

An Investigation of the impact of Employee Training and Reward on Performance at Union Des Assurances De Paris Insurance (UAP) in Nairobi- Kenya

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Abstract

This research was about performance in relation to training and reward among UAP Insurance sales representatives in Nairobi. The objectives of the study were to find out the difference in performance between positive reward and negative reward among UAP Insurance sales representatives in Nairobi; find out the difference in performance between trained and untrained sales representatives in UAP Insurance in Nairobi; find out the joint effect in performance due to reward and training among UAP Insurance sales representatives in Nairobi; and to make suggestions and recommendations based on the findings of the study. The hypotheses to the research were that there is no significant difference in performance mean scores between trained and untrained receptionists among UAP Insurance sales representatives in Nairobi; there is no significant difference in performance mean scores between positively rewarded and negatively rewarded sales representatives among UAP Insurance sales representatives in Nairobi; and that there is no significant difference in performance mean scores in joint effect due to training and reward among UAP Insurance sales representatives in Nairobi. The research had three variables consisting of one dependent variable- performance –, two independent variables – training and reward and one moderating variable- job satisfaction. The sample for the research came from a population of 160, being the current total number of Sales Representatives at UAP Insurance in Nairobi. A sample of 30 sales representatives was randomly chosen. Each of the variables of the research was explained using questionnaires and observation. These instruments were validated by a panel of experts and their reliability tested by a pilot study.

Key Terms: Employee Training, Rewards, Performance, UAP insurance, Nairobi, Kenya

1.0 Background of the Study

After working with the life insurance sales representatives/ executives in UAP Insurance Company for four years, I observed that there appeared to be a remarkable difference between the top and low performing sales representatives. These differences were exhibited in such ways as the product

knowledge, personal time management, income levels, and discipline regarding attendance of scheduled meetings among others by the respective representatives in each category.

My interaction with them coupled with my own personal experience pointed to the possible causes of this apparent difference being the amount and quality of training given to the sales representatives and the reward packages availed to them by the company management.

1.1 Statement of the Problem

There is a gap observed with regards to the effect of employee training and rewarding and performance. It has been demonstrated by other scholars that there is a relationship between the employee training and rewarding and employee performance in different levels (Mowday, Porter & Steers, 2013). However, presently, there are no studies that show how employee training can impact on employees' job performance at UAP Insurance Nairobi branch. As such, this study assessed the linkage between employee training in the UAP Insurance Nairobi and job performance.

1.2 Objectives of the Study

In an attempt to find answers to the preceding questions, this research will set the following as the objectives of the study:

- i. To establish the difference in performance (sales volume) between rewarded and unrewarded (or not rewarded) life insurance sales representatives at UAP Insurance Company Limited in Nairobi;
- ii. To determine the performance difference between trained and untrained life insurance sales representatives at UAP Insurance Company Limited in Nairobi;
- iii. To determine joint effect of reward and training on the performance of life insurance sales representatives at UAP Insurance Company Limited in Nairobi.

1.3 Research Hypotheses

Based on the research questions, this study will make the following hypotheses:

$H_0: \mu_T = \mu_{UT}$ vs $H_1: \mu_T \neq \mu_{UT}$ (H_0 & H_1 null and alternative hypotheses).

- i. There is no significant difference in performance mean scores between trained (μ_T) and untrained (μ_{UT}) life insurance sales representatives at UAP Insurance Company Limited in Nairobi; Testing against there is significant difference in performance mean scores between trained (μ_T) and untrained (μ_{UT}) life insurance sales representatives at UAP Insurance Company Limited in Nairobi.

$H_0: \mu_R = \mu_{NR}$ vs $H_1: \mu_R \neq \mu_{NR}$ (H_0 & H_1 null and alternative hypotheses).

- ii. There is no significant difference in performance mean scores between positively rewarded (μ_R) and negatively rewarded (μ_{NR}) sales representatives among UAP Insurance Company Limited life Insurance sales representatives in Nairobi; Testing against. There is significant difference in performance mean scores between positively rewarded (μ_R) and negatively rewarded (μ_{NR}) sales representatives among UAP Insurance Company Limited life Insurance sales representatives in Nairobi and that:

$H_0: \mu_R = \mu_{NR}$ vs $H_1: \mu_R \neq \mu_{NR}$ (H_0 & H_1 null and alternative hypotheses).

