referral Hospital of Homa Bay County in Kenya. Research employed descriptive design. Population of research composed of 100 UN Women workers in Nairobi. Stratified sampling was involved to choose sample size of 64 staffs from entire population. Structured questionnaires were involved to gather information. Research results showed a significant favorable correlation between UN Women's annual leave policy, which covers parental leave, sick leave and annual leave. The research found that there was no significant

association between performance of employee and shortened working hours, flextime, or part-time employment. This research was conducted in

Referral Hospital of Homa Bay County and hence research outcomes can never be applied to National Museums of Kenya.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

This investigation adopted a descriptive design, which entailed observing and explaining a subject without having any influence on it. The target population was all the 226 low level, middle level and top level managers in the National Museums of Kenya. This research employed Slovin's Formula to calculate sample size of 144 respondents for the research. This investigation employed stratified random sampling method to choose 144 participants from research population. Research employed primary information, which was gathered using questionnaires which are self-administered. Self-administered questionnaire was semi-

structured and consisted of questions which are open ended and closed ended.

Reliability in this investigation was determined employing internal consistency (Mitchell & Jolley, 2017). A pre-test was carried out to find and reword any unclear, erroneous, or poorly phrased questions. Drop-and-pick was adopted by the researcher during collection of data. Quantitative information was modified, coded, and entered into statistical software called statistical package for social sciences (SPSS version 25).

RESULTS

Descriptive Statistics

This section covers descriptive analysis of flexible work schedules, employee compensation, career development and work-life balance on the organizational performance at the National Museums of Kenya. The open ended questions were presented in form of a narrative while closed ended questions were measured on a 5-point Likert scale, with representing not sure, 2 representing strongly disagree, 3 representing disagree, 4 representing agree and 5 representing strongly agree.

Table 1: Aspects of Flexible Work Schedules

Statements	1	2	3	4	5	Mean	Std. Deviation
The institution offers part time work to employees	7.3	12.2	17.1	48.8	14.6	3.612	1.111
Part time work reduces the amount of stress among employees	4.9	12.2	14.6	46.3	22.0	3.682	1.096
Part time work creates a better work/life balance to the employees	7.3	9.8	12.2	46.3	24.4	3.707	1.157
Our institution allows the employees to work from remote location	4.9	9.8	14.6	46.3	24.4	3.756	1.081
Remote working has reduced commutation costs	4.9	9.8	7.3	51.2	26.8	3.85	1.076
There are policies governing remote working	7.3	9.8	9.8	48.8	24.4	3.731	1.152
Employees are given a day off in a week	4.9	7.3	9.8	48.8	29.3	3.902	1.059
Compressed work weeks give employees more personal time	7.3	9.8	14.6	43.9	24.4	3.682	1.161
I am satisfied with Compressed work weeks provided by our institution	7.3	7.3	14.6	48.8	22.0	3.707	1.114
Shift swapping provides employees with flexibility in managing their work schedules.	7.3	12.2	12.2	46.3	22.0	3.634	1.168
I feel comfortable requesting to swap shifts with my colleagues	4.9	7.3	17.1	53.7	17.1	3.707	.997
Shift swapping is an effective way to accommodate personal needs or preferences.	4.9	9.8	17.1	41.5	26.8	3.756	1.103

With a mean of 3.902(SD=1.059), the respondents agreed that employees are given a day off in a week. The respondents agreed that remote working has reduced commutation costs as shown by a mean of 3.85(SD=1.076). The respondents agreed that their institution allows the employees to work from remote location as shown by a mean of 3.756(SD=1.081). From the results, the respondents agreed with a mean of

Flexible Work Schedules and Organizational performance

The first objective of this research was to determine the effect of flexible work schedules on organizational performance at the National Museums of Kenya.

