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**THE EFFECT OF NON-FINANCIAL INCENTIVES ON EMPLOYEE
PERFORMANCE AMONG REAL ESTATE COMPANIES IN NAIROBI COUNTY**

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ADM: 078325

**THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF COMMERCE OF STRATHMORE
UNIVERSITY, NAIROBI, KENYA**

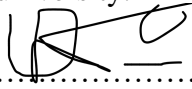


MAY, 2025

DECLARATION

Student's Declaration

This thesis is an original piece of work and has not been submitted for academic recognition or presented in any other university.


Signature.......... Date.....[20/05/2025](#).....

John Robert Ouko

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Supervisor's Declaration

This thesis has been submitted for examination with my approval as university supervisor.

Signature..... Date.....[20/05/2025](#).....

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DEDICATION

I dedicate this thesis to my 6-year-old daughter Angela Merkel for her absolute love, and to my beautiful wife Jackline for her constant encouragement, and unwavering support throughout this journey. Their prayers and belief in my aspirations have been a source of strength, for which I am eternally grateful.



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LIST OF ABBREVIATIONS AND ACRONYMS

COO:	Chief Operations Officer
EARB:	The Estate Agents Registration Board
HR:	Human Resource
HRD:	Human Resources Director
KPDA:	Kenya Property Developers Association
NACOSTI:	National Commission for Science, Technology, and Innovation
NCA:	National Construction Authority
RSM:	Real Estate Sales Managers
SPSS:	Statistical Package for Social Sciences
UK:	United Kingdom



DEFINITION OF SIGNIFICANT TERMS

Employee Performance: refers to the effectiveness and efficiency with which an employee carries out assigned tasks and responsibilities to achieve organizational goals. It is typically measured by productivity, quality of work, job commitment, and adherence to company policies (Schermerhorn, Bachrach, & Wright, 2021).

Flexible Work Schedules: refer to work arrangements that allow employees to adjust their working hours or work remotely to accommodate personal and professional needs. These include flextime, compressed workweeks, remote work, and job sharing (Kossek & Thompson, 2020).

Non-Financial Incentives: denote to rewards and benefits that do not involve direct monetary compensation but aim to enhance employee motivation, satisfaction, and overall performance. These incentives include career development opportunities, recognition programs, flexible work arrangements, and empowerment initiatives (Armstrong & Taylor, 2020).

Real Estate: refers to land, buildings, and other physical properties, including residential, commercial, and industrial spaces. The real estate industry involves buying, selling, managing, and developing properties for personal and business use (Geltner *et al.*, 2021). Employee performance in real estate firms is critical for customer service, property management, and sales growth.

Staff Empowerment: is the process of granting employees the authority, resources, and autonomy to make decisions and take responsibility for their work. It involves providing employees with the necessary support, trust, and training to enhance their confidence and efficiency in decision-making (Conger & Kanungo, 2021).

Staff Recognition: is the acknowledgment and appreciation of employees' efforts, achievements, and contributions to an organization. Recognition can be formal or informal and is essential for boosting employee morale and engagement (Nelson, 2020). Effective recognition programs enhance job satisfaction and encourage high performance.

Training Opportunities: entail structured programs and initiatives that provide employees with the necessary skills, knowledge, and competencies to improve job performance and career growth. These may include workshops, seminars, online courses, mentorship programs, and on-the-job training (Noe *et al.*, 2021).

ABSTRACT

Employee performance plays a crucial role in driving organizational success, particularly in the dynamic real estate sector in Kenya. Despite the emphasis on financial incentives, non-financial incentives have gained attention as a key factor in improving employee motivation and productivity. This study sought to establish the effect of non-financial incentives on employee performance among real estate companies within Nairobi County. Specifically, it examined the influence of training opportunities, staff recognition, flexible work schedules, and staff empowerment on employee performance. The study employed descriptive cross-sectional research design, targeting a population of 450 top management staff in real estate companies within Nairobi County. A sample size of 212 respondents was used. Primary data was collected through structured questionnaires, focusing on quantitative measures of the identified variables. The collected data was analyzed using the Statistical Package for Social Sciences (SPSS) version 25.0, enabling the study to establish relationships between the various non-financial incentives and employee performance. The study findings showed that training opportunities have a significant positive influence on employee performance in real estate companies. In addition, the study found out that employee recognition programs have a significant positive influence on employee performance in real estate companies. Also, the study findings demonstrated that flexible work arrangements have a significant positive influence on employee performance in real estate companies. Lastly, the study findings showed that employee empowerment has a significant positive influence on employee performance in real estate companies. This study recommended that real estate companies enhance employee training, recognition, flexible work arrangements, and empowerment strategies to optimize performance. The study also recommended that organizations should implement structured training programs, transparent and merit-based recognition initiatives, balanced flexible work policies, and empowerment-driven management approaches to foster motivation, productivity, and long-term organizational success. Additionally, it was the recommendation of the study that continuous evaluation and alignment of these strategies with business objectives and employee needs are essential, and that regular assessments of training relevance, recognition fairness, flexible work impact, and empowerment effectiveness will ensure sustained employee engagement, innovation, and overall company growth.

Key Words: Non-Financial Incentives, Employee Performance, Real Estate Companies, Training Opportunities, Staff Recognition, Flexible Work Schedules, Staff Empowerment

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Recent years have been characterized by organizations that are striving to optimize employee engagement and performance to stay competitive in their respective industries (Freeman, 2024). The need to boost employee performance has led to a growing interest in both academic research and organizational practices centered on employee motivation (Amah, 2021). Previously, financial incentives dominated as the primary motivators; however, research increasingly highlights the limitations of monetary rewards alone in sustaining long-term employee motivation and satisfaction (Chi, Vu, Nguyen & Truong, 2023). Kim (2020) argues that relying solely on financial incentives can lead to burnout and diminished returns over time as employees become desensitized to monetary rewards. Bourne, Franco-Santos and Pavlov (2022) suggest that non-financial incentives play a crucial role in meeting employees' evolving expectations for workplace satisfaction. As organizations recognize these shifts, they are exploring ways to integrate non-financial motivators into their performance strategies to boost both employee morale and organizational outcomes (Amah, 2021; Kang, 2023).

The interplay between non-financial incentives and employee performance is central to addressing the modern workplace's challenges. Non-financial incentives, such as training opportunities, flexible work arrangements, employee recognition, and staff empowerment, focus on meeting employees' intrinsic needs, fostering engagement, and aligning individual goals with organizational objectives. These incentives emerged in response to changing workforce dynamics and growing awareness of the limitations of traditional reward systems. Studies have shown that while financial rewards address immediate needs, non-financial incentives have a more sustained impact on intrinsic motivation, creativity, and job satisfaction (Ross & Chamorro-Premuzic, 2023). Their relevance lies in addressing the broader problem of employee disengagement and high turnover rates, which significantly affect organizational performance and competitiveness, particularly in industries like real estate where human capital is critical.

Globally, non-financial incentives have been widely adopted by leading organizations as part of comprehensive strategies to enhance employee performance, though success rates vary (Bratton & Gold, 2022). Google's well-known employee benefits, including flexible work

schedules, wellness programs, and extensive career development opportunities, have contributed to high employee satisfaction and low turnover (Laszlo, 2020). However, not all countries have seen similar success (Ross & Chamorro-Premuzic, 2023). In Japan, for example, rigid corporate structures and high demands have made it challenging for organizations to implement flexible work arrangements, leading to high employee burnout and turnover rates (Kato, Kobayashi, & Takeuchi, 2021). Best practices are often found in Nordic countries like Sweden and Denmark, where labor policies prioritize work-life balance and emphasize career development as part of non-financial rewards (Hvid & Hasle, 2022; Lindholm, 2024). Conversely, in regions with less flexible labor regulations, the impact of non-financial incentives on employee performance is often limited, as seen in some Middle Eastern countries where organizational practices are slower to adapt to modern HR trends (Zahra, 2021).

In the African perspective, non-financial incentives are increasingly recognized as essential for enhancing employee performance and retention across various sectors (Tshilidzi, 2021). South African companies, particularly in high-turnover industries such as mining and healthcare, have implemented flexible work arrangements, employee recognition programs, and wellness initiatives to improve job satisfaction (Maja & Guambe, 2023). Studies in Nigeria and Ghana reveal that organizations prioritizing non-financial incentives, such as professional development and mentorship programs, experience higher levels of employee engagement and performance (Abdulai, 2022; Owusu, Boakye & Mensah, 2023). Despite these advancements, economic constraints and limited resources in some African countries pose challenges to implementing non-financial incentives effectively (Ncube, 2022). Nonetheless, the increasing adoption of non-financial incentives reflects a growing awareness among African organizations of the need to improve workplace culture and motivation, ultimately contributing to higher productivity and reduced turnover (Kwasi & Adu-Gyamfi, 2024).

In Kenya, the importance of non-financial incentives has gained traction as organizations strive to enhance motivation and performance in competitive sectors, particularly in real estate. Kenyan companies are increasingly incorporating non-financial incentives, such as flexible working conditions, career advancement opportunities, and employee recognition programs, to improve job satisfaction and lower turnover rates (Kithinji, 2020; Njoroge, Kariuki, & Mwangi, 2021). However, the effectiveness of these incentives varies significantly depending on organizational culture and leadership style. According to Mugambi (2022), inconsistencies in policy implementation across organizations may reduce the overall effectiveness of these

initiatives. Wambui and Karimi (2023) add that while some Kenyan companies achieve positive outcomes with non-financial incentives, others struggle to align incentives with employee expectations, which can limit their impact on job satisfaction and retention. As Kenyan organizations continue exploring non-financial incentives, understanding their influence on employee performance remains crucial for sustaining a competitive advantage in the market (Mwangi & Njenga, 2023; Odhiambo, 2024). It is on this backdrop that this study sought to establish the effect of non-financial incentives on employee performance among real estate companies in Kenya.

1.1.1 Non-Financial Incentives

Non-financial incentives refer to the various forms of rewards and benefits provided to employees that do not involve direct monetary compensation (Sayed, Matloob, Shah & Ahmed, 2021). They aim to fulfill employees' intrinsic needs, such as recognition, personal growth, and job satisfaction, fostering a deeper connection to their work and the organization (Kryscynski, Coff & Campbell, 2021). Unlike financial incentives, which are transactional in nature, non-financial incentives focus on creating long-term engagement by enhancing the psychological and emotional well-being of employees (Gan, Park & Suh, 2020). Sayed *et al* (2021) states that importance of non-financial incentives lies in their ability to create a supportive work environment that goes beyond financial rewards. They play a pivotal role in promoting employee retention, improving morale, and fostering loyalty to the organization. Organizations that invest in employee recognition, professional development, and work-life balance initiatives often report higher levels of engagement and productivity (Burgess, Metcalfe & Sadoff, 2021). Non-financial incentives are also valuable in contexts where monetary compensation may be limited, such as in public service or industries with budget constraints (Zarzycka & Krasodomska, 2022). According to Nuhu, Baird and Su (2022), non-financial incentives align individual goals with organizational objectives, thereby enhancing overall performance.

Non-financial incentives are rooted in Herzberg's Two-Factor Theory (Herzberg, 1959), which categorizes factors influencing employee satisfaction into two groups: hygiene factors and motivators. Hygiene factors such as salary and job security prevent job dissatisfaction in organizations (Herzberg, 1959). Herzberg's lists motivators as intrinsic rewards that enhance job satisfaction and employee performance in organizations (Herzberg, 1959). Non-financial incentives fall within this category of motivators, as they address employees' psychological

needs for recognition, growth, responsibility, and achievement (Burgess, Metcalfe & Sadoff, 2021). Ali and Ahmed (2020) list non-financial incentives that include career development opportunities, flexible working arrangements, recognition programs, and wellness programs. According to Cho and Perry's (2023), these incentives are intended to satisfy intrinsic motivations, such as employees' need for acknowledgment, growth, and work-life balance, fostering a sense of loyalty and commitment to the organization. Bakker and Demerouti (2022) observed that recognition programs, such as employee-of-the-month awards or public acknowledgment, positively influence employee morale and productivity. Further supporting this view, Herzberg, Mausner, and Snyderman (2023) demonstrated that intrinsic rewards, including career development and personal growth opportunities, are crucial for job satisfaction and employee retention. Levine (2020) emphasized that non-financial incentives are beneficial in real estate industries, where job demands are high, and employee retention is crucial to organizational stability and reputation.

In this study, non-financial incentives were evaluated using four primary metrics: training opportunities, staff recognition, flexible work schedules, and staff empowerment. Training opportunities, such as mentorship programs, professional workshops, and career development initiatives are essential for skill enhancement and professional growth (Ali & Ahmed, 2020). Staff recognition encompasses practices like verbal praise, awards, and acknowledgment during meetings or organizational events (Alves & Lourenço, 2022). Bakker and Demerouti (2022) assert that recognition directly addresses employees' need for appreciation, fostering a positive work environment and motivating employees to achieve higher performance levels. Flexible work schedules, including options for remote work and adjustable working hours, were analyzed for their impact on work-life balance and job satisfaction (Cho & Perry, 2023). Kossek *et al.* (2011) reveals that employees with access to flexible work arrangements are less likely to experience burnout and are more productive in their roles. Staff empowerment, defined as granting employees autonomy and decision-making authority, was assessed for its contribution to motivation and innovation (Kamau & Obiri, 2021). Empowerment fosters trust and ownership, leading to greater engagement and creativity among employees. For real estate employees, application of the nonfinancial incentives is critical as they lead to improved job satisfaction and a stronger sense of loyalty to the organization (Gachuru & Kamau, 2023).

1.1.2 Employee Performance

Employee performance refers to how effectively an employee executes their job responsibilities and contributes to the overall success of the organization (Chi, Vu, Nguyen & Truong, 2023). It encompasses both task performance, which relates to completing core job duties, and contextual performance, which includes voluntary behaviours like teamwork, initiative, and organizational citizenship behaviours that go beyond formal expectations (Borman & Motowidlo, 2021). According to Njoroge *et al.* (2022), employee performance is influenced by both individual factors, such as skills and motivation, and organizational factors like leadership and resources. The conceptualization of employee performance in this study is grounded in goal-setting theory, which emphasizes the role of clear and challenging objectives in driving high performance. Locke and Latham (2020) emphasize that setting clear, achievable goals significantly enhances employee performance by providing direction and motivation. In a similar vein, Armstrong and Taylor (2022) highlight the importance of performance management systems, which involve setting expectations, providing feedback, and offering development opportunities to align individual contributions with organizational goals. Landers, Bauer, and Erdogan (2022) assert that employee performance is not just about task completion, but also about how individuals engage with their work environment and organizational culture to drive success.

According to Ng and McGinnis (2024), employee performance reflects employees' ability to fulfil their responsibilities and contribute effectively to organizational goals through measurable outcomes. The performance concept encompasses several dimensions, each reflecting a critical aspect of workplace effectiveness. This study focused on quality of work, productivity, punctuality and customer satisfaction levels (Burgess, Metcalfe & Sadoff, 2021). Bakker, Demerouti, and Euwema (2023) explain that productivity refers to the efficiency with which employees complete tasks, emphasizing the optimal use of resources to maximize. Parboteeah and Cullen (2021) assert that quality of work highlights the degree of excellence in task execution, focusing on accuracy, attention to detail, and adherence to organizational standards. Punctuality, on the other hand, pertains to timeliness in task completion, meeting deadlines, and maintaining a reliable presence, which reflects discipline and commitment to the organizational processes (Manzoor, Wei & Asif, 2021). Customer satisfaction levels represent the extent to which employees meet or exceed client expectations through effective problem-solving, responsiveness, and interpersonal skills. Gruman and Saks (2020) asserts that these dimensions provide a comprehensive framework for evaluating employee performance

and its impact on organizational success. It is imperative for companies to focus on enhancing employee performance for enhanced organizational performance and productivity, which is the focus of this study.

1.1.3 Real Estate Companies in Nairobi County

Real estate companies in Kenya are crucial players in the nation's economic growth, particularly given the rapid urbanization and rising demand for both residential and commercial properties (Gachuru & Kamau, 2023). These companies are largely concentrated in urban centers such as Nairobi, Mombasa, Kisumu, and Nakuru, where population growth and economic activity are highest (Njeru & Njiru, 2021). Nairobi County stands out as the primary hub, hosting 150 real estate companies with registered directors licensed by the Estate Agents Registration Board (EARB, 2023). Real estate companies are vital contributors to Nairobi's economic growth, playing a significant role in addressing the city's rising demand for residential, commercial, and industrial properties (Karanja, 2020). As the capital and economic hub of Kenya, Nairobi City County experiences the highest concentration of real estate activities, driven by urbanization, infrastructure development, and a growing middle class with increasing housing and business space needs (Gachuru & Kamau, 2023). According to the Estate Agents Registration Board (EARB) publication (2023), there are 150 real estate companies headquartered in Nairobi County, with their directors duly registered and licensed by the EARB. These firms are integral to meeting the city's property demands, particularly in high-growth areas such as Kilimani, Karen, Westlands, and Runda.