- iii. There is no significant difference in mean performance scores in joint effect due to training and reward among UAP Insurance Company Limited life Insurance sales representatives in Nairobi. Testing against there is significant difference in mean

performance scores in joint effect due to training and reward among UAP Insurance Company Limited life Insurance sales representatives in Nairobi.

1.4 Significance of the Study

An improvement in performance levels among the sales force is important to all the stakeholders of the insurance industry. First and foremost, the respective agents'/ sales representative's income (commissions) from sales is likely to grow as a result of improved sales and retention levels (business/ client retention).

Increased sales and improved clients' retention levels mean an improved profitability for the company (UAP). Therefore, the results of this study will be beneficial to the individual sales representatives, the Sales managers and the company's senior management for strategic planning. High income among the sales representatives and increased profitability by the company is likely to improve customer service through improved efficiency in operations by both the company and the sales people. High commission income by the sales representatives and improved company profitability will lead to growth in the Gross Domestic Product (GDP) through corporate and individual taxation by the company. This research will, therefore, be significant to the sales representatives, the management of UAP Insurance Company and the entire insurance industry as well as the government.

2.0 Literature Review

The theoretical review will look at the main theories of reward and performance. It is from these theories that the researcher will identify the major factors that determine performance.

2.1 Theoretical Review

2.1.1 Two-Factor Theory of Motivation

According to Herzberg (1959), a behavioral scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction". Herzberg classified these job factors into two categories-

Hygiene factors- Hygiene factors are those job factors that are essential for the existence of motivation at the workplace. These do not lead to positive satisfaction for long-term. However, if these factors are absent / if these factors are non-existent at the workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate / reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment / scenario. The hygiene factors symbolized the physiological needs that the individuals wanted and expected to be fulfilled.

Motivational factors- According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Recognition is one of the motivation factors, in which the employees should be praised and

recognized for their accomplishments by the managers. In the sense of direction as a motivation actor, the employees must have a sense of achievement. This depends on the job. Growth and promotional opportunities are also another commonly reported motivational factor. Growth and advancement opportunities in an organization motivate the employees to perform well. In fostering responsibility as a motivation factor, the employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability. Finally, in ensuring meaningfulness of the work holds, the work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

The application of this theory for management is that by removing dissatisfying hygiene factors, peace in the workplace may be realized, but it will not serve as a motivator for the employee. Thus, motivation would only come about as a result of the use of intrinsic factors. Some empirical studies have revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment and job security are key for the retention of employees (Maertz & Griffeth, 2004). To motivate employees, they should be offered opportunities for promotion, recognition, responsibility, personal growth and achievement (Robbins & Judge, 2007). This implies that, management must not rely only on intrinsic variables to influence employee retention; but rather combine both intrinsic and extrinsic variables when considering an effective strategy to retain employees

2.1.2 Equity theory

Workplace and behavioral psychologists put forward that Equity Theory promotes job motivation (Adams, 1968). There are similarities with Charles Handy's extension and interpretation of previous simpler theories of Maslow, Herzberg and other pioneers of workplace psychology, in that the theory acknowledges that subtle and variable factors affect each's assessment and perception of their relationship with their work, and thereby their employer. However, awareness and cognizance of the wider situation - and crucially comparison - feature more strongly in Equity Theory than in many other earlier motivational models.

The Adams' Equity Theory model, therefore, extends beyond the individual self and incorporates influence and comparison of other people's situations - for example, colleagues and friends - in forming a comparative view and awareness of Equity, which commonly manifests as a sense of what is fair.

The equity theory by Adams (1965) recognizes that individuals are concerned not only with the rewards they receive for their efforts but also compare their rewards with what others receive. In the current study, the theory was used in explain the first objective of establishing the difference in performance (sales volume) between rewarded and unrewarded (or not rewarded) life insurance sales representatives at UAP Insurance Company Limited in Nairobi The theory is founded on people's perception of fairness or equity that is usually subjective.