Aspects of Flexible Work Schedules

The respondents were asked to indicate their level of agreement with various statements on flexible work schedules and organizational performance at the National Museums of Kenya. The results were as presented in Table 1:

3.756(SD=1.103) that shift swapping is an effective way to accommodate personal needs or preferences. From the results, the respondents agreed with a mean of 3.731(SD=1.152) that there are policies governing remote working.

With a mean of 3.707(SD=1.157), the respondents agreed that part time work creates a

better work/life balance to the employees. The findings were in line with Idowu (2020) findings that part time work enhanced performance of employee, increased employee retention and decreased employee work stress. With a mean of 3.707(SD=1.114), the respondents agreed that they are satisfied with compressed work weeks provided by their institution. The respondents agreed that they feel comfortable requesting to swap shifts with their colleagues as shown by a mean of 3.707(SD=0.997).

From the results, the respondents agreed with a mean of 3.682(SD=1.161) that compressed work weeks give employees more personal time. The findings concur with Klindzic and Marić (2019) findings that compressed work weeks gives employees more personal time. From the results, the respondents agreed with a mean of 3.682(SD=1.096) that part time work reduces the amount of stress among employees. With a mean of 3.612(SD=1.111), the respondents agreed that

the institution offers part time work to employees. The respondents agreed that shift swapping provides employees with flexibility in managing their work schedules as shown by a mean of 3.634(SD=1.168). The findings agree with Austin-Egole, Iheriohanma and Chinedu (2020) observation that swapping of shift improves employees' flexibility in managing their work schedules.

Employee Compensation and Organizational performance

The second objective of this study was to analyse the effect of employee compensation on organizational performance at the National Museums of Kenya.

Aspects of Employee Compensation

The respondents were asked to indicate their level of agreement with various statements on employee compensation and organizational performance at the National Museums of Kenya. The results were as presented in Tables 2:

Table 2: Aspects of Employee Compensation

Statements	1	2	3	4	5	Mean	Std. Deviation
Our institution gives employees allowances on time	4.9	19.5	43.9	19.5	12.2	3.146	1.029
The commissions given to the employees are satisfactory	12.2	24.4	36.6	19.5	7.3	2.853	1.099
Our institution pays salaries which match the sector	7.3	9.8	9.8	58.5	14.6	3.634	1.080
The institution makes monthly contribution towards retirement benefits for the employees	4.9	7.3	14.6	53.7	19.5	3.756	1.010
Pensions helps in maintaining standard of living in retirement	2.4	4.9	12.2	46.3	34.1	4.048	.939
The employees are assured of pension after retirement	4.9	7.3	12.2	58.5	17.1	3.756	.986
All employees are provided with Medical Insurance covers	2.4	7.3	14.6	61.0	14.6	3.780	.873
Medical insurance protects and supports the health and wellbeing of employees	2.4	2.4	14.6	53.7	26.8	4.000	.858
Our institution makes monthly payment towards Medical Insurance cover on time	2.4	4.9	9.8	51.2	31.7	3.248	1.013
Our institution gives bonuses to reward good performing employees	31.7	31.7	22.0	9.8	4.9	2.243	1.147
Bonuses improves employee morale	2.4	7.3	9.8	53.7	26.8	3.951	.939
I am satisfied with the bonuses provided by our institution	26.8	31.7	24.4	12.2	4.9	2.365	1.147

The respondents agreed that pensions help in maintaining standard of living in retirement as shown by a mean of 4.048(SD=0.939). From the results, the respondents agreed with a mean of 4.000(SD=0.858) that medical insurance protects and supports the health and wellbeing of employees. The respondents agreed that bonuses improve employee morale as shown by a mean of 3.951(SD=0.939). The findings agree with Suri (2016) findings that employees' morale in terms of employee happiness and motivation are significantly impacted by bonuses. With a mean of 3.780(SD=0.873), the respondents agreed that all employees are provided with Medical Insurance covers. The respondents agreed that the institution makes monthly contribution towards retirement benefits for the employees as shown by a mean of 3.756(SD=1.010). From the results, the respondents agreed with a mean of 3.756(SD=0.986) that the employees are assured of pension after retirement.