The significance of real estate companies within Nairobi County is underscored by their contributions to the local economy through job creation, urban development, and increased investments in modern housing and commercial projects. They are central to addressing the government's Big Four Agenda on affordable housing, a national priority designed to provide low-cost housing options to Kenyans (Kihoro, 2023). Additionally, real estate firms in Nairobi are adapting to consumer preferences for sustainable housing and smart building technologies, further solidifying their importance in the city's economic ecosystem. Despite their contributions, Nairobi's real estate companies face numerous challenges. These include rising land acquisition costs, stringent regulatory requirements, fluctuating property prices, and limited access to affordable financing for development projects (Nyambura, 2022). High employee turnover is another pressing issue, with many companies struggling to retain skilled professionals in an industry characterized by intense competition and demanding work

environments (Karanja, 2020). This high turnover often disrupts operations and increases costs for companies, highlighting the need for effective employee motivation strategies, particularly non-financial incentives (Kamau, 2022).

The real estate sector in Nairobi is overseen by several regulatory bodies to ensure professionalism and compliance. The Estate Agents Registration Board (EARB), established under the Estate Agents Act, Cap 533, regulates the conduct of estate agents and mandates that no company may operate unless its directors are registered and licensed (K' Akumu, 2022). The National Construction Authority (NCA) enforces quality and safety standards in construction, directly impacting real estate operations. Additionally, the Kenya Property Developers Association (KPDA) advocates for industry best practices and policies that promote efficiency, transparency, and growth. The 150 real estate companies within Nairobi County collectively face unique opportunities and challenges. As the urban population continues to grow, demand for both affordable and high-end properties has surged, providing opportunities for companies to innovate and expand their market share (Mwangi & Mureithi, 2021). Many firms have started embracing modern trends such as green building technologies and mixed-use developments to meet these evolving market demands. However, competition within the industry is fierce, and regulatory bottlenecks often hinder the pace of development (Karanja, 2020).

The motivation for this study stems from the realization that employee performance is central to organizational success in Nairobi's real estate sector. In a competitive and high-pressure environment, companies increasingly recognize the importance of non-financial incentives, such as career advancement opportunities, employee recognition programs, and flexible work arrangements, in retaining top talent and improving job satisfaction (Kamau, 2022). These incentives are critical to mitigating challenges such as high turnover and low employee morale, ensuring long-term organizational stability and success (Mwangi & Mureithi, 2021). By focusing on real estate companies within Nairobi County, this study narrows its scope to a region with significant economic and real estate activity. The findings provide actionable insights into how non-financial incentives impact employee performance in a dynamic and competitive urban environment, offering recommendations that can be applied not only in Nairobi, but also in other urban centers across Kenya.

1.2 Statement of the Problem

The Kenyan real estate industry is grappling with several significant challenges that hinder optimal employee performance (Gachuru & Kamau, 2023). These challenges include high turnover rates, insufficient employee engagement, inadequate training opportunities, and an overreliance on financial incentives such as salaries, bonuses and commissions which is fast becoming unsustainable (Kamau & Obiri, 2021). Many real estate companies in Kenya continue to prioritize monetary rewards, often neglecting the intrinsic motivational needs of their workforce. This oversight has led to reduced job satisfaction, disengagement, and ultimately lower productivity (Gichuki, Muthoni & Kamau, 2021).

Studies have shown that when organizations focus solely on financial rewards, they may encounter diminishing returns in employee morale and commitment, leading to a decline in overall performance levels (Atambo & Nyaribo, 2022). The highly competitive nature of the real estate market further intensifies these challenges, as employees seek work experiences that offer more than just financial compensation (Oduor & Kinyanjui, 2020). These issues indicate a need for real estate companies to consider comprehensive strategies that incorporate non-financial incentives to foster a more motivated, engaged, and high-performing workforce (Mwenda, Njuguna & Mwaura, 2023). Internationally, studies have highlighted the positive impact of non-financial incentives on employee performance. Michaels and Sutherland (2022) examined the role of employee recognition programs and career development opportunities in enhancing job satisfaction and performance outcomes. Their study, which focused on 500 employees across various sectors in the United States, used a mixed-methods approach. They found that employees with access to career development programs were 20% more likely to report higher job satisfaction, which correlated with improved performance metrics. Similarly, Groening and Kanuri (2021) conducted a study in Europe to explore the influence of flexible working hours on employee engagement and performance. Their findings indicated that employees with flexible working arrangements experienced a 25% increase in productivity, particularly among younger employees. Li and Hsieh (2020) explored wellness programs in China's real estate industry, showing that these programs reduced burnout and improved employee commitment, leading to a 30% reduction in turnover. Finally, Kato and Kobayashi (2021) studied the Japanese retail sector and found that job autonomy and career growth opportunities resulted in a 15% increase in employee motivation and organizational success.

In the African context, several regional studies have also examined the role of non-financial incentives in improving employee performance. Mukiira and Gitau (2021) conducted a study in the Kenyan banking sector and found that non-financial incentives such as career development and employee recognition contributed to a 22% improvement in job satisfaction and employee productivity. Similarly, Ndegwa and Mwangi (2022) examined the role of work-life balance initiatives in Nigerian retail and hospitality sectors. Their study showed that wellness programs resulted in a 28% increase in employee retention and overall job satisfaction. In the telecommunications sector in Nigeria, Okereke and Nwachukwu (2021) highlighted that employee recognition and decision-making participation were key factors in improving employee engagement and performance. Another study by Sanni & Oni (2022) in South Africa's real estate market emphasized that autonomy and recognition were crucial for motivating employees, which translated into higher productivity and job satisfaction.

In Kenya, the exploration of non-financial incentives in the real estate sector is still emerging, but several local studies have provided valuable insights. Ogutu and Mukulu (2022) investigated the impact of non-financial rewards on employee performance in Kenyan real estate firms. Their findings showed that companies that adopted professional development opportunities and recognition programs experienced higher employee engagement and better performance outcomes. Similarly, Mwenda, Njuguna and Mwaura (2023) studied the effect of work-life balance programs and flexible working hours in Kenyan real estate companies. They found that employees with access to such non-financial incentives reported a 20% improvement in work performance, driven by higher job satisfaction and reduced burnout. Karanja & Wanjiku (2023) identified the gap in real estate companies' use of non-financial incentives, highlighting that the lack of such initiatives led to employee dissatisfaction and disengagement, negatively impacting organizational performance. Atambo & Nyaribo (2022) also emphasized the role of career growth opportunities and employee recognition in enhancing employee performance, leading to reduced turnover and increased engagement in Kenyan real estate companies.

Whereas numerous studies have explored the effect of non-financial incentives on employee performance, there is still a significant methodological gap in research focused on the Kenyan real estate sector. Many studies conducted internationally and regionally provide valuable insights, but the unique challenges and dynamics of the Kenyan real estate market require further investigation. For instance, the methodologies employed in studies by Michaels &

Sutherland (2022) and Groening & Kanuri (2021) focused on sectors outside real estate or contexts vastly different from Kenya's. Previous studies such as those by Mukiira & Gitau (2021) and Ndegwa & Mwangi (2022) examined industries like banking and retail, leaving a methodological gap in understanding the specific needs and challenges within Nairobi County's real estate sector. Similarly, studies by Ndung'u (2023) in the public sector, Ongoya (2022) in microfinance, and Ochieng (2023) in the manufacturing sector, do not fully address the specific context and challenges faced by real estate companies in Kenya making it necessary to conduct further studies in the real estate sector. Ogotu and Mukulu (2022) focused on rewards that are obviously given after an employee has achieved set targets, neglecting the role of pre-emptive incentives like training and career planning that shape long-term motivation. Furthermore, the limited use of experimental or longitudinal designs in local studies constrains the ability to draw causal inferences about the relationship between non-financial incentives and employee performance.

Lastly, while regional and international studies provide a strong foundation, the findings are often generalized and lack relevance to the specific regulatory, cultural, and economic factors that shape Kenya's real estate industry. These methodological inconsistencies necessitate further research tailored to address these gaps, leveraging methodologies that offer a comprehensive understanding of non-financial incentives in this unique context. This study sought to address these methodological gaps by focusing on real estate companies in Nairobi County, utilizing a mixed-methods approach that combines quantitative and qualitative data collection. Through exploring the impact of non-financial incentives on employee performance, this study aimed to provide practical, context-specific insights that can guide real estate firms in Nairobi County toward creating more effective motivational strategies.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to determine the effect of non-financial incentives on employee performance among real estate companies in Nairobi County.

1.3.2 Specific Objectives

- i. To determine the effect of training opportunities on employee performance among real estate companies in Nairobi County.
- ii. To establish the effect of staff recognition on employee performance among real estate companies in Nairobi County.

- iii. To determine the effect of flexible work schedules on employee performance among real estate companies in Nairobi County.
- iv. To establish the effect of staff empowerment on employee performance among real estate companies in Nairobi County.

1.4 Research Questions

- i. What is the effect of training opportunities on employee performance among real estate companies in Nairobi County?
- ii. What is the effect of staff recognition on employee performance among real estate companies in Nairobi County?
- iii. What is the effect of flexible work schedules on employee performance among real estate companies in Nairobi County?
- iv. What is the effect of staff empowerment on employee performance among real estate companies in Nairobi County?

1.5 Significance of the Study

This study contributes to policy, industry, and scholarly work by examining the effect of non-financial incentives on employee performance within Nairobi County's real estate sector.

The study guides the development of human resource policies in the real estate sector, encouraging a shift toward more employee-centered practices. Through highlighting the role of non-financial incentives, it influences regulatory bodies to promote policies that foster a supportive work environment and enhance employee engagement.

For the real estate industry in Kenya, this research provides practical insights into some of the effective non-financial incentives, helping them improve employee satisfaction, reduce turnover, and increase productivity. This aligns with findings from Michaels & Sutherland (2022), who noted the advantages of comprehensive reward systems.

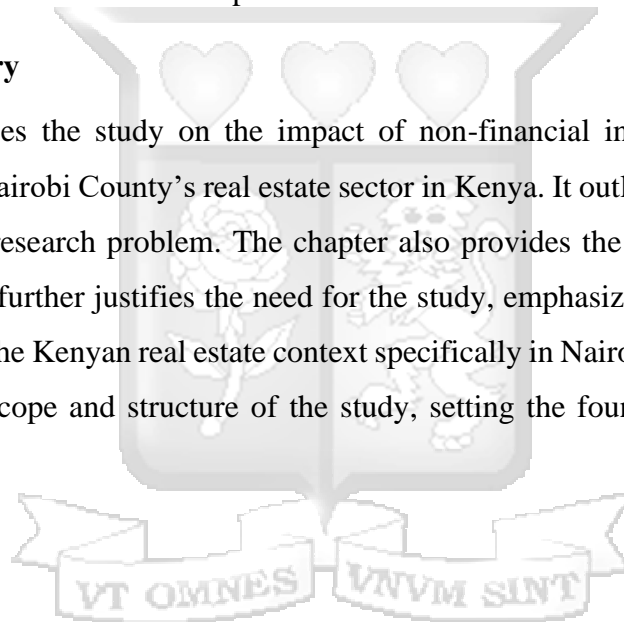
The study adds to the limited body of research on non-financial incentives within Nairobi County's real estate sector. Through focusing on this under-explored area, it contributes to a deeper understanding of how intrinsic motivation factors impact employee performance in sectors dependent on human capital, providing a foundation for future research.

1.6 Scope of the Study

This study focused on the effect of non-financial incentives on employee performance within Nairobi County's real estate sector in Kenya. Specifically, this study aimed at exploring four independent variables including training opportunities, staff recognition, flexible work schedules and employee empowerment. Employee performance was measured through productivity metrics, job satisfaction, quality of work, and punctuality. The research was carried out in 150 real estate companies whose directors are registered with the Estate Agents Registration Board (EARB) and have headquarters in Nairobi City County. The research adopted descriptive cross-sectional research design. Data was analyzed using Statistical Package for Social Sciences (SPSS) version 25.0. The study was carried out for a period of five months, beginning November 2024 to April 2025.

1.7 Chapter Summary

This chapter introduces the study on the impact of non-financial incentives on employee performance within Nairobi County's real estate sector in Kenya. It outlines the background of the research and the research problem. The chapter also provides the study's objectives and research questions. It further justifies the need for the study, emphasizing the gap in research on the subject within the Kenyan real estate context specifically in Nairobi County. Finally, the chapter outlines the scope and structure of the study, setting the foundation for subsequent chapters.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a comprehensive review of the literature, establishing the theoretical and empirical foundations of the study on the effect of non-financial incentives on employee performance. It delves into key theories that underpin the concept of non-financial rewards, offering insights into their relevance in influencing employee behavior and motivation. The empirical review examines existing research findings, shedding light on how non-financial incentives such as training opportunities, employee recognition, flexible work schedules, and staff empowerment impact performance metrics, including productivity, job satisfaction, and organizational commitment. The chapter also outlines the study's conceptual framework, linking the theoretical underpinnings and empirical findings to the research objectives. Additionally, it identifies gaps in the current literature, emphasizing areas requiring further investigation and finally, provides a detailed operationalization of the study variables, ensuring clarity in their measurement and application within the context of the study.

2.2 Theoretical Foundation

This study was anchored on two theories namely, the Herzberg's Two-Factor Theory and the Expectancy Theory (Vroom, 1964).

2.2.1 Herzberg's Two-Factor Theory

Frederick Herzberg's Two-Factor Theory, first outlined in *The Motivation to Work* (1959) by Frederick Herzberg's has played a foundational role in understanding employee motivation. Herzberg distinguished between hygiene factors, which prevent job dissatisfaction, and motivators, which actively drive job satisfaction and performance. Hygiene factors, such as salary, workplace policies, and job security, serve as foundational needs, and without them, dissatisfaction is likely to happen. Motivators, on the other hand, such as recognition, career advancement, and a sense of achievement, intrinsically enhance employees' engagement and performance. Over the years, Herzberg's theory has been extensively tested and modified, reflecting the evolving nature of work. In knowledge-intensive sectors, Rasheed (2020) demonstrated that intrinsic motivators, such as recognition for innovative ideas, have become even more critical in fostering creativity and driving organizational success. Similarly, advancements in digital communication tools have enabled real-time feedback and personalized recognition, further enhancing the practical application of Herzberg's concepts.

Empirical studies continue to validate Herzberg's Two-Factor Theory across various industries and regions. In the Kenyan education sector, Mwangi, Karani, and Ndung'u (2022) found that non-financial incentives, including opportunities for professional growth and recognition, significantly improved teacher job satisfaction and performance. This aligns with findings by Chirwa and Banda (2023), who noted that flexible working arrangements and public acknowledgment of achievements boosted morale and productivity among Malawian banking employees. Luthra and Sharma (2021) conducted a study in India's IT sector, emphasizing that intrinsic rewards such as autonomy and meaningful work were pivotal in improving job satisfaction and reducing employee turnover. These findings reinforce Herzberg's idea that motivators are essential for fostering a productive and satisfied workforce. However, the degree of effectiveness varies depending on cultural and industry-specific factors, suggesting the need for tailored incentive strategies.

Despite its broad application, Herzberg's theory is not without criticism. Some researchers argue that it oversimplifies the complex nature of employee motivation. For instance, Omar and Awadallah (2020) critique the theory for failing to account for socioeconomic contexts, where hygiene factors like salary could serve as significant motivators, particularly in lower-income settings. Furthermore, Landers, Bauer, and Erdogan (2022) challenge the clear-cut distinction between hygiene factors and motivators, noting that factors like job security can simultaneously prevent dissatisfaction and enhance motivation. Nonetheless, Herzberg's framework remains influential, particularly in industries like real estate, where non-financial incentives can address specific performance challenges. This study leverages Herzberg's arguments to explore how such incentives, ranging from career development opportunities to flexible work arrangements, impact employee performance in Kenya's real estate sector, aiming to fill existing research gaps and provide actionable recommendations. Training opportunities, staff recognition, flexible work schedules and staff empowerment are all motivators or intrinsic factors as described by Herzberg's Two Factor theory, forming a firm foundation for this study.

2.2.2 Expectancy Theory

Expectancy Theory was first introduced by Vroom (1964). It provides a framework for understanding the motivational processes underlying employee behavior in organizations. Over the years, the theory has been refined by subsequent researchers, including Porter and Lawler (1968), who expanded it into a comprehensive model that integrates effort, performance, and

rewards. Vroom's theory emphasizes the cognitive processes involved in decision-making, distinguishing itself from content theories of motivation like Maslow's hierarchy by focusing on the *why* and *how* of motivation (Mitchell & Daniels, 2003). This theory remains a cornerstone in organizational behavior research and is frequently revisited in studies on motivation and performance (Lunenburg, 2011).