The Equity theory posits that employees seek to maintain equity between the input that they bring into a job such as education, time, experience, commitment and effort and the outcome they receive such as promotion, recognition and increased pay against the perceived inputs and outcomes of other employees (Spector, 2008). Equity theory proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress and that this leads to efforts to restore equity within the organization. Failing to find equity according to, Hellriegel et al. (2004) may make them behave in ways that will harm the organization. The retaliatory measures by

employees who think they are unfairly rewarded may include, withholding effort and reducing work inputs, displaying feelings of hostility to co-workers and the organization itself, and seeking salary increases, challenging superiors about tasks assigned, as well as quitting the job and seeking an alternative elsewhere. All these options have implications for an organization. It can impair the overall performance as well as lower productivity.

If high performers leave an organization, the organization is likely to lose its productive talent and competitive advantage. One weakness in this theory is its subjective nature. This can lead to prejudice and other human errors in the process of comparison thus each may use their own judgment in deciding what is equitable or otherwise. It is, therefore, necessary that the decisions that individuals may take be objective and show a clear case of inequity. Regarding retention, the theory implies that organizations will have to develop reward systems that are perceived to be fair and equitable in the eyes of employees if they are to retain them.

When people feel fairly or advantageously treated they are more likely to be motivated; when they feel unfairly treated they are highly prone to feelings of disaffection and demotivation. The way that people measure this sense of fairness is at the heart of Equity Theory.

2.1.3 Expectancy Theory

This theory is about the mental processes that revolve around the choices that the employees make. This describes the processes which the employee goes through in the process of making any decision in the workplace. This theory is associated with Victor Vroom, who is a business professor at Yale School of Management (Vroom, 1982).

The theory argues that the strength of a predisposition to act in a certain way be directly related with the strength of the expectations or the rewards that are expected from this act (Geoff and Druker 2005). This theory was instrumental in explaining that was aimed at determining the performance difference between trained and untrained life insurance sales representatives at UAP Insurance Company Limited in Nairobi. When it comes to employee motivation, this theory is of the view that an employee will be motivated to perform better when they are convinced that their improved performance will lead to "a better performance appraisal" (Pierce 2007). It is expected that this better performance appraisal will result in the attainment of personal goals. The goals are conceptualized in forms of rewards.

Vroom uses the following formula to determine motivation of the employee:

Motivation = Valence x Expectancy

It must be stated however that a single theory might not be sufficient to explain what motivates performance. Also, what motivates performance for a particular level of staff might not be the same for another level of staff i.e. junior and senior/management staff.

2.2 Empirical Review

The empirical review done in this paper seeks to achieve two things. First, it is to demonstrate a thorough understanding of the field/topic in which he/she is conducting research. Second, it is to

show that the problem being studied has not been done before or has not been done before in the way proposed by the writer.

Employee training and rewarding has been a subject of many studies over the years. Raja et al. (2011) conducted a survey of 100 sample; they observed in their studies that there is a positive relationship between training design and organizational performance. Similarly Abeeha and Bariha (2012) in their studies carried out in Pakistan, observed a positive correlation between employees' training and organizational competitive advantage. Abang, May, and Maw (2009) on the other hand, pointed out that Lynch and Black in their studies revealed that only off-the-job (general) training improves organizational performance whereas on the job training does not.

Training and development have been acknowledged to be a very important component of organizational performance (Eleve, nd). However, it is not an end goal rather training is characterized as a means to an end – the end being productive, efficient work organizations, populated by informed workers who see themselves as significant stakeholders in their organizations' success. Fewer than 5% of all training programs are assessed regarding their financial benefits to the organization. The importance of training has been documented for variables other than organizational performance. However, many of these additional outcomes are related to performance indirectly.

Training and development are directed at the employee, but its ultimate impact goes to the organization because the end user of its benefits is the organization itself (Raja et al., 2011). Training will have the greatest impact when it is bundled together with other human resource management practices, and these practices are also implemented following sound principles and practices based on empirical research (Abang et al., 2009). Many studies have garnered support for the benefits of training for organizations as a whole. These benefits include improved organizational performance (e.g., profitability, effectiveness, productivity, operating revenue per employee) as well as other outcomes that relate directly (e.g., reduced costs, improved quality, and quantity) or indirectly (e.g., employee turnover, organization's reputation, social capital) to performance (Herman and Kurt, 2009).