With a mean of 3.634(SD=1.080), the respondents agreed that their institution pays salaries which match the sector. With a mean of 3.248(SD=1.013), the respondents were disagreed that their institution makes monthly payment towards Medical Insurance cover on time. With a mean of 3.146(SD=1.029), the respondents were disagreed that their institution gives employees

allowances on time. From the results, the respondents were disagreed with a mean of 2.853(SD=1.099) that the commissions given to the employees are satisfactory. The findings concur with Adnan, Zarrar and Zaffar (2021) findings that organizations should always make sure that their commissions to employees are satisfactory.

The respondents strongly disagreed that their institution gives bonuses to reward good performing employees as shown by a mean of 2.243(SD=1.147). From the results, the respondents strongly disagreed with a mean of 2.365(SD=1.147) that they satisfied with the bonuses provided by their institution.

Career Development and Organizational performance

The third objective of this study was to analyse the effect of career development on organizational performance at the National Museums of Kenya.

Aspects of Career Development

The respondents were asked to indicate their level of agreement with various statements on career development and organizational performance at the National Museums of Kenya. The results were as presented in Tables 3:

Table 3: Aspects of Career Development

Statements	1	2	3	4	5	Mean	Std. Deviation
Our organization gives on-job training to employees	4.9	4.9	4.9	61.0	24.4	3.951	.965
On-job training is conducted on regular basis	2.4	4.9	12.2	58.5	22.0	3.926	.870
Training course content offered by the institution is relevant	2.4	2.4	9.8	56.1	29.3	4.073	.841
Our institution offers fully paid scholarships to employees who are willing to further their education	31.7	39.0	12.2	12.2	4.9	2.195	1.157
Scholarships programs are offered in a transparent manner	22.0	48.8	14.6	9.8	4.9	2.268	1.064
Our institution scholarship include monthly allowances	31.7	39.0	17.1	9.8	2.4	2.122	1.044
Our institution invites professionals in seminars and workshops	2.4	2.4	7.3	63.4	24.4	4.048	.798
I have acquired relevant knowledge and skills on how to carry out my duties through Seminars and workshops	2.4	2.4	9.8	58.5	26.8	4.048	.828
Our institution conducts seminars and workshops on regular basis	4.9	4.9	7.3	63.4	19.5	3.878	.945
I feel supported and guided by my mentor or coach in achieving my career goals.	4.9	7.3	9.8	58.5	19.5	3.804	.997
Mentoring and coaching have helped me gain new insights and perspectives in my career.	4.9	4.9	9.8	61.0	19.5	3.853	.955
I am able to apply the knowledge and skills gained from mentoring and coaching in my daily work.	2.4	2.4	9.8	68.3	17.1	3.951	.766

With a mean of 4.073(SD=0.841), the respondents agreed that training course content offered by the institution is relevant. With a mean of 4.048(SD=0.798), the respondents agreed that their institution invites professionals in seminars and workshops. From the results, the respondents agreed with a mean of 4.048(SD=0.828) that they have acquired relevant knowledge and skills on how to carry out their duties through Seminars and workshops. The findings agree with Otwere (2017) findings that relevant skills and knowledge acquired by employees through seminars and workshops positively influence performance of organization.

With a mean of 3.951(SD=0.965), the respondents agreed that their organization gives on-job training to employees. From the results, the respondents agreed with a mean of 3.951(SD=0.766) that they are able to apply the knowledge and skills gained from mentoring and coaching in their daily work. From the results, the respondents agreed with a mean of 3.926(SD=0.870) that on-job training is conducted on regular basis. The findings were in line with Kakui and Gachunga (2016) observation that on-the-job training is provided regularly in the organization which affects performance of workers. With a mean of 3.878(SD=0.945), the respondents agreed that their institution conducts

seminars and workshops on regular basis. The respondents agreed that they feel supported and guided by their mentor or coach in achieving their career goals as shown by a mean of 3.804(SD=0.997).