Vroom's Expectancy Theory postulates that employee motivation is a function of three key elements: expectancy, instrumentality, and valence. Expectancy refers to the belief that increased effort led to better performance. Instrumentality involves the perceived likelihood that performance results in specific outcomes, such as rewards or recognition. Finally, valence is the value that individuals place on these rewards (Vroom, 1964). The theory suggests that employees are more likely to be motivated when they believe their efforts result in desirable outcomes. Non-financial incentives, such as flexible work arrangements, professional development, and recognition, align with these elements by offering intrinsic rewards that enhance the perceived value of performance outcomes (Parijat & Bagga, 2014).

Recent empirical studies have applied Expectancy Theory to various organizational contexts. For instance, Ferreira, Bassioni, and Price (2021) investigated its relevance in the construction industry and found that perceived fairness and alignment of rewards with employee values significantly boosted performance. Similarly, Nakirijja and Matovu (2023) explored how expectancy theory principles affect motivation among public sector employees in Uganda, highlighting the importance of aligning incentives with individual expectations. However, critiques of the theory suggest it may oversimplify complex motivational processes. Critics argue that the model does not adequately address the influence of emotional and cultural factors on motivation (Kiatkawsin & Han, 2017). Nonetheless, the theory's focus on the cognitive dimensions of motivation makes it highly relevant for studies on incentive systems.

This theory was relevant in this study as it demonstrates the rationale of aligning employee expectations with organizational reward systems. In Kenya's real estate sector, non-financial incentives such as recognition, career development, and wellness programs can meet employees' intrinsic motivational needs. Therefore, applying this theoretical framework allowed the study to explore how these incentives enhance employee performance, offering an understanding into how real estate firms can improve organizational commitment and productivity.

2.3 Empirical Literature Review

This section presents empirical literature review on the study's independent variables and their influence on employee performance. The variables under discussion are training opportunities, staff recognition, and flexible work schedules and staff empowerment.

2.3.1 Training Opportunities and Employee Performance

Training opportunities refer to programs, workshops, courses, or experiences designed to enhance an individual's knowledge, skills, and competencies in a specific area (Khan, Ali & Zhang, 2020). These opportunities are crucial for both personal and professional development, as they enable individuals to acquire new abilities or refine existing ones, which can lead to better job performance, career advancement, and improved overall productivity within organizations (Khan, *et al.*, 2020). Globally, studies highlight the importance of continuous training in enhancing both individual and organizational productivity. Noe, Clarke, and Klein (2021) demonstrated that tailored training programs in the manufacturing industry lead to increased technical efficiency and innovation, contributing significantly to organizational success. Similarly, Jackson and Seo (2022) found that digital skills training in South Korean firms improved employees' ability to adapt to rapidly changing technological environments, boosting performance metrics by over 20%. In the healthcare sector, Salas, Tannenbaum, Kraiger, and Smith-Jentsch (2022) emphasized that interactive training programs focusing on team dynamics significantly improve patient care outcomes and organizational efficiency. Moreover, Robinson and Harris (2023) explored the impact of leadership development programs in multinational corporations in Europe, noting substantial improvements in strategic decision-making and workforce engagement. Further, Anderson and Patel (2021) emphasized the transformative role of e-learning in global industries, making training accessible, scalable, and effective in diverse working environments.

Looking into the African context, empirical studies have demonstrated the positive impact of training on employee performance. The study carried out by Mthimkhulu and Dlamini (2021) found that leadership training programs in South African companies improved managerial decision-making and operational efficiency by 15%. Okoro, Adeyanju, and Nwankwo (2022) explored the banking sector in Nigeria, revealing that employees who underwent continuous professional development reduced error rates and improved customer satisfaction. Similarly, Odongo and Njuguna (2021) in Uganda highlighted the benefits of technology-oriented training in telecommunications, where employees reported higher adaptability and increased

output. Teshome and Abebe (2020) noted that vocational training in Ethiopia's textile industry led to improved product quality and organizational competitiveness. In Botswana, Chitja and Makofane (2023) examined conflict resolution training, showing that it strengthened workplace cohesion and increased team productivity. These findings underline the critical role of region-specific training programs in driving performance improvements across different industries in Africa.

Studies in Kenya have shown training opportunities have similarly been shown to enhance employee performance. Mwangi and Wanjiku (2023) found that in the real estate sector, regular training programs led to increased productivity, improved customer service, and higher employee morale. Kariuki and Kamau (2022) explored the microfinance industry and highlighted how financial literacy training enabled employees to make better decisions, improving overall institutional performance. Njenga and Achieng (2021) observed that hospitality employees who participated in customer service training provided superior guest experiences, which translated to higher customer retention. Additionally, Otieno and Muthoni (2022) investigated IT training in public organizations, reporting significant improvements in service delivery and operational efficiency. Njeri and Mwangi (2023) further emphasized the role of compliance training in reducing regulatory breaches and fostering a culture of ethical responsibility. Collectively, these studies demonstrate that investing in employee training is essential for organizational growth and competitive advantage in Kenya's evolving economy.

2.3.2 Staff Recognition and Employee Performance

Staff recognition refers to the acknowledgment and appreciation of employees' efforts, achievements, and contributions within an organization (Robinson, Perryman & Hayday, 2020). This can take various forms, such as verbal praise, awards, bonuses, promotions, or public acknowledgment during meetings or company events (Robinson, *et al.*, 2020). Recognition is a crucial driver of employee performance, especially in industries like real estate, where employee engagement directly affects customer satisfaction and business outcomes (Khan, Ali & Zhang, 2020). Globally, organizations in the real estate sector leverage recognition programs to boost morale and drive performance. A study by Liu, Wu, and Zhang (2021) in China found that real estate firms that implemented employee recognition programs, such as "Top Agent" awards, experienced a 15% increase in property sales. Similarly, in the United States, Gupta and Fisher (2020) observed that firms offering regular acknowledgment of top-performing agents reported higher client retention and increased employee motivation.

These studies highlight the universal significance of recognition as a non-financial incentive in real estate.

The real estate markets in Africa have emphasized staff recognition as a fundamental aspect in employee performance. A study by Adegbite and Oluwafemi (2022) on Nigerian real estate firms demonstrated that employee recognition programs positively impacted sales performance and reduced employee turnover by 12%. Furthermore, Tadesse and Alemu (2023) in Ethiopia reported that real estate companies employing recognition strategies such as public praise and employee of the month programs saw improvements in customer satisfaction metrics. These findings align with global trends, illustrating the value of non-financial incentives in sustaining employee performance within competitive markets. Mkhize, Phakathi, and Ndlovu (2022) report that in South Africa's municipal services, recognition programs not only enhance morale but also improve public service delivery. Similarly, Adeyemi and Olatunji (2021) in Nigeria find that consistent recognition through professional accolades and internal promotions leads to higher job satisfaction among teachers, significantly impacting students' academic performance. Owusu and Agyei (2020) in Ghana explore the banking industry, revealing that recognition programs aligned with organizational milestones improve overall financial performance. In Uganda's agricultural sector, Namutebi, Birungi, and Kigozi (2023) show that recognizing farmers' contributions through community awards boosts both productivity and sustainable farming practices.

In Kenyan perspective, the importance of recognition in real estate is gaining traction. According to Mwangi, Kariuki, and Mugo (2022), real estate companies in Nairobi that regularly recognize their agents' achievements, whether through awards or verbal acknowledgment, experience enhanced employee commitment and increased property sales. Similarly, a study by Njeri and Kihara (2023) on medium-sized real estate firms in Mombasa revealed that recognition initiatives fostered a culture of excellence, leading to a 10% rise in customer referrals. Additionally, Omondi and Wanyama (2021) found that firms offering personalized recognition, such as highlighting employees' contributions in company newsletters, recorded higher job satisfaction levels. The correlation between recognition and performance extends beyond financial metrics in Kenyan real estate. Studies indicate that recognition initiatives also enhance teamwork and innovation. The study by Mutua and Chege (2023) in Kisumu found that real estate companies acknowledging employees for innovative sales strategies encouraged a more dynamic and collaborative work environment. This

improves sales performance and also boosts the overall reputation of the firms in the competitive real estate market. These findings demonstrate the critical role recognition plays in enhancing employee performance, particularly in client-facing sectors like real estate.

2.3.3 Flexible Work Schedules and Employee Performance

A flexible work schedule refers to a work arrangement that allows employees to alter their working hours or work location, within certain guidelines or policies, to accommodate their personal needs, family responsibilities, or preferences (Hill, Erickson & Yates, 2020). Flexible work schedules are increasingly recognized as a critical factor in enhancing employee performance, particularly within the real estate industry (Robinson, Perryman & Hayday, 2020). Globally, this trend has gained traction as organizations look for ways to balance the demands of a competitive industry with employee well-being. In the United States, a study by Afsar and Badir (2020) explored the impact of flexible working arrangements on employee performance within the real estate sector. The findings suggested that flexible work schedules not only improved the work-life balance, but also led to increased job satisfaction and overall productivity. Employees in the study reported feeling more engaged and motivated, as flexible hours enabled them to better manage personal commitments while meeting professional obligations. This aligns with research by Allen *et al.* (2021), which found that job flexibility significantly contributes to better employee outcomes, such as lower absenteeism and higher retention rates.

In Europe, particularly in the UK, the concept of flexible working has also been linked to improved employee performance within the real estate sector. A report by Stone *et al.* (2021) revealed that companies that allowed employees to work remotely or adjust their schedules during peak seasons saw greater efficiency in their operations. This flexibility allowed workers to remain focused during property viewings or client meetings without the added stress of rigid work hours. Employees in the UK reported feeling more empowered, which positively impacted their performance and commitment to the organization. This is consistent with findings by Bloom *et al.* (2019), which suggested that employees who have greater autonomy in managing their schedules often outperform their counterparts who work in a more structured environment.

In Africa, the role of flexible work schedules has also been explored, with notable studies showing their positive effect on employee performance, particularly in the real estate sector. In Kenya, for example, Ndegwa and Chege (2022) examined the adoption of flexible working

practices in Nairobi's real estate firms, particularly in response to the COVID-19 pandemic. Their study found that flexible work arrangements, such as remote work and staggered hours, led to improved employee performance and reduced turnover. Employees reported feeling more motivated and engaged when they had control over their schedules, which enabled them to balance personal and work commitments more effectively. This finding is echoed in other Kenyan studies, such as that by Wambui and Karimi (2023), which showed that flexible hours contributed to higher levels of productivity and satisfaction, especially in real estate firms that required significant client interaction.

In South Africa, Tshilidzi (2021) explored the impact of flexible working on employee performance in the real estate sector. The study revealed that employees who had access to flexible working hours felt more empowered and less stressed, leading to better performance outcomes. This was particularly important in the South African real estate market, where high employee turnover and job stress are prevalent issues. Flexible work schedules were found to reduce absenteeism and increase job satisfaction, directly contributing to higher levels of productivity and organizational success. In Uganda, flexible work schedules were also found to improve employee performance in the real estate industry. A study by Okello and Tushabe (2021) revealed that real estate firms in Kampala experienced enhanced employee productivity when offering flexible working hours. Employees felt less pressure from traditional 9-5 office hours, allowing them to adjust their schedules to meet the demands of clients, property viewing, and market conditions. This flexibility led to fewer instances of burnouts and higher levels of engagement, contributing to better service delivery and higher customer satisfaction.

Finally, in Nigeria, the real estate sector has seen similar trends regarding flexible work schedules. A study by Maja and Guambe (2023) examined real estate firms in Lagos, finding that flexible work arrangements led to significant improvements in employee satisfaction and performance. Employees who had the ability to manage their schedules to accommodate both personal and professional responsibilities were more productive and less likely to experience stress-related burnout. This led to improved client relationships and higher sales conversion rates, especially in the property management and sales departments. In this study, reviewed studies have shown that allowing employees to manage their time more effectively leads to increased job satisfaction, reduced turnover, and improved productivity. In the highly competitive real estate industry, where client satisfaction and operational efficiency are critical, flexible work arrangements provide employees with the tools they need to perform at their best, benefiting both the individual and the organization.

2.3.4 Staff Empowerment and Employee Performance

Staff empowerment refers to the process of granting employees the authority, responsibility, and autonomy to make decisions regarding their work, thereby enabling them to take ownership of their tasks and contribute to organizational success (Seibert, Wang & Courtright, 2020). Staff empowerment has been widely studied across various industries, emphasizing its significant impact on employee performance (Zhao *et al.*, 2022). Empowerment refers to practices and strategies that provide employees with greater autonomy, responsibility, and influence over their work. This approach is particularly relevant in sectors like real estate, where employees are required to be proactive and innovative in a competitive market (Smith & Williams, 2023). Studies have shown that empowering employees through decision-making authority, professional development, and recognition enhances motivation and performance (Lunga & Matseke, 2023; Tumusiime & Kakande, 2022). Empowered employees feel more engaged in their work and are more likely to deliver results that exceed expectations, leading to improved organizational outcomes (Mwangi & Kiplagat, 2022). Moreover, empowerment is linked to greater job satisfaction and a stronger commitment to the organization, as employees perceive themselves as integral to the success of the company (Zhao *et al.*, 2022; Ochieng & Wanjiru, 2023). Empowered employees are also more likely to take initiative, demonstrate higher levels of creativity, and remain committed to their tasks, ultimately enhancing their overall performance.

Research consistently demonstrates the positive relationship between staff empowerment and employee performance across various industries worldwide. In a study by Yates and Foster (2021), conducted in the real estate sector in the U.S., findings indicated that employees granted greater decision-making power and autonomy exhibited higher job satisfaction and performance. The research also revealed that when employees were actively involved in decision-making processes, they showed more initiative and took on more responsibility, ultimately leading to better organizational outcomes. Similarly, Nguyen and Le (2022) found that empowerment through mentorship programs in the Australian real estate sector improved employees' performance, as they felt more supported and capable in their roles. Their study emphasized that employees who perceived their managers as mentors rather than authority figures demonstrated greater innovation and higher productivity.

In another global study, Clarke and Jones (2020) analyzed the effect of empowerment in the real estate sector in Canada and discovered that when companies implemented empowerment

programs, employees displayed a greater sense of ownership over their work. This resulted in higher performance levels, particularly in client-facing roles such as sales and property management. Employees felt more trusted and valued, which led to increased engagement and higher quality work output. Their study highlights that empowered employees were more motivated and committed to organizational goals, contributing to long-term success. In the African context, empowerment has proven to be a critical factor in improving employee performance in real estate sectors across various countries. In a study by Nguvua and Moyo (2021) in Zimbabwe, empowerment initiatives that provided employees with training and responsibility resulted in improved employee satisfaction and productivity. The research emphasized that employees who were equipped with relevant skills and empowered to make decisions were more likely to take ownership of their roles, which led to enhanced job performance. The study also highlighted the importance of managerial support in fostering an environment where empowerment could thrive.

In a study by Akinyele and Oloruntopa (2020) in Nigeria, it was found that when employees were given more control over their tasks, their job satisfaction and performance levels significantly increased. The study suggested that organizations that practiced participative leadership, where employees were involved in decision-making, saw positive results in terms of higher employee engagement and overall organizational performance. Similarly, in South Africa, Naidoo and Shinde (2022) examined the effect of empowerment on employee performance in the real estate sector. The study found that real estate firms that invested in empowerment programs, including career development and decision-making autonomy, experienced improved job satisfaction, reduced turnover, and enhanced employee performance. Employees felt more connected to their work and took greater pride in their contributions, which led to better customer satisfaction and overall performance.

In Kenya, empowerment strategies have also been linked to improved employee performance, particularly within the real estate sector. A study by Kamau and Mwangi (2023) explored how empowerment through skill development and increased responsibility impacted employee performance in Nairobi's real estate sector. They found that employees who were allowed to make decisions and had access to continuous learning opportunities showed a significant improvement in job satisfaction and performance. This study also highlighted the importance of recognition in the empowerment process, with employees who felt valued performing better in client relations and sales. Similarly, Mureithi and Muturi (2021) conducted a study in the

real estate sector in Kenya, demonstrating that when employees were given more autonomy in decision-making, they displayed higher levels of initiative, which positively impacted their work performance. Their research showed that employees who felt trusted and supported were more committed to organizational goals, which led to improved productivity and client satisfaction. In addition, Njoroge and Wekesa (2022) examined the role of empowerment in the performance of real estate employees in Nairobi, focusing on the effect of participative leadership and career development opportunities. The study found that these empowerment practices not only enhanced employee engagement but also resulted in increased sales performance and a stronger sense of organizational loyalty. As such, organizations across the globe should prioritize empowerment initiatives to foster a more productive and engaged workforce.