It is interesting to note that information technology, employees training, and incentives showed a strong and significant relationship with organizational performance. This could be because, in most developing countries, the employees are not as highly paid as those workers in developed countries. Thus, the workers are more concerned with human resource practices that could subsequently increase their earnings (Abang et al., 2009).

The review of the theoretical, empirical and critical literature has clearly identified several knowledge gaps that exist in this area of study. Measuring employee performance is not an easy task given the tendencies of employees overrating their efforts. Developing a reward system based on performance that motivates employees as well as helps organizations achieve their objectives is elusive. There is evidence that rewards, in its various forms, affects employee performance. However, most existing research on the effects of rewards on employee behaviours and attitudes has focused on how it is administered. In the central government of Kenya individual incentives, merit pay and bonuses do not exist, and, therefore, the focus is how much is paid a form of payment rather. Finally, UAP's main purpose is to create structures that would make civil service more effective and efficient in service delivery; this has not been achieved so far. This study is expected to bridge these existing literature gaps.

3.0 Research Methodology

The methodology chapter in this research discussed the population and sample size, sampling method, ethical considerations and data analysis of the findings. The researcher used mixed research methods to analyze the employee performance in organizations in UAP Insurance Company. The validity and reliability of the instruments used in the study as well as the data collection tools and sources are outlined in this chapter (Creswell, 2006). The research primarily used quantitative methodology considering the ethics of business research and following standard established business research techniques and considering the ethics of business research. However, a part of the research used qualitative methodology because of the nature of the topic under investigation.

3.1 Research Design

Both qualitative and quantitative methods are combined in one research to provide a mixed methods approach. The potency of both qualitative and quantitative approaches will enable the researcher to conduct a complete and reliable research. Moreover, pragmatism will be maximized by using the mixed research approach. Pragmatism refers to several viewpoints; practicality, objectivity and subjectivity and biased and unbiased. By using various instruments of the mixed methods such as interviews and questionnaires, the research will be able to collect complete and necessary information to make correct inferences. In addition to this, the mixed research methods will be used in this research to give a better understanding of turnover intentions and performance UAP through combining the techniques of qualitative and quantitative research methods (Creswell, 2012).

3.2 Research Instrument

Questionnaires and semi-structured interviews were conducted in this research among ten participants of the study. The interviews enabled the researcher to gather qualitative data on the research topic. The preference accorded to questionnaires, and semi-structured interviews in this research were to ensure that the advantages associated with them are utilized to their maximum. This improved the reliability of the study significantly. Probing enabled the researcher to obtain finer details for the research through the use of interviews. Moreover, the use of face-to-face interviews enabled the researcher to study the participants' facial expressions and thereby gain more insights for the research. The research was also in a position to enhance the seriousness with which the participants take the study through the direct contact established in the interviews. In fact, interviews improved the flexibility of direction, words and the sequence of interview questions.

This study further used questionnaires in this research to improve the reliability of the inferences made. These questionnaires contained both open-ended and closed-ended questions. The researcher used questionnaires in this research for some reasons. By use of questionnaires, the researcher was able to collect complete data from the participants within a shorter period. Moreover, this enabled the researcher to save much cost while conducting the research (Denzin & Lincoln, 2010).

3.3 Data Analysis and Presentation

The data analysis section presents the results and findings of the study on the research objectives with regards to the data collected from the study participants. The first section focuses the demographic data with regards to the respondents; consequently the sections two, three and four present findings on the research questions. The respondents targeted in the study were forty-six (46) employees of UAP Insurance Nairobi branch. A total of thirty responded which translating to 65 % of the target population.

4.1 Background Information

Background information focuses on the data relating to the study participants regarding gender, experience, the level of education as well as a department they serve and more.

4.1.1 Age of the Respondents

The study reveals that more than two-thirds of the employees in Nairobi branch office are below 40 years old with very few above 40 years old. Particularly, 66 % of the workers, are between 20-30 years while 22 % are between 31-40 years of age. There are no UAP employees above the age of fifty. This means that the majority of UAP Insurance sales representatives are mostly young.