The respondents agreed that mentoring and coaching have helped them gain new insights and perspectives in their career as shown by a mean of 3.853(SD=0.955). The findings were in line with Dialoke and Nkechi (2017) findings that mentoring and coaching of employees has positive and significant effect on gaining new insights and perspectives in career. The respondents strongly disagreed that scholarships programs are offered in a transparent manner as shown by a mean of 2.268(SD=1.064). The respondents strongly disagreed that their institution offers

fully paid scholarships to employees who are willing to further their education as shown by a mean of 2.195(SD=1.157). From the results, the respondents strongly disagreed with a mean of 2.122(SD=1.044) that their institution scholarship include monthly allowances.

Work-Life Balance and Organizational performance

The fourth objective of this study was to analyse the effect of work-life balance on the organizational performance at the National Museums of Kenya.

Aspects of Work-Life Balance

The respondents were asked to indicate their level of agreement with various statements on work-life balance and organizational performance at the National Museums of Kenya. The results were as presented in Tables 4:

Table 4: Aspects of Work-Life Balance

Statements	1	2	3	4	5	Mean	Std. Deviation
Our institution offers leave to the employees	2.4	7.3	9.8	48.8	31.7	4.000	.966
Vacations and leave are offered in a transparent manner	2.4	4.9	9.8	61.0	22.0	3.951	.857
I am a beneficiary of vacation and leave offered by our institution	2.4	4.9	7.3	61.0	24.4	4.000	.858
My organization provides family-friendly policies and benefits to support employees with caregiving responsibilities.	4.9	2.4	7.3	61.0	24.4	3.975	.927
I feel that my organization values and recognizes the importance of work-life balance for employees with families.	2.4	4.9	9.8	56.1	26.8	4.000	.887
I receive adequate support from my organization to manage family-related challenges while fulfilling my work responsibilities.	19.5	26.8	29.3	17.1	7.3	2.658	1.186
The institution offers counselling service to employees	4.9	4.9	4.9	65.9	19.5	3.902	.935
The employees are able to solve work-related problems among themselves	2.4	7.3	12.2	63.4	14.6	3.804	.865
Employee assistance programs helps in reducing absenteeism and costs related to employee turnover.	4.9	4.9	9.8	51.2	29.3	3.951	1.015
There are wellness programs in our institution	4.9	9.8	19.5	53.7	12.2	3.685	.991
Wellness programs has improved the employees' standard of living	2.4	7.3	9.8	58.5	22.0	3.902	.909
Am satisfied with the wellness programs in our institution	7.3	9.8	12.2	53.7	17.1	3.634	1.103

With a mean of 4.000(SD=0.966), the respondents agreed that their institution offers leave to the employees. The respondents agreed that they feel that their organization values and recognizes the importance of work-life balance for employees with families as shown by a mean of 4.000(SD=0.887). The findings agree with Thevanes and Harikaran (2020) findings that that importance of work-life balance for employees with families is valued and recognized by the organization. With a mean of 4.000(SD=0.858), the respondents agreed that they are beneficiary of vacation and leave offered by their institution. The findings were in line with Kasau (2017) findings that the employees benefit from leave and vacations offered by the organization. The respondents agreed that their organization provides family-friendly policies and benefits to support employees with caregiving responsibilities as shown by a mean of 3.975(SD=0.927). From the results, the respondents agreed with a mean of 3.951(SD=0.857) that vacations and leave are offered in a transparent manner. With a mean of 3.902(SD=0.935), the respondents agreed that the institution offers counselling service to employees. The respondents agreed that wellness programs have improved the employees' standard of living as shown by a mean of 3.902(SD=0.909). With a mean of 3.951(SD=1.015), the respondents agreed that employee assistance programs help in reducing

absenteeism and costs related to employee turnover.