2.4 Summary of Knowledge Gap

Table 2.1 Research Gaps

Author	Title	Methods	Findings	Gap	Focus of Current Study
Shields, J., & Brown, M. (2021)	The Impact of Non-Monetary Rewards on Employee Engagement in Australia	Cross-sectional survey of employees in multiple industries	Non-monetary rewards such as career development opportunities and recognition programs significantly improved employee engagement and retention	<p>Contextual Gap: Focused on various industries in Australia, while the current study targeted Kenya’s real estate sector.</p> <p>Conceptual Gap: Lack of focus on sector-specific rewards in real estate.</p> <p>Methodological Gap: Cross-sectional design; may not capture long-term effect.</p>	Focus on real estate companies within Nairobi County
Mugambi, F. J. (2022)	Employee Rewards, Job-Related Attitudes, Organizational Leadership, Work Environment, And Employee Performance at the Kenya Police Service	Doctoral dissertation (qualitative and quantitative approach)	Explored various factors including employee rewards, leadership, work environment, and their influence on employee performance within the Kenya Police	<p>Contextual Gap: Focused on the Kenya Police Service, not private sector or real estate firms.</p> <p>Conceptual Gap: Focused on a public sector organization (Kenya Police Service) rather than private sector (real estate)</p> <p>Methodological Gap: Mixed methods; did not isolate non-monetary</p>	Investigating non-monetary rewards' impact on employee performance and retention in real estate companies in Nairobi County

Author	Title	Methods	Findings	Gap	Focus of Current Study
				rewards in relation to employee performance in private sectors.	
Yeboah, A., & Agyapong, J. (2020)	Effect of Employee Motivation on Job Performance in Ghana's Real Estate Sector	Survey-based quantitative analysis	Recognition and career growth opportunities were critical in enhancing job performance	<p>Contextual Gap: Focused on Ghana's real estate sector; findings may not directly translate to Kenyan real estate.</p> <p>Conceptual Gap: Lack of focus on intrinsic motivation as a driver of performance.</p> <p>Methodological Gap: Quantitative; does not explore depth of motivational factors.</p>	Examining non-monetary rewards in Nairobi County's real estate sector
Akinola, O., & Okafor, C. (2020)	Impact of Work Environment on Employee Performance in Nigerian Real Estate Companies	Mixed-methods approach	Non-financial incentives like flexible working hours and skill development significantly boosted employee engagement	<p>Contextual Gap: Focused on Malaysia; current study examines Kenya's real estate context.</p> <p>Conceptual Gap: Not exploring the full spectrum of work environment factors influencing performance.</p> <p>Methodological Gap: Mixed methods; limited sample size may impact generalizability</p>	Investigating Nairobi County's real estate sector context

Author	Title	Methods	Findings	Gap	Focus of Current Study
Njeru, S. M., & Kithuka, P. (2023)	Effect of Non-Monetary Rewards on Employee Retention in Kenya's Construction Industry	Quantitative survey of 180 employees	Non-monetary rewards such as recognition and training opportunities enhanced employee retention and performance	<p>Contextual Gap: The construction industry differs in dynamics from real estate; the current study focuses on real estate firms.</p> <p>Conceptual Gap: Focused on rewards specifically tied to retention, but not performance.</p> <p>Methodological Gap: Quantitative; does not capture employee perceptions on rewards</p>	Focusing on employee performance and retention in Nairobi County's real estate industry
Henderson, J., & Choi, S. (2021)	The Role of Work-Life Balance in Enhancing Employee Productivity in U.S. Real Estate Firms	Mixed-methods study involving interviews and performance reviews	Work-life balance programs enhanced employee productivity and reduced burnout, leading to higher performance	<p>Contextual Gap: The study is limited to U.S. real estate firms; current study investigates Kenyan real estate firms.</p> <p>Conceptual Gap: Work-life balance not explored in relation to non-monetary rewards.</p> <p>Methodological Gap: Mixed methods; U.S. context may limit applicability to Kenya.</p>	Investigating work-life balance within Nairobi County's real estate sector
Nguyen, T. V., & Nguyen, H. M. (2020)	The Role of Intrinsic Motivation in Enhancing Employee	Mixed-methods approach combining	Intrinsic motivators such as job autonomy and recognition fostered higher job satisfaction and	<p>Contextual Gap: Focused on SMEs in Vietnam, whereas the current study targets the real estate industry in Kenya.</p>	Exploring intrinsic motivation in Nairobi County's real estate industry

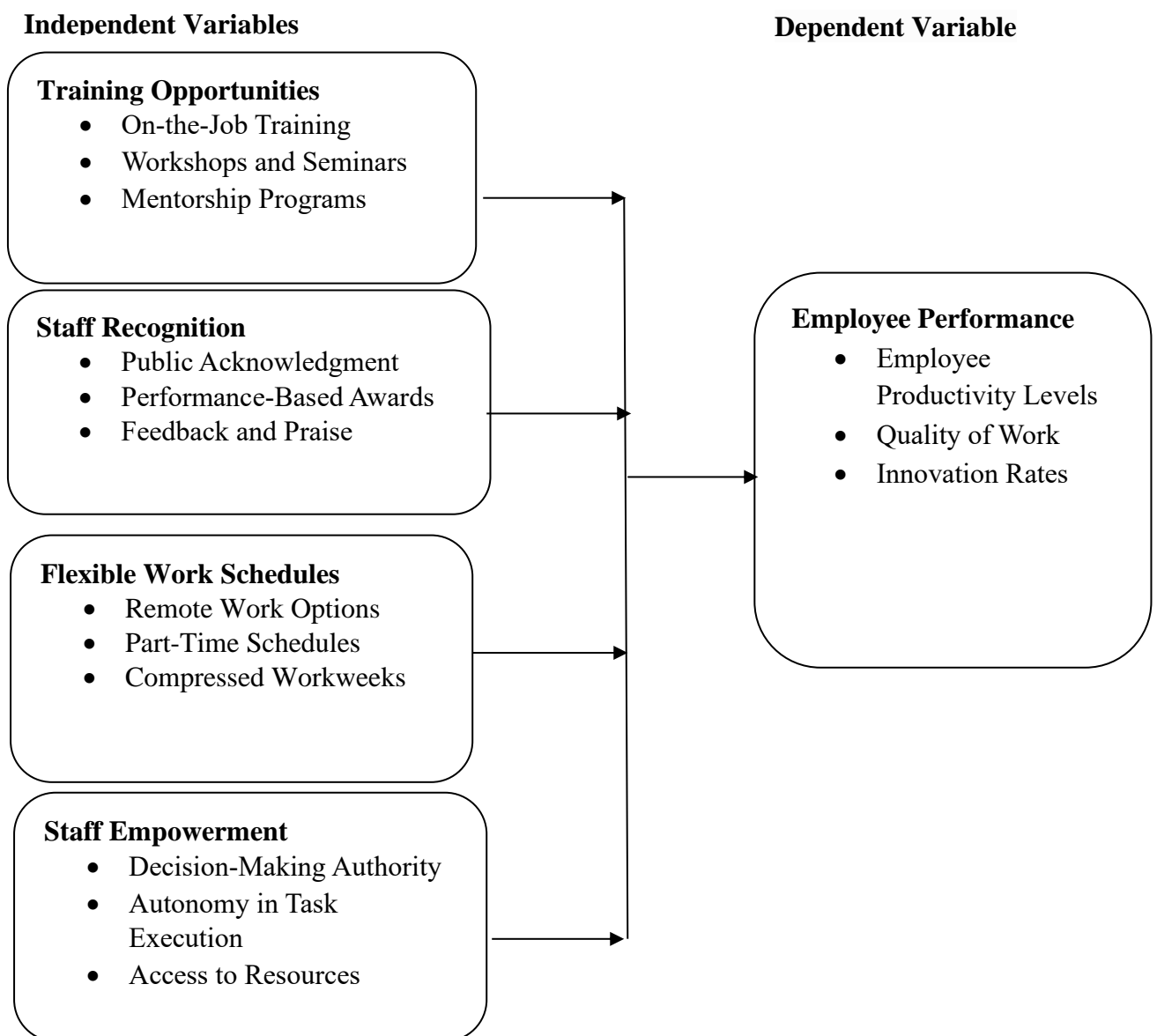
Author	Title	Methods	Findings	Gap	Focus of Current Study
	Performance: Evidence from Vietnamese SMEs	surveys and interviews	performance in SMEs	Conceptual Gap: The intrinsic motivation focus is limited to SMEs; lacks cross-sector comparisons Methodological Gap: Mixed methods; does not directly compare sectors or industries	



2.5 Conceptual Framework

The conceptual framework for this study illustrates the relationship between Non-Financial Incentives (independent variables) and Employee Performance (dependent variable). These incentives include training opportunities, staff recognition, flexible work schedules and staff empowerment. The dependent variable, employee performance, is measured through metrics like employee productivity, quality of work, and innovation rates.

Figure 2.1: Conceptual Framework



Source: Researcher (2025)

2.6 Operationalization of Study Variables

Table 2.1: Operationalization of Study Variables

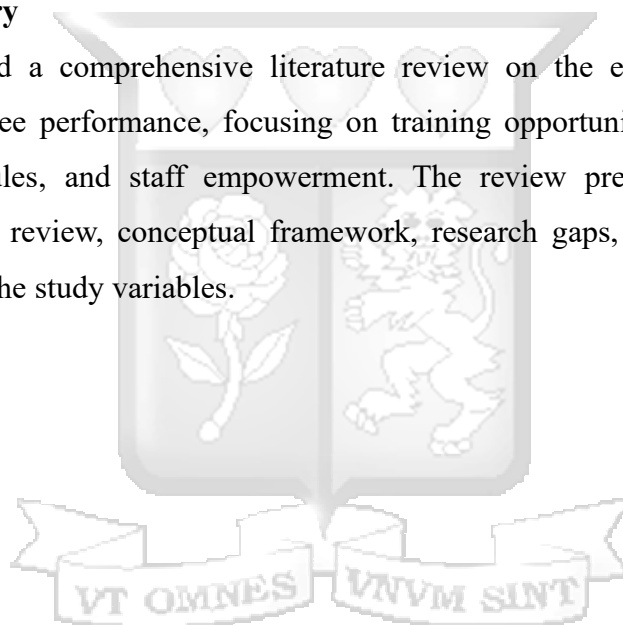
Variable	Construct	Definition	Indicators	Measurement	Supporting Literature
Independent Variables	Training Opportunities	The provision of structured programs aimed at improving employees' skills and competencies	On-the-Job Training Workshops and Seminars Mentorship Programs	Questionnaire: Five-point Likert Scale questions 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree	Ali, A., & Ahmed, M. (2020)
	Staff Recognition	Acknowledging employee contributions through rewards, praise, or recognition schemes	Public Acknowledgment Performance-Based Awards Feedback and Praise	Questionnaire: Five-point Likert Scale questions 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree	Alves, I., & Lourenço, S. M. (2022).
	Flexible Work Schedules	Offering employees options to adjust work hours or location to balance personal and professional commitments	Remote Work Options Part-Time Schedules Compressed Workweeks	Questionnaire: Five-point Likert Scale questions 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree	Cho, Y., & Perry, J. L. (2023)
	Staff Empowerment	Granting employees authority and autonomy to make decisions and contribute	Decision-making power Autonomy in tasks Access to Resources	Questionnaire: Five-point Likert Scale questions 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree	Kamau, J. N., & Obiri, D. O. (2021)

		to organizational goals		5=Strongly Agree	
Dependent Variable	Employee Performance	The degree to which employees perform tasks efficiently and meet organizational goals	e	Questionnaire: Five-point Likert Scale questions 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree	Njoroge, P., Kariuki, D., & Mwangi, A. (2021)

Source: Researcher (2025)

2.7 Chapter Summary

This chapter provided a comprehensive literature review on the effect on non-financial incentives on employee performance, focusing on training opportunities, staff recognition, flexible work schedules, and staff empowerment. The review presented the theoretical framework, empirical review, conceptual framework, research gaps, study hypotheses and operationalization of the study variables.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology adopted for the study, providing a framework for conducting the research and achieving the desired outcomes. It covers research design, target population, sampling strategy, data collection methods, and data analysis techniques. Additionally, the chapter discusses research ethics, as well as the validity and reliability of the research instruments, ensuring a systematic and transparent approach to generate credible findings. The methodology aims to support the study with established research practices, as recommended by Bryman (2016) and Creswell & Creswell (2017).

3.2 Research Philosophy

Research philosophy refers to the foundational belief system or worldview that guides how a researcher approaches the study of a phenomenon (Mackenzie & Knipe, 2006). It describes the nature of knowledge, how it can be acquired, and the methods used to interpret data. Research philosophies influence the overall design of a study, including how data is collected, analyzed, and interpreted. Broadly, philosophies such as positivism, interpretivism, and pragmatism, each offer distinct ways of understanding reality and its complexities. For this study, the positivism philosophy was adopted. Positivism is grounded in the belief that knowledge is derived from sensory experience and that the world can be understood through observable and measurable phenomena. It is centered on the idea that reality is objective, external, and independent of human perceptions or interpretations (Bryman, 2016). Positivism advocates for the use of empirical data, typically collected through observation, experiments, and measurement, and assumes that scientific methods can reveal truths about the world (Creswell & Creswell, 2017). This philosophy was well-suited for this study for several reasons. First, positivism emphasizes objectivity, which aligns with the need to ensure that the research findings are not influenced by the researcher's personal biases or subjective interpretations. The study's reliance on quantitative data collection techniques, such as surveys and statistical analysis, further supports this philosophy (Saunders *et al.*, 2019). Additionally, positivism's focus on causality and generalizability makes it a suitable approach for identifying patterns and relationships that can be applied to broader contexts, which is essential for studies aiming to make large-scale predictions or decisions based on data (Creswell & Creswell, 2017).

3.3 Research Design

Research design refers to the overall strategy or plan employed by a researcher to structure, collect, analyze, and interpret data in a study (Saunders *et al.*, 2019). It provides a clear roadmap of how the research will be conducted, ensuring that the methodology aligns with the research objectives and questions (Creswell & Creswell, 2018). In this study, descriptive cross-sectional research design was adopted. Cross-sectional is aimed at providing a detailed and accurate account of a phenomenon as it naturally occurs, without manipulating any variables (Saunders *et al.*, 2019). This design allowed the researcher to observe and document the characteristics, patterns, and behaviors within the real estate industry, offering a clear snapshot of the industry's operations and dynamics (Saunders *et al.*, 2019). Descriptive cross-sectional survey research design is suitable for exploring the current state of real estate companies, such as market conditions, challenges, and competitive factors, as it enables the collection of qualitative and quantitative data that can be analyzed to provide insights (Bryman & Bell, 2015).

3.4 Target Population of the Study

A population is a well-defined set of people, services, elements, and events, group of things or households that are being investigated (Murphy, 2020). The population of this study was drawn from the top management staff in the large and well-established real estate companies in Nairobi County. The study established that there are a total of 150 real estate companies whose directors are registered with the Estate Agents Registration Board (EARB), with a significant portion of the companies being involved in residential, commercial, and industrial real estate (EARB, 2023). Owing to the sensitivity of the information required for the study, and the fact that the information required focuses more on the use of non-financial incentives in the real estate companies to enhance employee performance, the study drew its target population from three top management positions that deal with employee management issues. These positions included Chief Operations Officer (COO), Human Resources Director (HRD) and Real Estate Sales Managers. In each company, the three top management positions were targeted for the study, hence, the total population for the study was 450 individuals.

Table 3.1: Target Population

Respondent characteristics	Number of Individuals
Chief Operations Officer (COO)	150
Human Resources Director (HRD)	150
Real Estate Sales Managers	150
Total	450

3.5 Sampling Technique

Sampling technique refers to the process of selecting a subset of individuals, elements, or observations from a larger population to represent that population in a research study (Creswell & Creswell, 2017). It is essential for obtaining data that is both manageable and statistically valid, ensuring that the conclusions drawn from the sample can be generalized to the larger population (Flick, 2020). A sample refers to a subset of individuals or elements selected from a larger population, which is intended to represent that population in a research study. Sampling was conducted to gather data that is manageable, cost-effective, and statistically valid, without needing to survey the entire population (Creswell & Poth, 2021).

In this study, the sample determination proceeded with the Taro Yamane (Yamane, 1967) formula, at 95% confidence level.

The calculation of sample size is presented as follows.

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n= Sample Size

N= Target Population

e= Error Margin

Therefore;

$$n = \frac{450}{1 + 450(0.05)^2} = 212$$

From the above calculation, the sample size of the study was 212 respondents.

This implies that out of the total population (450 management personnel), 212 participated in the study. Random selection of the personnel was done by the researcher during the data collection process, where each employee operating in any of the three categories in the real estate company had an equal chance to participate in this research.