4.1.2 Level of Education

The results indicate that 60 % of the UAP workers are college educated while one-quarter has completed undergraduate degrees. Out of the remaining 15 %, 10% reported having completed secondary level of education while 5 % belong to a wider class referred to as meaning that UAP Insurance recruits most staff who are from college.

4.1.3 Department

This study also sought to document the departments the study participants worked at the time of survey is provided. It was revealed the majority of the employees are in marketing department followed by the administration. In percentage terms, 60 % work in marketing while 15 % in administration. The remaining 25 % work in finance, IT among another department. The high number of employees in marketing clearly shows that UAP Insurance is interested in marketing than other sections. This implies that the various departments in UAP Insurance are fairly balanced regarding staff allocation.

4.1.5 Years of Employment

The results revealed that no employee had served the company for more than five years with the majority having worked in the company for between 1-3 years. On the other hand, 40 % have worked in the corporation for less than one year while 10 % have worked for between 3 – 5 years. This result demonstrates that the employees in the branch are relatively new and that the Nairobi branch is in the process of expanding. This indicates that most UAP Insurance employees joined the organizations not long ago as is also evident in their age in the earlier subsection.

4.2 Effects of Lack of Employee Training on Job Performance

One of the key issues that the study sought to address was effects of lack of employee training on performance. In this sub-section, we provide the summary analysis of the same.

4.2.1 Lack of Employee Training is due to Poor Management

Figure 4.2.1 presents a summary of the findings with regards to how the lack of employee training is. As a result, competent people in the management. Figure 4.2.1, reveals that 86.7 % of the

respondents agree strongly while 13.33 agree that lack of employee training is. As a result, less competent staff in the management. These findings imply that majority of the employees felt that the lack in employee training in the organization was caused by incompetence in the to UAP Insurance management.

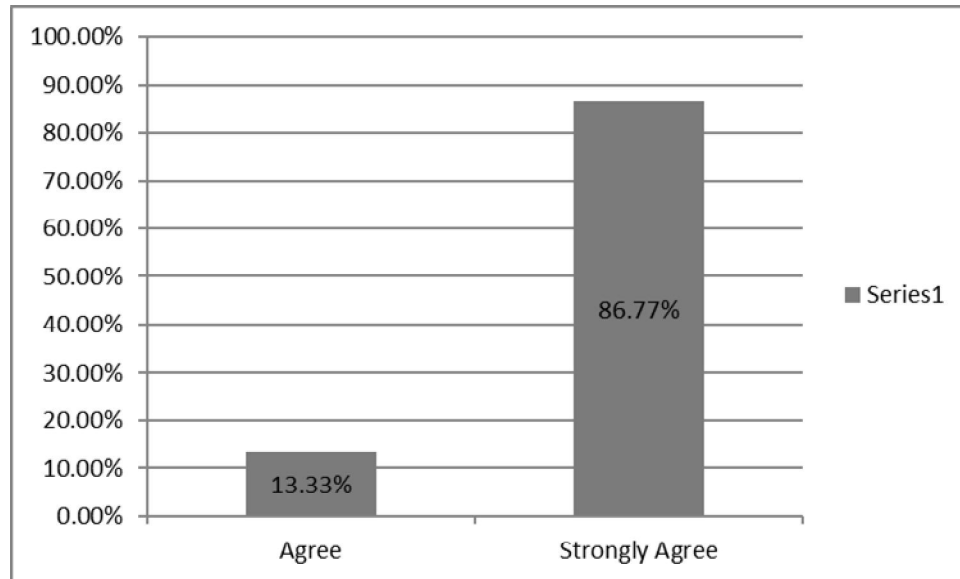


Figure 4.2.1: Poor Employee Training is due to Incompetence

4.2.2 Lack of Employee Training Influences Strategy Adoption

Figure 4.3.2 further presents a summary of the findings with regards to how the lack of employee training affects strategy implementation. The results of the study, as seen in figure 4.2, show that 54% of the respondents agree, 6.5 % of the respondents strongly agree, and 9 % of the respondents disagree, 6.6 % strongly disagree while 23.1 % of the respondents are neutral. The findings imply that indeed a lack of employee training at UAP Insurance affects the organization's strategy implementation.