From the results, the respondents agreed with a mean of 3.804(SD=0.865) that the employees are able to solve work-related problems among themselves. The respondents agreed that there are wellness programs in their institution as shown by a mean of 3.685(SD=0.991). From the results, the respondents agreed with a mean of 3.634(SD=1.103) that they are satisfied with the wellness programs in their institution. From the results, the respondents strongly disagreed with a mean of 2.658(SD=1.186) that they receive adequate support from their organization to manage family-related challenges while fulfilling their work responsibilities. The findings concur with Abdulkadir (2018) findings that the organization does not provide adequate support to manage family-related challenges for employees while performing their responsibilities.

Organizational performance in National Museums of Kenya

The dependent variable of this study was organizational performance in National Museums of Kenya. The respondents were asked to indicate their level of agreement with various statements on organizational performance in National Museums of Kenya. The results were as presented in Tables 5:

Table 5: Organizational performance in National Museums of Kenya

Statements	1	2	3	4	5	Mean	Std. Deviation
Service delivery in our institution is cost effective	4.9	7.3	14.6	51.2	22.0	3.780	1.028
Services in our institution are offered in an efficient and timely manner	4.9	9.8	46.3	22.0	17.1	3.665	1.034
Am satisfied with the quality of services offered by our institution	12.2	22.0	46.3	12.2	7.3	3.804	1.045
The number of complaints from tourists has reduced	2.4	7.3	7.3	51.2	31.7	4.024	.953
The tourists revisit the organization over and over again	7.3	7.3	19.5	46.3	19.5	3.634	1.103
The tourists are satisfied with the charges and quality of services offered	24.4	34.1	19.5	14.6	7.3	2.463	1.216
The revenue generated has been reducing over the years	4.9	9.8	17.1	39.0	29.3	3.780	1.120
The revenue generated has been increasing	17.1	41.5	26.8	12.2	2.4	2.414	.991
I am satisfied with the revenue generated by our institution	24.4	36.6	19.5	14.6	4.9	2.390	1.149
The museum actively embraces new ideas and approaches to enhance visitor experiences.	2.4	2.4	14.6	39.0	41.5	4.146	.929
The museum encourages collaboration and knowledge sharing to spur innovation.	9.8	9.8	9.8	31.7	39.0	3.804	1.316
The museum invests in research and development to drive innovation in its exhibits and programs.	2.4	7.3	9.8	43.9	36.6	4.048	.990

From the results, the respondents agreed with a mean of 4.048(SD=0.990) that the museum invests in research and development to drive innovation in its exhibits and programs. The respondents agreed that the museum actively embraces new ideas and approaches to enhance visitor experiences as shown by a mean of 4.146(SD=0.929). The respondents agreed that the number of complaints from tourists has reduced as shown by a mean of 4.024(SD=.953). The respondents agreed that the museum encourages collaboration and knowledge sharing to spur innovation as shown by a mean of 3.804(SD=1.316).

With a mean of 3.804(SD=1.045), the respondents agreed that they are satisfied with the quality of services offered by their institution. With a mean of 3.780(SD=1.028), the respondents agreed that service delivery in their institution is cost effective. With a mean of 3.780(SD=1.120), the

respondents agreed that the revenue generated has been reducing over the years. From the results, the respondents agreed with a mean of 3.665(SD=1.034) that services in their institution are offered in an efficient and timely manner. The respondents agreed that the tourists revisit the organization over and over again as shown by a mean of 3.634(SD=1.103).

From the results, the respondents strongly disagreed with a mean of 2.463(SD=1.216) that the tourists are satisfied with the charges and quality of services offered. From the results, the respondents strongly disagreed with a mean of 2.414(SD=0.991) that the revenue generated has been increasing. With a mean of 2.390(SD=1.149), the respondents strongly disagreed that they are satisfied with the revenue generated by their institution.