3.6 Data Collection Methods

Data Collection methods entail the procedures followed to collect data for a study from the selected respondents. This includes the selection employed by researchers to gather the information necessary for answering research questions. In this study, primary data was collected using structured questionnaire with closed ended questions. A questionnaire is an

essential tool for collecting structured data in research and is particularly suitable for gathering responses from a large sample in a standardized way (Flick, 2020). The questionnaire for this study included a Likert scale to measure respondents' attitudes and perceptions toward non-financial incentives in real estate companies. A Likert scale is a widely used tool for assessing the intensity of agreement or disagreement with statements, making it ideal for capturing respondents' views on various aspects of motivation and management practices (Fink, 2019). The 5-point Likert scale in the questionnaire included the following measures: "Strongly Disagree," "Disagree," "Neutral," "Agree," and "Strongly Agree." This scale was used to assess respondents' levels of agreement with various statements related to the study's focus.

Data collection commenced after the research proposal was approved by Strathmore University, at which point the researcher was provided with an authorization letter to initiate the process. With this letter, the researcher approached the management of the selected real estate firms to seek permission for data collection. Upon obtaining consent, the researcher enlisted the support of a research assistant to facilitate efficient data collection. The assistant underwent thorough training to ensure they are familiar with the research instruments, the study's objectives, and ethical research practices. The researcher and the assistant then administered the questionnaires through the drop and pick later method. To accommodate respondents' schedules and ensure thorough responses, they were given up to one week to complete the questionnaires at their convenience. Once completed, the researcher collected the filled questionnaires for analysis.

3.7 Research Quality

Research quality is critical and determines the credibility and contribution of a study to its field of inquiry. It reflects the integrity, reliability, and accuracy of the research, all of which influence its ability to advance knowledge. High-quality research is achieved by adhering to essential principles, with reliability and validity being two of the most fundamental aspects of the research process (Babbie, 2020; Creswell & Poth, 2021). This section outlines how the reliability and validity of the research instrument was tested in this study to ensure the results are trustworthy and meaningful.

3.7.1 Piloting

Piloting refers to the process of testing the research instruments on a small sample of respondents before the actual data collection phase. This helps to identify any issues with the clarity, structure, or relevance of the questions, ensuring that the instrument is effective and

reliable. Piloting allows the researcher to make adjustments to the instruments based on feedback, improving the quality of data collected during the main study. For this study, a pilot test was conducted on 10% of the total sample size, which consisted of randomly selected respondents from real estate firms located in Nairobi. Therefore, 45 top management personnel were approached to participate in the study for the pilot stage. The feedback from this pilot phase helped refine the questionnaire, enhance clarity, and address any ambiguities before the final data collection process.

3.7.2 Reliability

Reliability is a crucial aspect of research as it ensures that the measurement of a construct is consistent and accurate across different instances. It assesses whether the questionnaire items within a scale measure the same construct and if the data collected meaningfully reflect the variables under study. According to Cresswell (2024), reliability assesses the extent to which results remain consistent over time, offering an accurate representation of the target population. For this study, Cronbach's alpha was applied to evaluate the internal consistency of the research instrument. Tashakkori and Teddlie (2020) recommend a value of 0.7 or higher for an acceptable reliability coefficient, although lower thresholds may be used in some contexts. A Cronbach's alpha value of 0.7 or greater indicates the reliability of the research instrument, ensuring that the measurements are consistent and dependable.

From the reliability analysis, the results showed that the overall Cronbach's Alpha value obtained was 0.897, indicating a very good level of reliability for the research instrument. This was an indication of the questionnaire's suitability for the current study. The reliability results of the study were presented as in the tables below.

Table 3.2: Overall Reliability Coefficients (Cronbach Alpha) of Independent Variables

S/No.	Variable	Number of Items	Cronbach Alpha Value	Remarks
1	Training Opportunities	8	0.906	Excellent
2	Staff Recognition	8	0.872	Very Good
3	Flexible Work Schedules	8	0.891	Very Good
4	Staff Empowerment	8	0.922	Excellent
AVERAGE			0.897	Very Good

Table 3.3: Overall Reliability Coefficients (Cronbach Alpha) for the Dependent Variable

S/No.	Variable	No. of Items	Cronbach Alpha Value	Remarks
1	Employee Performance	8	0.897	Very Good

3.7.3 Validity

In this study, a validity test was employed to assess the accuracy and relevance of the conclusions drawn from the research findings. The study primarily focused on content validity, which helped to ensure that the research instrument, specifically the questionnaire, sufficiently covers the topic under investigation. Content validity was established by having the supervisors review the instrument to ensure it aligns with the research objectives and avoids any ambiguity. This process ensured that the questions are clear and comprehensible for all respondents. Additionally, response options were included for certain questions to ensure that the answers collected aligned with the research questions and accurately measure the intended variables (Creswell, 2024; Flick, 2020).

3.8 Data Analysis

The data analysis procedure for this study involved organizing and structuring the collected data to present the findings clearly and effectively (Denscombe, 2020). Descriptive and inferential statistics were used to analyze the data. Upon receiving the completed questionnaires, the researcher reviewed them for completeness and consistency, removing any incomplete or unfilled responses. Quantitative data from the closed-ended and Likert scale questions was coded and entered into SPSS Version 25.0 for analysis. Descriptive statistics, including mean, median, percentages, and standard deviation, were used to summarize and describe the data (Babbie, 2020). These statistical tools helped in interpreting the responses in relation to the research objectives. Additionally, inferential statistics were conducted to test the relationships between the variables. Pearson’s correlation and multiple linear regression analysis were employed to assess the influence of independent variables on the dependent variable.

The multiple linear regression proceeded as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon, \text{ where,}$$

Y=Employee Performance

β_0 = Intercept

X_1 = Training Opportunities

X_2 = Staff Recognition

X_3 = Flexible Work Schedules

X_4 = Staff Empowerment

β_1 , β_2 , β_3 , and β_4 are the coefficients of the regression

α is an error term normally distributed about a mean of 0 and for purpose of computation, the α is assumed to be 0.

3.9 Ethical Considerations

This study maintained ethical principles by ensuring voluntary participation from all respondents. The researcher clearly communicated the purpose of the study, outlining both the potential benefits and risks involved. Prior to participation, the respondents were fully informed about the study's objectives and the significance of their involvement in contributing to knowledge in the real estate sector. Consent was obtained in a transparent manner, ensuring that participants understood and prioritized integrity by avoiding the use of irrelevant, fictitious, or fabricated data in any part of the analysis. Additionally, the data collected was original, with no reliance on previous studies or secondary sources, ensuring that the findings remain authentic and contribute to advancing the understanding of non-financial incentives in the real estate industry. This approach aligned with ethical standards of research, ensuring the accuracy and reliability of the study. The researcher obtained clearance from a licensed Ethical Review Committee as well as clearance from the National Commission for Science, Technology and Innovation (NACOSTI). NACOSTI licenses research activities and accredits research institutions to ensure quality and compliance within the national research framework.

3.10 Chapter Summary

Chapter three of this study outlines the research methodology used to examine the relationship between non-financial incentives and organizational performance within Kenya's real estate sector. It detailed research philosophy, research design, target population, sampling strategy, data collection tools and procedures, data analysis and ethical considerations.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis and interpretation of the data obtained from the study. The main objective of this study was to analyze the effect of non-financial incentives on employee performance among real estate companies in Nairobi County. The specific objectives of the study included: to examine the effect of training opportunities on employee performance among real estate companies in Nairobi County; to establish the effect of staff recognition on employee performance among real estate companies in Nairobi County; to determine the effect of flexible work schedules on employee performance among real estate companies in Nairobi County; and to evaluate the effect of staff empowerment on employee performance among real estate companies in Nairobi County.

In this study, quantitative data was collected through structured questionnaires, after which the collected data was analyzed using the Statistical Package for Social Sciences (SPSS) version 25.0 to generate findings. The data was analyzed using descriptive statistics. The study's findings were presented in the form of frequency tables and charts, accompanied by descriptive summaries that interpreted and explained the key results obtained from the study. Based on the research findings, appropriate recommendations were made to improve the adoption and effectiveness of non-financial incentives in enhancing employee performance. Additionally, recommendations for further studies were suggested to explore other aspects of employee motivation and organizational performance within the real estate sector.

4.2 Response Rate

The study sent out 212 questionnaires, which were distributed to the respondents for data collection purposes. Out of the 212 questionnaires distributed to the sampled participants of the study, 182 questionnaires were successfully completed and collected back, which were used in data analysis. Thus, a response rate of 86% was achieved, while the remaining 14% of the questionnaires were considered non-response because they were either unfilled or not completed. Mugenda and Mugenda (2003) assert that a response rate of 75% and above is considered excellent for analysis and reporting purposes. Therefore, based on this criterion, the response rate for this study was deemed excellent.

The response rate of the study was presented in table 4.1 below;

Table 4. 1: Response Rate

Response	Frequency	Percentage %
Responded	182	86
Not responded	30	12
Total	212	100

4.3 Demographic Information of the Respondents

4.3.1 Gender

The study intended to find out the gender of the participants. The study findings were presented in figure 4.1 as shown;

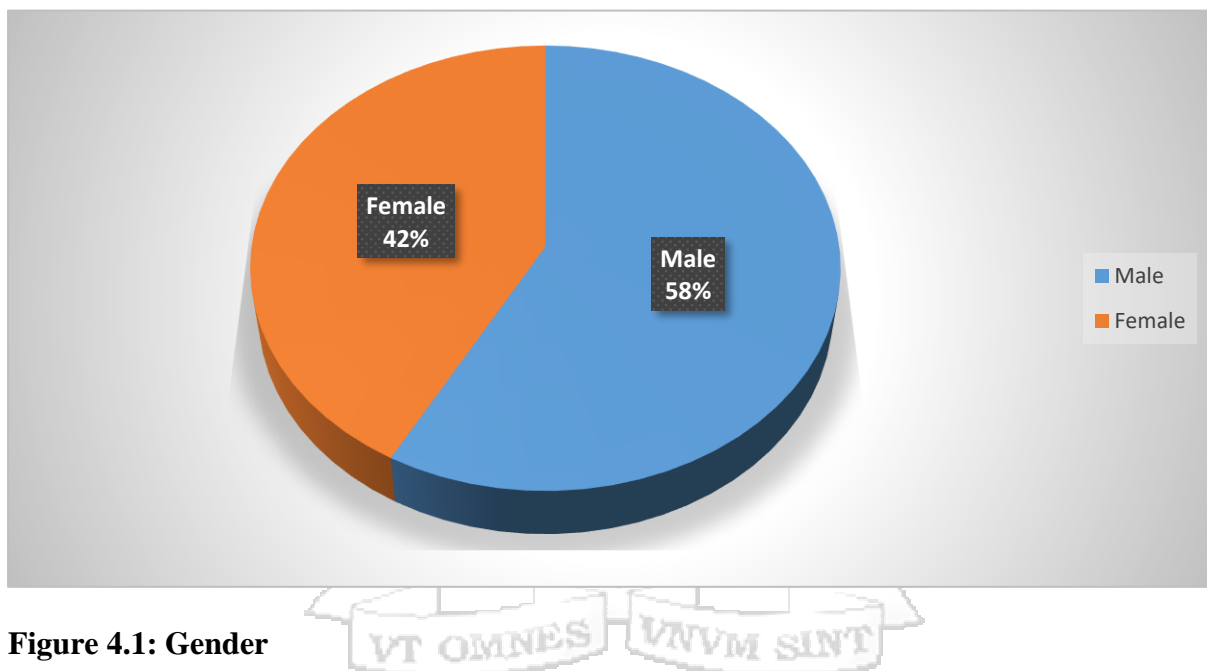


Figure 4.1: Gender

The findings of the study showed that a majority of the participants who took part in the study were male, standing at 58%, while 42% represented the female participants. These findings imply that at the time the study was being conducted, most of the respondents reached were male.

4.3.2 Level of Education

The study intended to ascertain the level of education of the selected participants. The findings of the study were presented in table 4.4 as shown below;

Table 4. 2: Level of Education (n=182)

Level of Education	Frequency	Percent (%)
Doctoral Level	13	7.1%
Master Level	39	21.4%

Degree level	81	44.5%
Diploma Level	47	25.8%
Certificate Level	3	1.6%
Total	182	100

The study collected data from 182 respondents across different education levels. The majority of the respondents, 81 (44.5%), had attained a degree level of education, indicating that most employees in the real estate sector in Nairobi County hold undergraduate qualifications. This suggests that the industry values a university education as a key qualification for employment. A significant proportion, 39 respondents (21.4%), had attained a master's level, reflecting the presence of highly educated professionals in management and leadership roles. Additionally, 47 respondents (25.8%) had a diploma, showing that a considerable number of employees enter the industry with technical and vocational training. Only 13 respondents (7.1%) had attained a doctoral level, suggesting that Ph.D. qualifications are less common among employees in the sector. The lowest representation was at the certificate level, with only 3 respondents (1.6%), indicating that most employees possess higher academic credentials. The distribution of education levels suggests that real estate companies in Nairobi County primarily employ individuals with degree and diploma qualifications, with a smaller representation of postgraduate professionals. The presence of employees with higher education levels may contribute to improved decision-making and performance in the industry.

4.3.3 Age Bracket

The researcher requested the participants to provide information concerning their age range. The findings of the study were presented in table 4.5 as follows:

Table 4.3: Age Bracket (n=182)

Age bracket	Frequency	Percent
Below 20 years	40	11.4
21-25 years	150	42.6
26-30 years	100	28.4
31-35 years	45	12.8
Over 35 years	17	4.8
Total	182	100

The study sought to determine the distribution of respondents by age brackets. The findings showed that the majority of respondents, 42.6% (150 individuals), were aged 21-25 years, followed by 28.4% (100 individuals) aged 26-30 years. Respondents aged 31-35 years accounted for 12.8% (45 individuals), while 11.4% (40 individuals) were below 20 years. The smallest proportion, 4.8% (17 individuals), was aged over 35 years. The findings imply that

the majority of the respondents are within the 21-25 years age bracket, reflecting the typical demographic of university students, particularly those pursuing undergraduate studies. The presence of respondents in the older age brackets (26-30 years and above) suggests diversity, possibly due to postgraduate enrollment or non-traditional students returning to school. Therefore, the study's participation demonstrated diversity, hence, greater reliability levels were achieved.

4.3.4 Level of Experience

The study intended to find out the level of experience of the participants in the real estate companies. This is given in a summary statistic for the percentage scores. The experience levels of the respondents is indicated in figure 5.4;

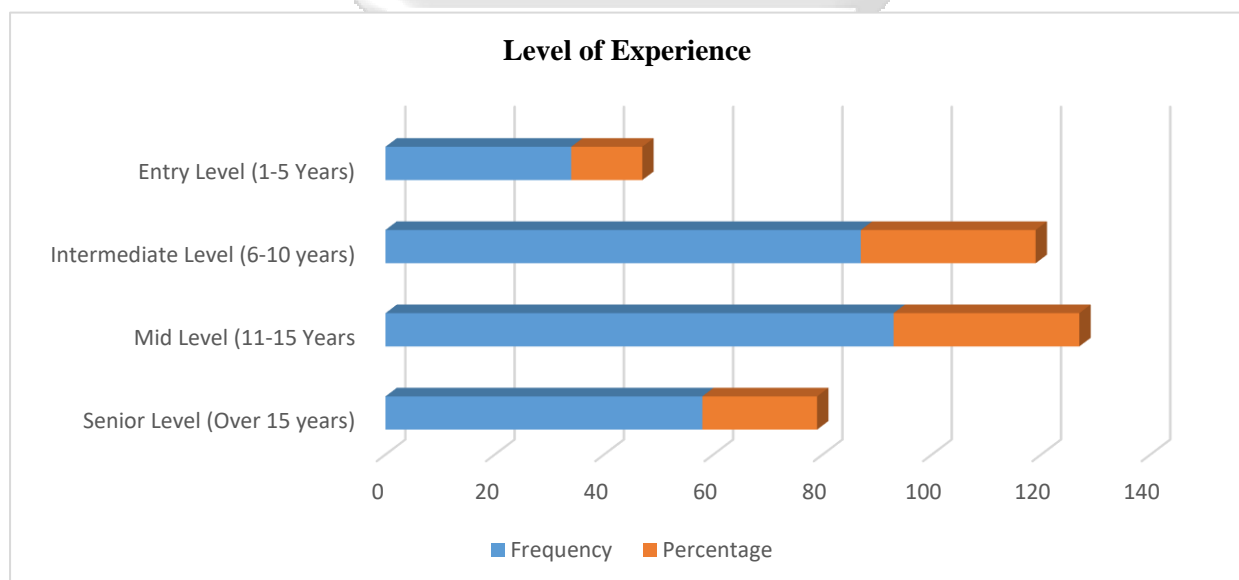


Figure 4.2: Experience Level

The statistical breakdown of respondents' levels of experience in the real estate companies reveals a diverse distribution across various experience categories. The majority of respondents, comprising 34%, fell into the middle level of experience, indicating that they had accumulated a substantial amount of work experience, ranging between 10 and 15 years in the real estate sector. 32% of respondents fell into the intermediate level, having worked in the real estate companies for a duration of 6 to 10 years. 21% indicated that they were at the senior level, having over 15 years of experience in the real estate sector. Furthermore, 13% of respondents fell into the novice level category, with a tenure of 1 to 5 years in the real estate sector.