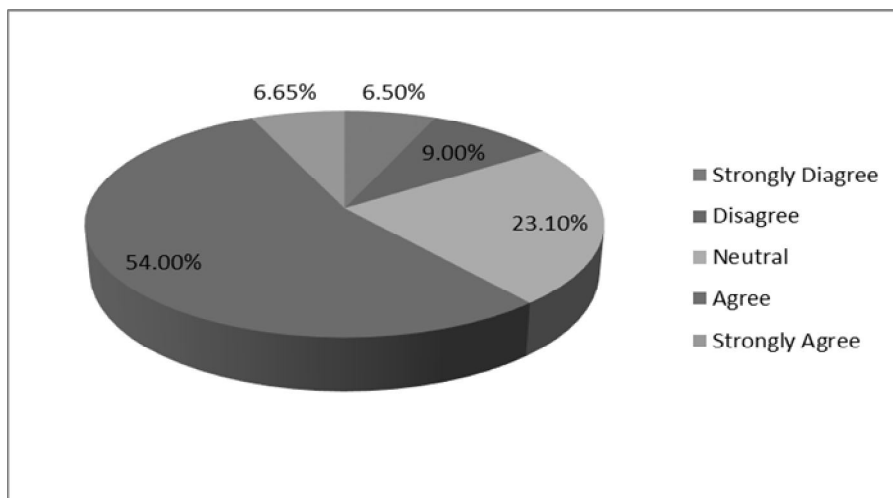


Figure 4.2.2 Lack of Employee Training Influences Strategy Implementation

4.2.3 Employee involved in Decision Making after Training

The results of the study as seen in figure 4.3.2 show that 33.3 % of the respondents agree, 63.3 % of the respondents strongly agree, and 3.3 % of the respondents are neutral. This implies that the organization does not involve its employees in decision making within the organization.

4.2.4 Lack of Communication between Management and Employees

Figure 4.2.4 further presents findings with regards to how the lack of communication flow in the organization between top management and employees and amongst the employees themselves affects employee performance. As seen in figure 4.2.4, it is evident that 33.3 % of the respondents agree, 63.3 % of the respondents strongly agree, and 3.3 % of the respondents are neutral. The findings infer that lack of communication flow between top management and employees and amongst the employees at UAP Insurance affects the employees performance.