Inferential Statistics

In this section, inferential statistics such as multivariate regression and correlation analysis were used to determine the effect of flexible work

schedules, employee compensation, career development and work-life balance on the organizational performance at the National Museums of Kenya.

Correlation Analysis

Table 6: Correlation Coefficients

		Organizational performance	Flexible Work Schedules	Employee Compensation	Career Development	Work-Life Balance
Organizational performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	123				
Flexible Work Schedules	Pearson Correlation	.692**	1			
	Sig. (2-tailed)	.000				
	N	123	123			
Employee Compensation	Pearson Correlation	.513**	.062	1		
	Sig. (2-tailed)	.000	.161			
	N	123	123	123		
Career Development	Pearson Correlation	.617**	.107	.152	1	
	Sig. (2-tailed)	.000	.100	.101		
	N	123	123	123	123	
Work-Life Balance	Pearson Correlation	.730**	.098	.062	.098	1
	Sig. (2-tailed)	.000	.090	.161	.090	
	N	123	123	123	123	123

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

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

From the findings, there is a positive association between flexible work schedules and organizational performance at the National Museums of Kenya ($r=0.692$, $p\text{-value}=0.000$). Since the $p\text{-value}$ (0.000) was less than the significance level of 0.05 , the relationship was considered to be significant. The findings agree with Kangogo and Wanambiro (2019) findings that flexible work schedules have a marginally significant positive relationship with commitment of an organization

From the findings, there is a positive association between employee compensation and organizational performance at the National Museums of Kenya ($r=0.513$, $p\text{-value}=0.000$). Since the $p\text{-value}$ (0.000) was less than the significance level of 0.05 , the relationship was considered to be significant. The findings were in concurrence with Kidagisa and Mukanzi (2021) findings that employee compensation positively influences employee performance.

From the findings, there is a positive association between career development and organizational performance at the National Museums of Kenya ($r=0.617$, $p\text{-value}=0.000$). Since the $p\text{-value}$ (0.000) was less than the significance level of 0.05 , the relationship was considered to be significant. The findings were in line Ntadom, Chidi and Chineze (2021) findings that career development significantly affect performance of an organization.

From the findings, there is a positive association between work-life balance and financial organizational performance at the National Museums of Kenya ($r=0.730$, $p\text{-value}=0.000$). Since the $p\text{-value}$ (0.000)

was less than the significance level of 0.05 , the relationship was considered to be significant. The findings agree with Thevanes and Harikaran (2020) findings that there is a strong and positive correlation between work-life balance and performance of organizations.

Regression Analysis

Multivariate regression analysis was carried out to examine the relationship between independent variables (flexible work schedules, employee compensation, career development and work-life balance) and dependent variable (organizational performance at the National Museums of Kenya).

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.660	.648	.27225

a. Predictors: (Constant), Work-Life Balance, Employee Compensation, Flexible Work Schedules, Career Development

The r-squared shows the variation in the dependent variable that can be explained by the independent variables. As depicted in Table 7: the r-squared for the relationship employee retention strategies and organization performance was 66.0% of the variation of dependent variable (organization performance at the National Museums of Kenya)

and could be explained by independent variables (flexible work schedules, employee compensation, career development and work-life balance). This also means that 34% of organization performance at the National Museums of Kenya could be explained by other factors not considered in this study.

Table 8: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.947	4	4.237	57.162	.000 ^b
	Residual	8.746	118	.074		
	Total	25.694	122			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Work-Life Balance, Career Development, Employee Compensation, Flexible Work Schedules

The analysis of variance shows whether or not the model is a good fit for the data. As shown in Table8: The F-calculated was 57.162 and the F-critical from the F-distribution table was 2.37. Because the F-

calculated was greater than F-critical and the $p\text{-value}$ (0.000) was not more than the significance level (0.05), the model was considered to be a good fit for the data.