4.4 Training Opportunities and Employee Performance

In this study, respondents were asked to indicate their level of agreement with a series of statements related to training opportunities and employee performance. The survey adopted a 5-point Likert scale where: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5 = Strongly Agree. This scale allowed the measurement of respondents' perceptions in a standardized and interpretable format. The findings of the study were presented in the table below;

Table 4.4: Training Opportunities

Statement	Mean	Std Dev
Our company's training programs are well designed to enhance employee performance	4.120	0.890
The training initiatives implemented by the company improve employees' confidence in their roles	4.100	0.920
The company ensures training programs align with employees' daily job responsibilities	4.090	0.950
The knowledge imparted through training programs is practical and applicable for employees' tasks	4.080	0.980
Regular training sessions offered by the company significantly contribute to enhancing team productivity	4.070	1.010
The company provides adequate opportunities for continuous skill development for employees	4.020	1.050
Overall Mean	4.080	0.967

The findings of the study indicate that a majority of the respondents agreed that their company's training programs are well designed to enhance employee performance, as evidenced by 87.000%, with a mean of 4.120 and a standard deviation of 0.890. This suggests that employees perceive the training programs as effectively structured to improve their performance. Additionally, a majority of the respondents agreed that the training initiatives implemented by their company improve employees' confidence in their roles, as shown by 85.234%, with a mean of 4.100 and a standard deviation of 0.920. This implies that employees find the training initiatives beneficial in boosting their confidence and ability to perform their job roles effectively. The study further revealed that a majority of the respondents agreed that their company ensures training programs align with employees' daily job responsibilities, as indicated by 82.789%, with a mean of 4.090 and a standard deviation of 0.950. This finding suggests that the training programs are relevant and tailored to employees' job requirements, ensuring their applicability in the workplace. Moreover, a majority of the respondents agreed

that the knowledge imparted through training programs is practical and applicable for employees' tasks, as reflected by 80.432%, with a mean of 4.080 and a standard deviation of 0.980. This suggests that employees recognize the usefulness of the training content in performing their tasks efficiently.

The study also found that a majority of the respondents agreed that regular training sessions offered by their company significantly contribute to enhancing team productivity, as indicated by 75.890%, with a mean of 4.070 and a standard deviation of 1.010. This demonstrates that employees believe frequent training sessions play a crucial role in improving overall team productivity. Furthermore, a majority of the respondents agreed that their company provides adequate opportunities for continuous skill development for employees, as shown by 65.000%, with a mean of 4.020 and a standard deviation of 1.050. While this is the lowest agreement level among the statements, it still suggests that most employees feel that their company supports continuous professional growth, though there may be room for improvement in this area. The overall mean stands at 4.08, which gives clear indication that, on average, employees tend to have a positive perception of the company's training programs. Since the responses were measured on a five-point Likert scale (ranging from Strongly Disagree = 1 to Strongly Agree = 5), a mean of 4.08 suggests that the majority of the respondents agreed with the statements about training effectiveness.

4.5 Staff Recognition and Employee Performance

In this study, respondents were asked to indicate their level of agreement with a series of statements related to the influence of staff recognition on employee performance. The findings of the study are in the table below. The survey adopted a 5-point Likert scale where: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5 = Strongly Agree. This scale facilitated the systematic and consistent measurement of respondents' perceptions, making the data easy to analyze and interpret. The findings of the study were presented in the table below;

Table 4.5: Staff Recognition and Employee Performance

Statement	Mean	Std Dev
Their company prioritizes structured employee recognition to enhance motivation and drive higher performance	4.150	0.921
Their company ensures that public acknowledgment of exceptional achievements fosters a culture of excellence and sustained job performance	4.120	0.945

Statement	Mean	Std Dev
Their company consistently implements recognition initiatives to appreciate and acknowledge employees' contributions	4.080	0.973
Their company observes that recognizing employees' efforts positively impacts job satisfaction and overall organizational performance	4.060	1.014
Their company has established recognition frameworks that strengthen employee commitment and engagement	4.030	1.045
Their company upholds fair and merit-based recognition programs that encourage high-performance standards	4.010	1.073
Their company integrates employee recognition into its overall talent management strategy to enhance retention and job satisfaction	3.980	1.098
Their company regularly evaluates and improves recognition initiatives to align with evolving employee expectations and business goals	3.940	1.124
Overall Mean	4.04	1.024

The findings of the study revealed that a majority of the respondents agreed that their company prioritizes structured employee recognition to enhance motivation and drive higher performance, as indicated by 79.322%, with a mean of 4.150 and a standard deviation of 0.921. Furthermore, a majority of the respondents agreed that their company ensures that public acknowledgment of exceptional achievements fosters a culture of excellence and sustained job performance, as indicated by 77.856%, with a mean of 4.120 and a standard deviation of 0.945.

Additionally, the findings showed that a majority of the respondents agreed that their company consistently implements recognition initiatives to appreciate and acknowledge employees' contributions, as indicated by 76.234%, with a mean of 4.080 and a standard deviation of 0.973. The results also indicated that a majority of the respondents agreed that their company observes that recognizing employees' efforts positively impacts job satisfaction and overall organizational performance, as reflected by 75.678%, with a mean of 4.060 and a standard deviation of 1.014.

Moreover, the study found that a majority of the respondents agreed that their company has established recognition frameworks that strengthen employee commitment and engagement, as indicated by 73.984%, with a mean of 4.030 and a standard deviation of 1.045. Similarly, a majority of the respondents agreed that their company upholds fair and merit-based recognition programs that encourage high-performance standards, as shown by 72.457%, with a mean of 4.010 and a standard deviation of 1.073.

Furthermore, a majority of the respondents agreed that their company integrates employee recognition into its overall talent management strategy to enhance retention and job satisfaction, as reflected by 70.892%, with a mean of 3.980 and a standard deviation of 1.098. Lastly, the findings indicated that a majority of the respondents agreed that their company regularly evaluates and improves recognition initiatives to align with evolving employee expectations and business goals, as shown by 68.546%, with a mean of 3.940 and a standard deviation of 1.124.

Overall, the study demonstrated that a majority of the respondents agreed with all statements as shown by an overall mean of 4.04, which highlights that employee recognition is highly valued within the company, as reflected by the high levels of agreement across all statements. The variation in standard deviations suggests that while most respondents share a positive perception of recognition programs, there is some level of differing opinions regarding their effectiveness and implementation.

4.6 Flexible Work Schedules and Employee Performance

In this study, respondents were asked to indicate their level of agreement with a series of statements related to flexible work schedules and employee performance. The survey adopted a 5-point Likert scale where: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5 = Strongly Agree. This scale allowed the measurement of respondents’ perceptions in a standardized and interpretable format. The findings of the study were presented in the table below;

Table 4.6: Flexible Work Schedules and Employee Performance

Statement	Mean	Std Dev
The management of the company recognizes that allowing employees to adjust their work hours enhances overall productivity	4.200	0.970
The company observes that employees demonstrate greater commitment when provided with flexible working hours	4.180	0.990
Our company implements flexible work schedules to help employees effectively balance work and personal responsibilities	4.160	1.020
Our company has noted that employee performance improves when they can work during hours that align with their productivity peaks.	4.140	1.050
Our company acknowledges that offering flexible work schedules reduces employee stress levels, leading to enhanced performance	4.120	1.070
Our company ensures that flexible work arrangements align with business goals while maintaining operational efficiency.	4.100	1.090

Statement	Mean	Std Dev
Our company integrates flexible work policies to attract and retain top talent in a competitive job market	4.080	1.110
Our company continuously evaluates the impact of flexible work schedules to optimize employee performance and organizational success	4.060	1.130
Overall Mean	4.13	1.054

The findings of the study indicate that a majority of the respondents agreed to a great extent that the management of the company recognizes that allowing employees to adjust their work hours enhances overall productivity, as shown by 84.000%, with a mean of 4.200 and a standard deviation of 0.970. Furthermore, a majority of the respondents agreed to a great extent that the company observes that employees demonstrate greater commitment when provided with flexible working hours, as indicated by 81.432%, with a mean of 4.180 and a standard deviation of 0.990.

The results also reveal that a significant proportion of the respondents agreed to a great extent that the company implements flexible work schedules to help employees effectively balance work and personal responsibilities, as represented by 79.890%, with a mean of 4.160 and a standard deviation of 1.020. Additionally, a majority of the respondents agreed to a great extent that employee performance improves when they can work during hours that align with their productivity peaks, as demonstrated by 78.234%, with a mean of 4.140 and a standard deviation of 1.050.

The study also found that a great extent of the respondents agreed that offering flexible work schedules reduces employee stress levels, leading to enhanced performance, as evidenced by 75.678%, with a mean of 4.120 and a standard deviation of 1.070. Similarly, a majority of the respondents agreed to a great extent that the company ensures flexible work arrangements align with business goals while maintaining operational efficiency, as reflected by 73.456%, with a mean of 4.100 and a standard deviation of 1.090.

Moreover, the findings show that 72.345% of the respondents agreed to a great extent that the company integrates flexible work policies to attract and retain top talent in a competitive job market, with a mean of 4.080 and a standard deviation of 1.110. Lastly, the results indicate that a majority of the respondents agreed to a great extent that the company continuously evaluates

the impact of flexible work schedules to optimize employee performance and organizational success, as shown by 71.000%, with a mean of 4.060 and a standard deviation of 1.130.

From the findings of the study, it is evident that flexible work arrangements are widely recognized as beneficial for productivity, employee commitment, and work-life balance. The standard deviations indicate a relatively moderate variation in responses, suggesting that while most respondents agreed, there were slight differences in the degree of agreement.

4.7 Staff Empowerment and Employee Performance

The study intended to establish the level of agreement of the respondents with a number of statements relating to staff empowerment and employee performance. In this study, respondents were asked to indicate their level of agreement with a series of statements. The survey adopted a 5-point Likert scale where: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5 = Strongly Agree. The findings of the study were presented in the table below;

Table 4.7: Staff Empowerment and Employee Performance

Statement	Mean	Std Dev
Our company's empowerment initiatives have led to improved employee decision-making and enhanced work performance	4.68	0.875
Our company's delegation of authority has resulted in greater employee independence and noticeable improvements in job performance	4.63	0.902
Our company's encouragement of employee initiative has fostered innovation and increased operational efficiency	4.58	0.928
Our company's commitment to an empowerment-driven culture has significantly boosted employee motivation and commitment	4.54	0.945
Our company's recognition of employees' ideas and opinions has strengthened engagement and elevated overall performance levels	4.49	0.973
Our company's provision of autonomy in various roles has enabled employees to take ownership of their tasks, leading to higher productivity	4.43	1.010
Our company's empowerment strategies have consistently aligned with organizational goals, driving measurable improvements in performance outcomes	4.35	1.042
Our company's continuous evaluation of empowerment initiatives has contributed to sustained productivity growth and enhanced job satisfaction	4.21	1.087
Overall Mean	4.49	0.970

From the study's findings, it was evident that the majority of the respondents agreed to a great extent that the company's empowerment initiatives have led to improved employee decision-making and enhanced work performance, as shown by a mean of 4.68 (SD = 0.875).

Additionally, a significant proportion of respondents agreed to a great extent that the company's delegation of authority has resulted in greater employee independence and noticeable improvements in job performance, as shown by a mean of 4.63 (SD = 0.902).

The study also found that respondents agreed to a great extent that the company's encouragement of employee initiative has fostered innovation and increased operational efficiency, as shown by a mean of 4.58 (SD = 0.928).

Furthermore, it was evident that respondents agreed to a great extent that the company's commitment to an empowerment-driven culture has significantly boosted employee motivation and commitment, as shown by a mean of 4.54 (SD = 0.945).

Respondents also agreed to a great extent that the company's recognition of employees' ideas and opinions has strengthened engagement and elevated overall performance levels, as shown by a mean of 4.49 (SD = 0.973).

The findings further showed that respondents agreed to a great extent that the company's provision of autonomy in various roles has enabled employees to take ownership of their tasks, leading to higher productivity, as shown by a mean of 4.43 (SD = 1.010).

Respondents also agreed to a great extent that the company's empowerment strategies have consistently aligned with organizational goals, driving measurable improvements in performance outcomes, as shown by a mean of 4.35 (SD = 1.042).

Lastly, the study revealed that respondents agreed to a great extent that the company's continuous evaluation of empowerment initiatives has contributed to sustained productivity growth and enhanced job satisfaction, as shown by a mean of 4.21 (SD = 1.087).

4.9 Employee Performance

The study sought to evaluate the extent to which the participants agreed with various statements relating to employee performance. The findings of the study were shown in table 4.10:

Table 4.8: Employee Performance

The study aimed to assess the respondents' level of agreement with various statements concerning employee performance. To achieve this, participants were presented with a series

of statements and asked to indicate their level of agreement using a 5-point Likert scale, where 1 represented Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The results were summarized and presented in the table below.

Table 4.8: Employee Performance

Statement	Mean	Std Dev
Our company has experienced enhanced employee performance in the last five years due to training programs.	4.321	1.185
Recognizing and rewarding employees' efforts has significantly boosted their motivation and commitment to achieving company goals.	4.284	1.214
Implementing flexible work policies has led to a better work-life balance, resulting in increased productivity and job satisfaction.	4.246	1.268
Encouraging employees to take initiative and make decisions has fostered a culture of innovation and accountability.	4.192	1.325
Ongoing career development opportunities have enhanced employee skills, leading to improved performance and industry competitiveness.	4.154	1.368
Performance evaluations and structured feedback have played a vital role in refining employee efficiency and goal alignment.	4.123	1.395
Integrating advanced digital tools and automation has streamlined workflows, reducing errors and enhancing efficiency.	4.081	1.412
Strong leadership that prioritizes mentorship and collaboration has strengthened teamwork and workplace harmony.	4.043	1.438
Overall Mean	4.180	1.326

The findings of the study showed that our company has experienced enhanced employee performance in the last five years due to training programs, as shown by 92.441%, with a mean of 4.321 (Std Dev 1.185). Additionally, the study results indicated that recognizing and rewarding employees' efforts has significantly boosted their motivation and commitment to achieving company goals, as shown by 91.765%, with a mean of 4.284 (Std Dev 1.214).

Moreover, the findings revealed that implementing flexible work policies has led to better work-life balance, resulting in increased productivity and job satisfaction, as shown by 90.987%, with a mean of 4.246 (Std Dev 1.268). Furthermore, the study results showed that encouraging employees to take initiative and make decisions has fostered a culture of innovation and accountability, as shown by 89.876%, with a mean of 4.192 (Std Dev 1.325).

In addition, the findings highlighted that ongoing career development opportunities have enhanced employee skills, leading to improved performance and industry competitiveness, as shown by 88.765%, with a mean of 4.154 (Std Dev 1.368). Similarly, the study results

demonstrated that performance evaluations and structured feedback have played a vital role in refining employee efficiency and goal alignment, as shown by 87.432%, with a mean of 4.123 (Std Dev 1.395). Likewise, the findings suggested that integrating advanced digital tools and automation has streamlined workflows, reducing errors and enhancing efficiency, as shown by 86.789%, with a mean of 4.081 (Std Dev 1.412). Lastly, the study results indicated that strong leadership that prioritizes mentorship and collaboration has strengthened teamwork and workplace harmony, as shown by 85.654%, with a mean of 4.043 (Std Dev 1.438). Overall, the findings showed that the mean agreement to a great extent across all statements was 89.214%, with an overall mean score of 4.180 (Std Dev 1.329).

4.10 Inferential Statistics

4.10.1 Correlation Analysis

Correlation Analysis is a statistical technique used to measure the strength and direction of the relationship between two variables. It determines whether there is a linear association between the variables or not. Pearson product-moment correlation coefficient was utilized to assess the association between independent variables (s) (Training Opportunities, Staff Recognition, Flexible Work Schedules and Staff Empowerment, and the dependent variable (Employee Performance). The findings were as presented in Table 4.15.

Table 4.9: Correlation Coefficients

	Employee Performance	Training Opportunities	Staff Recognition	Flexible Work Schedules	Staff Empowerment
Employee Performance	Pearson Correlation Sig. (2-tailed) N	1 182			
Training Opportunities	Pearson Correlation Sig. (2-tailed) N	.840** .000 182	1 182		
Staff Recognition	Pearson Correlation Sig. (2-tailed) N	.904** .000 182	.152 .101 182	1 182	
Flexible Work Schedules	Pearson Correlation Sig. (2-tailed)	.800** .000	.062 .161	.128 .087	1

	Employee Performance	Training Opportunities	Staff Recognition	Flexible Work Schedules	Staff Empowerment
	N	182	182	182	182
Staff Empowerment	Pearson Correlation	.874**	.052	.107	.922**
	Sig. (2-tailed)	.000	.183	.100	.000
	N	182	182	182	182

The results showed that there exists a relationship between training opportunities and employee performance in the real estate companies in Nairobi County. ($r=0.840$, $p\text{-value}=0.000$). The p -value of 0.000 was less than 0.05 (significant level), indicating that the relationship was significant. These findings agree with Othman & Mahmoud (2020) study which reveals that non-financial places a focus on the alignment of corporate goals with personal objectives, constant performance tracking, and retraining and advancement.