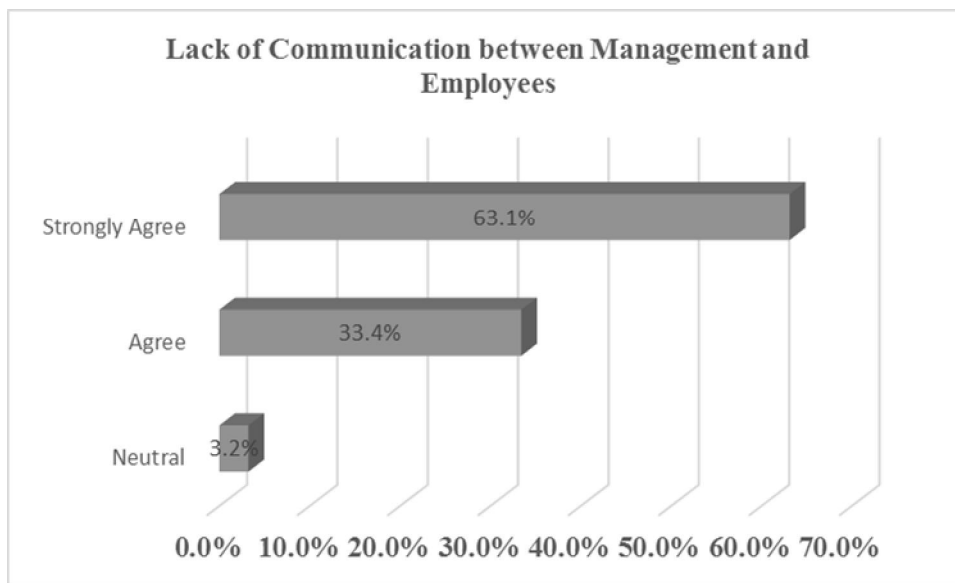


Figure 4.2.4: Lack of Communication between Management and Employees

4.2.5 Lack of Employee Training Lowers Employee Competence

Figure 4.3.5 further presents the results of the study with regards to how the lack of employee training lowers employee competence. The results of the study reveal that majority of the respondents (80.0 %), strongly agree while 20.0 % agree. This indicates that indeed lack of employee training at UAP Insurance lowers employee competence.

4.2.6 Lack of Employee Training and Skill Application

The study results reveal that majority of the respondents (50.0 %); agree while 20.7 % strongly agree that the skills and capabilities of employees cannot be fully utilized without such employees being trained. On the other hand, 3.3 % disagree while 26.7 % remain neutral. This is an implication of how essential skill utilization is to employee training.

4.2.7: Employee Training and Employee Performance

Linear regression was conducted to determine the relationship between employee training and employee performance. The study revealed that the impact on overall, all the variables of employee training and employee performance was statistically significant at $p < 0.001$. The overall model explained 67.1 % of the variance in employee performance, which was revealed to be statistically significant. This shows therefore that there is a relationship between employee training and employee performance.

4.3 Chi-square test

Table Three: Chi-square test for effect of training on employee performance

Received Training	Categorized Mean Training			
	Low	Moderate	High	Total
No	0	3	7	10
Yes	1	12	8	21
Total	1	15	14	30

($X^2=0.338$, $d.f=2$, $p=0.8$).

Data from the proposed research was coded, processed and analyzed using computer based statistical package for social sciences (SPSS). Chi-Square was used to establish the relationship between two variables both of which are categorical in nature. Specifically, it sought to establish degree to which training and rewarding influence employee performance

Table Four: Chi-square test for effect of reward on employee performance

Received Reward	Categorized Mean Reward			
	Low	Moderate	High	Total
No	1	6	7	14
Yes	0	11	8	19
Total	1	14	15	30

($X^2=0.338$, $d.f=2$, $p=0.8$).

The results in Table Three and Four indicate that there is no relationship between training employee performance, and rewards and employee performance. Hence, there is no significant effect of rewards and training on employee performance ($p=0.8$). This means those who receive rewards and training those who do not all agree that these parameters affect their performance the same. Therefore there is no statistically significant effect of cash bonuses on employee performance. Rewards and training are used to reward employees' performances during the year under appraisal, but there is also the unspoken expectation that the rewards and training will be factors in motivating employees' performance next year as well. This explains why there is no difference in perception of rewards and training in regards to performance for those employees who have received it and those who have not. Also employees who have received it once will want to get it the next year too, those who did not get will consider improving so that they can get it next time.

*Hypothesis Testing***Table one: Correlation Matrix on Independent and Dependent Variables**

Variables	Mean	Performance Appraisal	Training	Rewards	Performance
Performance Appraisal		-	.267*	.311*	.260*
Training		.297*	-	.269*	.222*
Rewards		.311*	.269*	-	.201*
Performance		.223*	.210*	.201*	-

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

The results in Table one indicated that there is a positive relationship among the studied variables, the relationship ranges between 0.210 to 0.311 all significant at .05 level.

Table Two: Summary of Independent variables on the Dependent Variable.

Parameter	R	R ²	Adj R ²	SE	Change Statistics				
					R ² Change	FChange	df 1	df 2	Sig. F Change
Performance Appraisal system, training & rewards	.591	.422	.202	11.106	.506	41.004	2	257	.000a

a. Independent variables: (constant): Training and reward

b. Dependent variable: job Performance

The result above indicate that with all the independent variables entered into the regression model at once, there was a significant influence on job performance of UAP sales staff ($R = .591$; $R^2 = .322$, $Adj R^2 = .202$; $F = 41.004$; $P = .000$). This means that the system, in-service training, and reward system all accounted for 50.6% variance in the job performance of the employees. This finding is approved the null hypotheses, that there is no significant difference in performance mean scores between trained and untrained insurance sales representatives at UAP Insurance Company Limited in Nairobi and there is no significant difference in performance means scores in joint effect due to training and reward among UAP Insurance Company Limited life Insurance sales representatives in Nairobi; There is no significant difference in performance means scores between positively rewarded and negatively rewarded sales representatives among UAP Insurance Company Limited life Insurance sales representatives in Nairobi. This was interpreted to mean that all the independent variables are a good predictor of employees' job performance.