Table 9: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.290	.371		3.481	.001
	Flexible Work Schedules	.322	.082	.328	3.931	.000
	Employee Compensation	.346	.110	.195	3.142	.002
	Career Development	.217	.063	.197	3.431	.001
	Work-Life Balance	.345	.089	.343	3.862	.000

a. Dependent Variable: Organizational performance

$$Y = 1.290 + 0.322X_1 + 0.346X_2 + 0.217X_3 + 0.345X_4 + \epsilon$$

The findings show that flexible work schedules have a positive and significant effect on organization performance at the National Museums of Kenya ($\beta_1=0.322$, p-value=0.000). The relationship was significant because the p-value (0.000) was less than the significance level (0.05). The findings agree with Idowu (2020) findings that flexible work-hour schedules enhanced performance of employee, increased employee retention and decreased employee work stress.

The findings show that employee compensation has a positive and significant effect on organization performance at the National Museums of Kenya ($\beta_2=0.346$, p-value=0.002). The relationship was significant because the p-value (0.000) was less than the significance level (0.05). The findings are in line with Hamzat, Bello and Opele (2018) findings that compensation and an organization's success are strongly positively correlated and statistically significant.

The findings show that career development has a positive and significant effect on organization performance at the National Museums of Kenya ($\beta_3=0.217$, p-value=0.001). The relationship was significant because the p-value (0.000) was less than the significance level (0.05). The findings agree with Odollo and Muema (2021) findings that career development positively impacts non-governmental organizations' performance and has a positive effect on internal business.

The findings show that work-life balance has a positive and significant effect on organization

performance at the National Museums of Kenya ($\beta_4=0.345$, p-value=0.000). The relationship was of great significant because the p-value (0.000) was less than the significance level (0.05). The findings are in concurrence with Wakhungu, Wanyama and Olang'o (2020) findings that there is a significant, positive, linear relationship between organizational culture on organizational performance and flexible work schedules.

SUMMARY

The study found that flexible work schedules have a positive and significant influence on organizational performance at the National Museums of Kenya. The study also found that employees are given a day off in a week. Also, the study established that remote working has reduced commutation costs. Further, the study revealed that institution allows the employees to work from remote location. The study further indicated that shift swapping is an effective way to accommodate personal needs or preferences. Also, the study established that there are policies governing remote working. The findings further indicated that part time work creates a better work/life balance to the employees. The study also found that respondents are satisfied with compressed work weeks provided by their institution. Further, the study revealed that employees feel comfortable requesting to swap shifts with their colleagues. Also, the study established that compressed work weeks give employees more personal time. Further, the study revealed that part time work reduces the amount of stress among employees. The findings

further indicated that the institution offers part time work to employees. The study also found that shift swapping provides employees with flexibility in managing their work schedules.

The study found that employee compensation has a positive and significant influence on organizational performance at the National Museums of Kenya. The study also found that pensions helps in maintaining standard of living in retirement. Also, the study established that medical insurance protects and supports the health and wellbeing of employees. Further, the study revealed that bonuses improve employee morale. The study further indicated that all employees are provided with Medical Insurance covers. Also, the study established that the institution makes monthly contribution towards retirement benefits for the employees. The study also found that employees are assured of pension after retirement. The findings further indicated that the institution pays salaries which match the sector.

The study found that career development has a positive and significant influence on organizational performance at the National Museums of Kenya. The study also found that training course content offered by the institution is relevant. Also, the study established that the institution invites professionals in seminars and workshops. Further, the study revealed that the employees have acquired relevant knowledge and skills on how to carry out my duties through Seminars and workshops. The study further indicated that the organization gives on-job training to employees. Also, the study established that employees are able to apply the knowledge and skills gained from mentoring and coaching in their daily work. Further, the study revealed that on-job training is conducted on regular basis in the organization.