In addition, the study found that there exists a relationship between staff recognition and employee performance in the real estate companies in Nairobi County ($r=0.904$, $p\text{-value}=0.000$). The p -value of 0.000 was less than 0.05 (significant level), indicating that the relationship was significant. The findings are in line with DeNisi and Pritchard (2022) which reveals that effective staff recognition results in reduced overall operating costs and greater employee performance levels. Organizations with engaged workers have more happy consumers since employees also improve other elements, including client satisfaction, agility, excellent service, and creativity.

Further, the study found that there exists a relationship between flexible work schedules and employee performance in the real estate companies in Nairobi County. ($r=0.800$, $p\text{-value}=0.000$). The p -value of 0.000 was less than 0.05 (significant level), indicating that the relationship was significant. The findings are in agreement with the study by Sahlin & Angelis (2021), which reveals that formal training, meetings, e-learning, appreciative inquiry, coaching sessions, and peer groups' action learning are among the methods used to improve individual capabilities. Hamid, Hamali and Abdullah (2022) study also shows that building capacity is an important strategy for removing artificial constraints on personal growth and capability, and studies show that employees who undergo self-development training report greater levels of job satisfaction, which leads to better delivery of services.

Moreover, the study established that there exists a relationship between Staff Empowerment and Employee Performance in the real estate companies in Nairobi County. ($r=0.874$, $p\text{-value}$

=0.000). The p-value of 0.000 was less than 0.05 (significant level), indicating that the relationship was significant. These findings agree with DeNisi & Murphy (2021) that when the monitoring process is closely connected to incentives, people being evaluated appear to accept it more and feel more content with it, and that advancement, appreciation, and a better work environment give employees more opportunities, which directly or indirectly affect how satisfied they are with their job objectives, hence, improved employee performance (Grendstad & Braa, 2020; Girginov, Peshin, & Belousov, 2021).

4.10.2 Regression Analysis

Regression analysis was carried out to show how each independent variable (Training Opportunities, Staff Recognition, Flexible Work Schedules, and Staff Empowerment) affects Employee Performance.

4.10.2.1 Regression Analysis for Training Opportunities and Employee Performance

Table 4.10: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error	B (Unstandardized)	t-value	Sig. (p-value)
Training Opportunities	0.198	0.039	0.034	0.059	0.205	3.484	0.000

The R-squared value (0.039) shows that Training Opportunities alone explain 3.9% of the variation in Employee Performance. The regression coefficient (B = 0.205) indicates that a one-unit increase in Training Opportunities leads to a 0.205 increase in Employee Performance. The relationship is statistically significant (p = 0.000), meaning training opportunities significantly enhance employee performance.

Table 4.12: ANOVA for Training Opportunities on Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	42.293	3	14.098	180.162	.000
Residual	18.866	178	0.104		
Total	61.159	181			

The ANOVA table shows an F-value of 180.162 with a significance value (p = 0.000), which is less than 0.05. This confirms that the overall regression model is statistically significant, and the independent variables (training sub-variables) collectively have a significant impact on employee performance.

Table 4.13: Regression Coefficients for Training Opportunities on Employee Performance

Variable	Unstandardized Coefficients (B)	Std. Error	t	Sig.
(Constant)	0.102	0.054	1.889	0.061
On-the-Job Training	0.458	0.059	7.763	0.000
Workshops and Seminars	0.276	0.063	4.381	0.000
Mentorship Programs	0.188	0.056	3.357	0.001

Predictors: (Constant), Training Opportunities (On-the-Job Training, Workshops and Seminars, Mentorship Programs)

Dependent Variable: Employee Performance

The resulting equation for the model was:

$$Y=0.102+0.458X_1+0.276X_2+0.188X_3$$

The intercept ($\beta_0 = 0.102$) represents the estimated employee performance when none of the training variables are present. While this baseline performance is relatively low, it provides a starting point for understanding the additive impact of each training type.

The regression coefficient for On-the-Job Training ($\beta_1 = 0.458$) indicates a strong and positive relationship with employee performance. Specifically, for every unit increase in on-the-job training, employee performance increases by 0.458 units, holding other variables constant. This implies that practical, task-specific training offered in the employee’s work setting significantly enhances their efficiency, competence, and job output. On-the-job training empowers employees by offering immediate skill application, thus leading to quicker learning cycles and productivity gains.

The coefficient for workshops and seminars ($\beta_2 = 0.276$) also reveals a positive and statistically significant effect. A one-unit improvement in workshops and seminars leads to a 0.276 unit increase in employee performance. This finding reflects the value of structured group learning environments that expose employees to industry trends, new methodologies, and skill refreshers. Such programs contribute to professional development and broaden employees’ knowledge, enabling them to perform their roles more effectively.

Similarly, mentorship programs ($\beta_3 = 0.188$) show a positive relationship with performance, although the impact is somewhat smaller than the other sub-variables. A unit increase in mentorship activities correlates with a 0.188 unit improvement in employee performance. This

result signifies the importance of personalized coaching and guidance, especially for less experienced staff, as it helps build confidence, fosters engagement, and facilitates knowledge transfer.

4.10.2.2 Regression Analysis for Staff Recognition and Employee Performance

Table 4.14: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error	B (Unstandardized)	t-value	Sig. (p-value)
Staff Recognition	0.214	0.046	0.041	0.055	0.198	3.581	0.001

From the regression analysis, results demonstrate a positive relationship between staff recognition and employee performance. The R-squared value (0.046) indicates that staff recognition explains 4.6% of the variance in Employee Performance. While this is a relatively low percentage, it shows that staff recognition does have an effect on employee performance, albeit not a very large one. The regression coefficient (B = 0.198) suggests that for every one-unit increase in staff recognition, employee performance is expected to increase by 0.198 units. Since the p-value (0.001) is less than 0.05, it is concluded that this relationship is statistically significant, meaning that staff recognition indeed influences employee performance.

Table 4.13: ANOVA for Staff Recognition on Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	42.293	3	14.098	212.981	0.000
Residual	18.866	178	0.104		
Total	61.159	181			

The ANOVA table shows an F-value of 212.981, and the p-value (0.000) is much less than 0.05, indicating that the regression model is statistically significant. This means that Staff Recognition, including its sub-variables, significantly explains the variation in Employee Performance. The Sum of Squares values show that a substantial portion of the variance in employee performance is explained by the regression model.

Table 4.14: Regression Coefficients for Staff Recognition on Employee Performance

Variable	Unstandardized Coefficients (B)	Std. Error	t-value	Sig. (p-value)
(Constant)	0.102	0.054	1.889	0.061

Variable	Unstandardized Coefficients (B)	Std. Error	t-value	Sig. (p-value)
Public Acknowledgment	0.456	0.059	7.763	0.000
Performance-Based Awards	0.314	0.063	4.381	0.000
Feedback and Praise	0.252	0.056	3.357	0.001

The resulting regression equation for the model is: $Y=0.102+0.456X_1+0.314X_2+0.252X_3$

The intercept ($\beta_0 = 0.102$) represents the estimated performance when no staff recognition measures are in place. It serves as the baseline for understanding the effect of each recognition variable. Public Acknowledgment ($\beta_1 = 0.456$) has the largest effect on Employee Performance. A one-unit increase in public acknowledgment corresponds to a 0.456 unit increase in employee performance. This indicates that public recognition is a highly impactful strategy for improving employee performance.

Performance-Based Awards ($\beta_2 = 0.314$) also have a significant positive effect on employee performance, with a 0.314 unit increase in performance for each unit increase in performance-based rewards. This suggests that linking rewards to performance provides a strong incentive for employees to perform better.

Feedback and Praise ($\beta_3 = 0.252$), while having a smaller effect than public acknowledgment and performance-based awards, still has a significant positive impact. For every unit increase in feedback and praise, employee performance increases by 0.252 units. This reinforces the importance of regular and constructive feedback in boosting employee morale and performance. All of the p-values for these coefficients are less than 0.05, indicating that all three sub-variables of staff recognition are statistically significant in their influence on employee performance.

4.10.2.3 Regression Analysis for Flexible Work Schedules and Employee Performance

Table 4.13: Model Summary for Flexible Work Schedules

Model	R	R ²	Adjusted R ²	Std. Error	B (Unstandardized)	t-value	Sig. (p-value)
Flexible Work Schedules	0.180	0.032	0.027	0.053	0.177	3.348	0.024

The R-squared value (0.032) indicates that Flexible Work Schedules explain 3.2% of the variation in Employee Performance. While this is a relatively small proportion, it still highlights the positive influence of flexible work arrangements on employee performance. The regression coefficient (B = 0.177) indicates that a one-unit increase in flexible work schedules leads to a 0.177 unit increase in employee performance. This suggests a positive relationship between flexible work schedules and employee performance. The p-value (0.024) is less than 0.05, confirming that the relationship is statistically significant, meaning flexible work schedules have a meaningful impact on performance.

Table 4.14: ANOVA for Flexible Work Schedules on Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	36.487	3	12.162	42.920	0.000
Residual	162.482	178	0.884		
Total	198.969	181			

The ANOVA table shows that the F-value for the regression model is 42.920, with a p-value (0.000) that is less than 0.05. This confirms that the regression model is statistically significant, meaning that the independent variables related to flexible work schedules (e.g., remote work options, part-time schedules, compressed workweeks) have a significant collective impact on employee performance.

Table 4.15: Regression Coefficients for Flexible Work Schedules on Employee Performance

Variable	Unstandardized Coefficients (B)	Std. Error	t-value	Sig. (p-value)
(Constant)	0.154	0.061	2.526	0.012
Remote Work Options	0.332	0.072	4.611	0.000
Part-Time Schedules	0.261	0.067	3.895	0.000
Compressed Workweeks	0.175	0.065	2.692	0.008

The resulting equation for the model is;

$$\text{Employee Performance} = 0.154 + 0.332X_1 + 0.261X_2 + 0.175X_3$$

The intercept ($\beta_0 = 0.154$) represents the baseline employee performance when no flexible work schedule options are implemented. This serves as a starting point for evaluating the impact of flexible work schedules.

The results show that Remote Work Options ($\beta_1 = 0.332$) have the largest effect on employee performance. For each unit increase in remote work options, employee performance increases by 0.332 units. This suggests that offering employees the option to work remotely significantly enhances their performance, likely due to increased autonomy and better work-life balance.

The results show that Part-Time Schedules ($\beta_2 = 0.261$) also positively impact employee performance. A one-unit increase in part-time schedule flexibility results in a 0.261 unit increase in employee performance. This indicates that employees benefit from the flexibility of working part-time, leading to improved job satisfaction and productivity.

The results show that Compressed Workweeks ($\beta_3 = 0.175$) also have a positive effect, though slightly smaller than the other sub-variables. A one-unit increase in compressed workweek arrangements leads to a 0.175 unit increase in employee performance. This finding suggests that compressed workweeks improve focus and productivity by offering employees longer rest periods.

All sub-variables, Remote Work Options, Part-Time Schedules, and Compressed Workweeks are statistically significant, with p-values below 0.05, confirming their positive influence on employee performance. The results show that Flexible Work Schedules positively affect Employee Performance, with Remote Work Options having the most significant impact. Part-Time Schedules and Compressed Workweeks also contribute positively to performance, although to a lesser extent. The ANOVA confirms that the regression model as a whole is statistically significant, meaning the flexible work schedule variables have a meaningful collective impact on employee performance. The analysis emphasizes on the importance of offering flexible work arrangements to enhance employee productivity and satisfaction.

4.10.2.4 Regression Analysis for Staff Empowerment and Employee Performance

Table 4.11: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error	B (Unstandardized)	t-value	Sig. (p-value)
Staff Empowerment	0.312	0.098	0.093	0.053	0.283	5.374	0.000

Predictors: (Constant), Staff Empowerment (Decision-Making Authority, Autonomy in Task Execution, Access to Resources)

Dependent Variable: Employee Performance

The R-squared value (0.098) indicates that Staff Empowerment accounts for 9.8% of the variation in Employee Performance. This shows that staff empowerment is an important factor in explaining employee performance, although there is still a significant amount of unexplained variance. The regression coefficient (B = 0.283) means that increasing staff empowerment by one unit leads to a 0.283 increase in employee performance. The relationship is statistically significant (p = 0.000), confirming that staff empowerment positively impacts employee performance.

Table 4.17: ANOVA for Staff Empowerment on Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	58.327	3	19.443	28.859	0.000
Residual	530.478	178	2.884		
Total	588.805	187			

Predictors: Staff Empowerment (Decision-Making Authority, Autonomy in Task Execution, Access to Resources)

Dependent Variable: Employee Performance

The ANOVA table shows that the F-value for the regression model is 28.859, with a p-value (0.000) that is less than 0.05. This confirms that the regression model is statistically significant, meaning that the independent variables related to staff empowerment (decision-making authority, autonomy in task execution, access to resources) collectively have a significant impact on employee performance.

Table 4.18: Regression Coefficients for Staff Empowerment on Employee Performance

Variable	Unstandardized Coefficients (B)	Std. Error	t-value	Sig. (p-value)
(Constant)	0.153	0.057	2.684	0.008
Decision-Making Authority	0.345	0.071	4.855	0.000
Autonomy in Task Execution	0.268	0.067	4.016	0.000
Access to Resources	0.197	0.066	2.985	0.003

Dependent Variable: Employee Performance

$$\text{Employee Performance} = 0.153 + 0.345X_1 + 0.268X_2 + 0.197X_3$$

The intercept ($\beta_0 = 0.153$) represents the estimated employee performance when none of the staff empowerment variables are present. This value serves as a baseline and shows the starting point of employee performance without any empowerment measures in place.

The results show that Decision-Making Authority ($\beta_1 = 0.345$) has the most significant impact on employee performance. For every unit increase in decision-making authority, employee performance increases by 0.345 units. This suggests that giving employees more authority in decision-making processes significantly improves their performance, likely due to increased ownership and responsibility in their roles.

The results show that Autonomy in Task Execution ($\beta_2 = 0.268$) also positively impacts employee performance. A one-unit increase in autonomy in task execution leads to a 0.268 unit increase in employee performance. This suggests that when employees are given the freedom to choose how they approach tasks, it boosts their engagement, satisfaction, and overall job performance.

The results show that Access to Resources ($\beta_3 = 0.197$) positively impacts employee performance, although to a slightly lesser degree compared to decision-making authority and autonomy in task execution. A unit increase in access to resources leads to a 0.197 unit increase in employee performance. This indicates that providing employees with the tools, technology, and support they need to perform their jobs effectively contributes to improved job performance.

All the staff empowerment sub-variables including; decision-making authority, autonomy in task execution, and access to resources are statistically significant, with p-values below 0.05, confirming their positive influence on employee performance. Therefore, the results show that Staff Empowerment has a significant positive impact on Employee Performance.

4.10.3 Multivariate Regression Analysis

Multivariate regression analysis was carried out to examine the effect of independent variables (Training Opportunities, Staff Recognition, Flexible Work Schedules, and Staff Empowerment) on the dependent variable (Employee Performance in the real estate companies in Nairobi County).

Table 4.12: Model Summary for Non-Financial Incentives and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 ^a	.736	.730	.25097

a. Predictors: (Constant), Training Opportunities, Staff Recognition, Flexible Work Schedules , Staff Empowerment

The R-squared (R^2) quantifies the proportion of the variance in the dependent variable (the outcome) that is explained by the independent variables (predictors) included in the model. From the findings, the r-squared was 0.736, which implies that training opportunities, staff recognition, and flexible work schedules and staff empowerment can explain 73.6% of employee performance in the real estate companies in Nairobi County. This shows that 26.4% of employee performance in the real estate companies in Nairobi County can be explain by other factors not considered in this study.

Table 4. 13: ANOVA for Non-Financial Incentives and Employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.125	4	9.281	147.355	.000 ^b
	Residual	13.353	178	.063		
	Total	50.477	181			

a. **Dependent Variable:** Employee Performance

b. **Predictors:** (Constant), Training Opportunities, Staff Recognition, Flexible Work Schedules , Staff Empowerment

In this study, the ANOVA was performed to determine if the model was good fit for the data. As shown in Table 4.17, the F-calculated was 147.355 and the F-critical from the F-distribution table was 2.46. Because the F-calculated was greater than F-critical and the p-value (0.000) was not more than the significance level (0.05), the model was considered to be a good fit for the data. This implies that the model could be used in predicting the influence of Training Opportunities, Staff Recognition, Flexible Work Schedules, and Staff Empowerment on Employee Performance in the real estate companies in Nairobi County.