5.0 Summary

The findings on the effects of lack of training on job performance at UAP Insurance revealed that majority of the respondents were in agreement that lack of employee training affects strategy implementation at UAP Insurance, this is because the organization does not allow employees to make inputs in the decision. In the same regard, it was established that lack of communication flow in the organization between top management and middle-level management and amongst the employees themselves affects employee performance at UAP Insurance.

The findings are an affirmation that indeed the success of any organization can be well determined with regards to how it makes efficient utilization of its resources so as to achieve the desired results. Human beings unlike any other resource pertinent to the organization, have different needs. This means therefore that the management of any organization has a task of recognizing such needs and satisfying them as well as developing the human resource management systems. The findings of the current study agree with Armstrong (2010), who asserts that if an organization wants to remain competitive, it is imperative to improve perpetually the performance of these employees through training and rewarding.

The findings with regards to the training strategies that exist for employees at UAP Insurance revealed that employee empowerment helps employees to understand their roles in the company strategy and how their daily job contributes to it. These findings agree with Hellriegel and Slocum (2004) who argued that employee empowerment revolves around giving employees the skills to perform tasks. Further, the findings are in line with Brymer (1991) who sees empowerment as a process of transferring skills an organization, where managers give skills to their lower level and front line employees.

In the same regard, Lincoln, Travers, Ackers and Wilkinson (2002) are also of the same viewpoint in that they define empowerment as the use of certain techniques to transform those without power into equitable position through training. In this regard, therefore it is clear that the concept of empowerment is the practice of giving employees the knowledge and skills to make decisions that enhance the processes as perceived by the employee without referring to superiors. Employees who are competent and aware of the organizations strategy and their role in it cannot participate in its execution without being trained to do so.

The findings on the effects of lack of employee training on job performance at UAP Insurance lead to a conclusion that indeed a lack employee training affects strategy implementation at UAP Insurance. This is because the organizations that do not train its people do not allow employees to make inputs in decision-making in the organization. In the same regard, it can be concluded that lack of communication flow in the organization between top management and employees and amongst the employees themselves affects employee performance at UAP Insurance.

The study also concludes that lack of employee training lowers employee commitment and employee competence. In the same way, lack of employee training affects employee understanding of why the company is going in a particular direction. Finally, it can be concluded that the skills and capabilities of employees cannot be fully utilized without such employees being trained as well; lack of direction in the organization leads people to do their work according to their personal view thus compromising on organization's priorities.

The findings with regards to the training strategies that exist for employees at UAP Insurance lead to a conclusion that employee empowerment helps employees to understand their roles in the

company strategy and how their daily job contributes to it. Also, employee empowerment helps employees to link their daily jobs to overall strategic objectives. Effective employee communication helps employees to make decisions on their own. The study further concludes that leadership is key to employee training as well as pay and other monetary rewards such as allowances. Finally designing and implementing an effective employee training system is critical to employee performance.

The study concludes that there existed some challenges related to employee training at UAP Insurance. These include: lack of competent people at all levels, lack of effective communication flow in the organization between top management and employees, lack of an effective organizational structure, lack of effective administration systems, lack of sufficient reward systems, lack of dysfunctional internal management systems, and finally lack of understanding the direction taken by the organization.

5.1 Recommendation

The study recommends the need for organizations to put in place mechanisms to enhance employee training, given that it affects job performance tremendously. Going by the findings of the study, the management of UAP Insurance in Nairobi branch needs to focus more on policies that promote training of their employees. Based on the research findings, the study recommends that additional studies be conducted on the relationship between employee training and employee performance in all branches at UAP Insurance with respect to certain parameters such as age, income bracket and cycle phase of the employees.

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