The study found that work-life balance has a positive and significant influence on organizational performance at the National Museums of Kenya. The study also found that the institution offers leave to the employees. Further, the study revealed that the employees feel that their organization

values and recognizes the importance of work-life balance for employees with families. Further, the study revealed that employees are beneficiary of vacation and leave offered by their institution. Also, the study established that the organization provides family-friendly policies and benefits to support employees with caregiving responsibilities. The study also found that vacations and leave are offered in a transparent manner. Further, the study revealed that the institution offers counselling service to employees. Also, the study established that wellness programs have improved the employees' standard of living.

CONCLUSIONS

The study concludes that flexible work schedules have a positive and significant influence on organizational performance at the National Museums of Kenya. The findings indicated that part time work, remote working, compressed work weeks and shift swapping have an influence on organizational performance. These findings imply that enhancing flexible work schedules would lead to an improvement organizational performance at the National Museums of Kenya.

The study also concludes that employee compensation has a positive and significant influence on organizational performance at the National Museums of Kenya. The findings indicated that competitive salary, retirement benefits, medical insurance and bonuses have an influence on organizational performance. These findings imply that an increase in employee compensation strategies would lead to increased organizational performance at the National Museums of Kenya.

The study further concludes that career development has a positive and significant influence on organizational performance at the National Museums of Kenya. The findings indicated that On-job training, Scholarships, Workshops and seminars and Mentoring and coaching have an influence on organizational performance. These findings imply that improving career development activities would lead to an

improvement organizational performance at the National Museums of Kenya.

The study concludes that work-life balance has a positive and significant influence on organizational performance at the National Museums of Kenya. The findings indicated that Vacations and leave, Family support, Employee assistance programs and Wellness programs have an influence on organizational performance. These findings imply that enhancing work-life balance would lead to better organizational performance at the National Museums of Kenya.

RECOMMENDATIONS

The study found that flexible work schedules have an influence on organizational performance at the National Museums of Kenya. Therefore, the study recommends that the National Museums of Kenya should develop well-defined policies and guidelines outlining the types of flexible work arrangements available, eligibility criteria, request procedures, and expectations for performance and communication.

The study found that employee compensation has an influence on organizational performance at the National Museums of Kenya. Therefore, National Museums of Kenya should ensure that the institution has fair and competitive compensation and benefits for employees so as to improve performance. The study also found that the institution does not give bonuses to reward good performing employees. Thus, the study recommends that National Museums of Kenya should offer performance-based promotions and corporate recognition awards to employees to boost performance.

The study found that career development has an influence on organizational performance at the National Museums of Kenya. Therefore, National Museums of Kenya should identify and develop soft skills, implement cross-departmental training programs and continue

looking for developmental opportunities to increase performance in the institution. The study also found that the institution does not offer fully paid scholarships to employees who are willing to further their education. Therefore, the study recommends that National Museums of Kenya should offer fully paid scholarships to employees willing to further their education. This would give them opportunities to gain new skills to advance their professional fields within the institution thus enhancing performance of the institution.

The study found that work-life balance has an influence on organizational performance at the National Museums of Kenya. Therefore, National Museums of Kenya should emphasize efficiency over hours worked and institute flexibility for working parents to improve performance within the institution. The study also found that employees do not receive adequate support from the organization to manage family-related challenges while fulfilling their work responsibilities. Therefore, the study recommends that National Museums of Kenya should put more support in place to control employees' family-related challenges while carrying out their responsibilities to improve performance within the organization.

Recommendation for Further Research

The study sought to examine effects of employee retention strategies on organization performance at the National Museums of Kenya. However, having been limited to National Museums of Kenya, the findings of this study cannot be generalized to other public institutions in Kenya. As such, further studies should be conducted on the effect employee retention strategies on organization performance in other public institutions in Kenya. The study found that employee retention strategies could explain 66.0% of organization performance at the National Museums of Kenya. Therefore, further studies should be conducted to identify other factors affecting organization performance at the National Museums in other part of the world.

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