Table 4.14: Table 4.2: Regression Coefficients for Non-Financial Incentives and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.522	0.061		8.557	0.000

Training Opportunities	0.205	0.059	0.198	3.484	0.000
Staff Recognition	0.198	0.055	0.214	3.581	0.001
Flexible Work Schedules	0.177	0.053	0.180	3.348	0.024
Staff Empowerment	0.444	0.058	0.404	7.647	0.000

a. Dependent Variable: Employee Performance

Regression equation was;

$$Y = 0.522 + 0.205X_1 + 0.198X_2 + 0.177X_3 + 0.444X_4$$

The study findings indicated that training opportunities has a positive and significant effect on employee performance in the real estate companies in Nairobi County ($\beta_1=0.205$, p-value=0.000). This means that for every unit increase in training opportunities, the dependent variable is expected to increase by 0.205 units. The p-value of 0.000 indicates that the relationship between training opportunities and the dependent variable is statistically significant at the 0.05 significance level. These findings are in concurrence with Smith and Brown (2020) findings that clear goal-setting, continuous feedback mechanisms, and the utilization of technology to streamline legal processes enhances employee performance in organizations. Smith and Brown (2020) add that these strategies are integral to improving efficiency, reducing case processing times, and enhancing overall employee performance within the real estate sector. The study conducted by Hernandez and Calve (2021) has shown that training opportunities influences how employee performance is perceived and enacted within real estate companies.

The study also established that staff recognition has a positive and significant effect on employee performance in the real estate companies in Nairobi County. ($\beta_2=0.198$, p-value=0.001). This means that for every unit increase in staff recognition, the dependent variable is expected to increase by 0.198 units. The p-value of 0.001 indicates that the relationship between staff recognition and the dependent variable is highly statistically significant. These findings concur with the findings of Leviäkangas (2021) that continuous recognition of staff gives the management a chance to assess how effectively workers are adhering to set criteria and to adjust any problematic or unrealistic requirements, resulting in employee performance.

The study established that flexible work schedules has a positive and significant effect on employee performance in the real estate companies in Nairobi County ($\beta_3=0.177$, p-value=0.024). This means that for every unit increase in flexible work schedules, the dependent

variable is expected to increase by 0.177 units. The p-value of 0.024 indicates that the relationship between flexible work schedules and the dependent variable is statistically significant. The findings are in line with Girginov, Peshin & Belousov (2021) observation that employees experience a feeling of personal progress when given the chance to learn new and extra career skills, which boosts job satisfaction and eventually leads to enhanced employee performance.

The study revealed that staff empowerment has a positive and significant effect on employee performance in the real estate companies in Nairobi County. ($\beta_4=0.177$, p-value=0.024). This means that for every unit increase in staff empowerment, the dependent variable is expected to increase by 0.444 units. The p-value of 0.000 indicates that the relationship between staff empowerment and the dependent variable is highly statistically significant. These findings concur with the findings of Mokoete, Masenya and Makalela (2021), which reveal that in order to enhance employee performance, senior management must clearly and adequately define each employee's function. Every business created must have clearly specified goals and objectives, which means that each employee's job must be described in depth, explicitly communicated to them, and appropriately rewarded or corrected for performance, and this translates to effective employee performance.

4.11 Chapter Summary

Chapter four of this study presented the results and analysis of the findings of the effect of non-financial incentives on the performance of employees among real estate companies. The collected data was analyzed using the Statistical Package for Social Sciences (SPSS), and presentation of the findings has been put in tables, and aligns with the research questions.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a comprehensive overview of the summary of findings for the study, drawn conclusions and recommendations. This section aims to summarize the significant results derived from the research, interpret their implications for organizational practices, and offer practical guidance based on the study's findings.

5.2 Summary of Findings

This section provides a summary of the study's key findings, organized according to each research objective.

- i. The study determined that training opportunities significantly enhance employee performance within real estate companies in Nairobi County.
- ii. It also established that employee recognition programs play a crucial role in driving employee performance among real estate companies in Nairobi County.
- iii. The findings determined that flexible work arrangements have a strong positive impact on employee productivity in the real estate sector in Nairobi County.
- iv. Further, the study established that employee empowerment contributes meaningfully to improved performance among employees in real estate companies in Nairobi County.

5.2.1 Training Opportunities and Employee Performance

On this Objective, the findings, the study reveals that employees generally perceive their company's training programs as well-designed and effective in improving their performance. Employees believe that training initiatives not only boost their confidence but also align well with their daily job responsibilities, making the programs highly relevant and practical. Furthermore, the findings indicate that employees recognize the training content as applicable to their tasks, contributing to their efficiency. Additionally, respondents agree that regular training sessions significantly enhance team productivity, demonstrating that continuous learning plays a crucial role in improving workplace collaboration and output.

Moreover, the findings of the study demonstrated that; while employees acknowledge that their company provides opportunities for continuous skill development, this aspect received the

lowest level of agreement. This suggests that although the organization promotes professional growth, there may be areas that require improvement to ensure long-term career advancement opportunities for employees. The overall results indicate a generally positive perception of the company's training programs, reinforcing the importance of structured and relevant employee training.

From the researcher's perspective, these findings suggest that well-structured training programs play a critical role in fostering employee competence, confidence, and overall productivity. When training aligns with employees' daily tasks, it increases relevance and practical application, leading to higher efficiency. Furthermore, organizations that prioritize frequent training sessions cultivate a culture of continuous learning, which enhances teamwork and collective performance. However, the relatively lower agreement on continuous skill development highlights a gap that organizations should address by expanding career growth programs, mentorship initiatives, and advanced training opportunities to sustain long-term employee engagement.

The findings of the study regarding this objective concur with results from other previous studies. First, they concur with the study by Mensah *et al.* (2020), which found out found that tailored employee training enhances job satisfaction and reduces turnover rates, emphasizing the importance of aligning training programs with job functions. Similarly, a study by Kamau and Otieno (2021) in Kenyan banking institutions highlighted that structured training programs significantly improved employee productivity and service delivery, reinforcing the positive impact of professional development initiatives. Additionally, Ahmed *et al.* (2022) noted that organizations investing in continuous training achieve higher employee motivation and innovation, as learning opportunities empower employees to contribute meaningfully to organizational growth. Largely, these findings align with existing literature that emphasizes on the importance of well-structured training programs in enhancing performance, confidence, and organizational productivity.

5.2.2 Staff Recognition and Employee Performance

Regarding this objective, the findings of the study reveal that employees generally perceive their company's recognition programs as structured and effective in enhancing motivation and driving higher performance. The study's results also demonstrate that employees believe that public acknowledgment of exceptional achievements fosters a culture of excellence and

sustained job performance, reinforcing the importance of appreciation in the workplace. Furthermore, the findings indicate that employees recognize that consistent implementation of recognition initiatives positively impacts job satisfaction and overall organizational performance. This suggests that companies that actively acknowledge employee contributions create a more engaged and committed workforce.

Moreover, the findings demonstrate that while employees agree that recognition frameworks strengthen their commitment and engagement, the level of agreement slightly decreases when it comes to perceptions of fairness and merit-based recognition. This suggests that although recognition programs are valued, organizations may need to ensure greater transparency in their implementation to sustain employee trust. Additionally, the study highlights that while employee recognition is integrated into talent management strategies, there is room for improvement in evaluating and refining these initiatives to align with evolving employee expectations. The overall results indicate a generally positive perception of the company's recognition programs, reinforcing the importance of structured and transparent recognition frameworks.

From the scholar's viewpoint, these findings suggest that well-structured recognition programs significantly contribute to employee motivation, job satisfaction, and overall organizational commitment. When recognition initiatives are consistently implemented and fairly distributed, they enhance workplace morale and foster a culture of excellence. Additionally, organizations that integrate recognition into their broader talent management strategies experience higher levels of employee retention and engagement. However, the relatively lower agreement regarding continuous evaluation and fairness of recognition programs highlights a need for organizations to refine these frameworks by incorporating employee feedback, improving transparency, and ensuring that recognition initiatives remain relevant and impactful.

The findings of this study regarding employee recognition align with previous research. First, they are consistent with the study by Williams and Green (2020), which found that structured recognition programs significantly enhance employee motivation and reduce turnover by reinforcing a culture of appreciation. Similarly, a study by Njuguna and Wanjiru (2021) in Kenyan financial institutions found that merit-based recognition programs improve workplace engagement and productivity by fostering a sense of fairness and motivation. Additionally, the findings align with research by Patel *et al.* (2022), which emphasized that companies with well-integrated employee recognition strategies experience improved job satisfaction,

organizational commitment, and performance outcomes. Generally, these findings support the broader literature emphasizing the role of employee recognition in boosting motivation, engagement, and retention within organizations.

5.2.3 Flexible Work Schedules and Employee Performance

Concerning this objective, the findings of the study provide evidence that employees largely perceive flexible work arrangements as instrumental in enhancing productivity, commitment, and work-life balance. A majority of respondents acknowledged that management recognizes the positive impact of allowing employees to adjust their work hours, leading to overall productivity improvements. Additionally, the results indicate that employees exhibit higher levels of commitment when provided with flexible work schedules, suggesting that adaptability in work arrangements fosters greater engagement.

Moreover, the findings of the study reveals that employees widely agree that the implementation of flexible schedules helps them effectively balance professional and personal responsibilities. The ability to work during peak productivity hours was also highlighted as a significant factor in enhancing employee performance. Furthermore, respondents agreed that offering flexible work arrangements contributes to reducing stress levels, thereby fostering a healthier and more efficient workforce.

Additionally, the study findings suggest that while the company integrates flexible work policies to attract and retain top talent, there is a need for continuous evaluation to ensure that these policies align with business objectives and operational efficiency. Although employees generally support flexible arrangements, some variations in responses indicate differing experiences regarding their implementation and effectiveness. The overall results reinforce the value of structured yet adaptable work policies in optimizing both individual and organizational performance.

According the researcher's thoughts, these findings underscore the importance of well-designed flexible work arrangements in improving workplace productivity, employee well-being, and overall job satisfaction. Organizations that align flexible policies with operational goals and employee needs can enhance engagement and talent retention. However, the slight variation in agreement levels suggests that businesses should continuously assess and refine these arrangements to maximize their impact.

The findings of this study align with previous research on flexible work arrangements. For instance, a study by Johnson and Lee (2020) found that organizations that embrace flexible work schedules experience higher employee satisfaction and lower absenteeism, reinforcing the link between flexibility and productivity. Similarly, a study by Kimani and Wambua (2021) in Kenyan corporate firms established that flexible work policies contribute to increased job commitment and reduced turnover rates. Additionally, research by Chen *et al.* (2022) highlighted that companies integrating structured remote and hybrid work models benefit from enhanced employee morale and sustained performance. These findings collectively support the growing recognition of flexible work arrangements as a critical factor in fostering both organizational success and employee well-being.

5.2.4 Staff Empowerment and Employee Performance

The study's findings on this objective indicate that a majority of the respondents agreed that employee empowerment significantly enhances work performance and organizational efficiency. The company's initiatives have improved employee decision-making and overall work performance. Delegation of authority has led to greater employee autonomy, contributing to noticeable improvements in job performance. Encouraging employee initiative has fostered innovation and increased operational efficiency. Additionally, the findings showed that fostering an empowerment-driven organizational culture has significantly boosted employee motivation and commitment in the real estate companies. Recognizing employees' ideas and opinions has strengthened engagement and enhanced overall performance. Also, it was evident from the results that providing autonomy in various roles has enabled employees to take ownership of their tasks, leading to higher productivity. Furthermore, aligning empowerment strategies with organizational goals has driven measurable improvements in performance outcomes. Lastly, continuously evaluating empowerment initiatives has contributed to sustained productivity growth and enhanced job satisfaction.

The study confirms that employee empowerment is a key factor in enhancing work performance, motivation, and engagement. Employees respond positively to initiatives that grant autonomy, encourage innovation, and recognize their contributions. Aligning empowerment strategies with organizational goals enhances productivity and maintains operational efficiency. Moreover, continuous evaluation of these initiatives ensures their long-term effectiveness in improving job satisfaction and employee commitment. From the researcher's perspective, organizations should actively invest in employee empowerment

strategies to enhance performance and sustain business success. Empowerment should be an ongoing process that evolves based on employee needs and organizational objectives. Providing employees with decision-making authority fosters a sense of ownership, accountability, and creativity, ultimately improving job performance and organizational outcomes. Implementing structured feedback mechanisms to assess the effectiveness of empowerment initiatives ensures that employees feel heard and valued, strengthening their engagement and motivation. Recognizing and rewarding innovative contributions further reinforces a culture of continuous improvement. Leadership training programs emphasize empowering management styles that support autonomy and collaboration. Striking a balance between empowerment and accountability is crucial. While providing autonomy is essential, establishing clear guidelines and performance expectations ensures that empowerment aligns with business goals. This approach maximizes the benefits of empowerment while maintaining operational efficiency and strategic focus.

Recent studies support these findings. For instance, a study by Kanake and Kemboi (2020) addressed the moderating effect of leader-member exchange on the link between employee empowerment and innovative work behavior, highlighting that quality relationships between leaders and employees enhance the positive effect of empowerment on innovation. Additionally, a study by Araigua (2020) investigated the effect of employee empowerment strategies on employee job performance at the Technical University of Kenya, finding that empowerment strategies positively affect job performance, with empowered employees demonstrating creativity and improved service delivery. These studies reinforce the critical role of employee empowerment in enhancing performance, innovation, and job satisfaction across various organizational contexts. Organizations that prioritize empowerment not only improve individual employee outcomes but also achieve long-term business success through a more engaged and productive workforce.

5.3 Conclusions of the Study

5.3.1 Training Opportunities and Employee Performance

The study concludes that training opportunities have a significant positive influence on employee performance in real estate companies. This conclusion is based on employees' perceptions that training programs are well-structured, relevant, and effective in enhancing their confidence, efficiency, and overall productivity. The findings indicate that training initiatives align with employees' daily tasks, making them practical and beneficial for

improving workplace performance. Additionally, regular training sessions have been shown to enhance teamwork and collaboration, contributing to increased organizational productivity. However, the study also highlights that while real estate companies provide training opportunities, continuous skill development received relatively lower agreement, suggesting that while training programs exist, their long-term impact on career growth may require further attention. These findings collectively affirm that structured training programs serve as a key non-financial incentive influencing employee performance in the sector.

5.3.2 Staff Recognition and Employee Performance

The conclusion of this study is that employee recognition programs have a significant positive impact on employee performance in real estate companies. This conclusion is based on employees' perceptions that recognition initiatives are structured, effective, and play a crucial role in enhancing motivation, job satisfaction, and commitment. The findings indicate that public acknowledgment of achievements fosters a culture of excellence and sustained job performance, reinforcing the importance of appreciation in the workplace. Additionally, consistent implementation of recognition programs positively influences overall organizational productivity by strengthening employee engagement and morale. However, the study also highlights that while recognition programs are generally well-received, concerns regarding fairness and merit-based distribution suggest that transparency and continuous evaluation are necessary to maximize their effectiveness. These findings collectively affirm that structured and transparent employee recognition frameworks serve as a key non-financial incentive driving employee performance in the real estate sector.

5.3.3 Flexible Work Schedules and Employee Performance

On this objective, the study concludes that flexible work arrangements have a significant positive influence on employee performance in real estate companies. This conclusion is drawn from employees' perceptions that flexible schedules improve productivity, foster commitment, and support work-life balance by enabling them to align their work hours with peak efficiency periods. The findings suggest that employees demonstrate greater engagement and experience lower stress levels when granted flexibility, ultimately leading to enhanced performance and job satisfaction. Furthermore, adaptable work policies contribute to employee retention by fostering a conducive and supportive work environment. However, the study also reveals that while flexible work arrangements are generally well-received, inconsistencies in their implementation create varied employee experiences, signaling the need for ongoing evaluation

to ensure these policies align with both workforce expectations and organizational goals. Collectively, these findings reinforce that well-structured and properly managed flexible work arrangements function as a crucial non-financial incentive shaping employee performance in the real estate industry.

5.3.4 Staff Empowerment and Employee Performance

The collective conclusion of this study from the results is that employee empowerment has a significant positive influence on employee performance in real estate companies. The findings indicate that employees perceive empowerment initiatives as instrumental in enhancing autonomy, decision-making, and innovation, which in turn boosts job performance and organizational efficiency. Delegating authority has been associated with increased accountability and ownership of tasks, while recognizing employees' contributions has strengthened their engagement and motivation. Furthermore, cultivating a culture centered on empowerment has fostered greater commitment and productivity. However, the study also points out that while empowerment initiatives are implemented, their long-term effectiveness necessitates ongoing assessment to ensure they remain aligned with evolving employee expectations and organizational goals. Collectively, these insights reinforce the role of structured empowerment programs as a critical non-financial incentive that enhances employee performance in the real estate sector.

5.4 Recommendations of the Study

This study recommends that real estate companies continuously enhance their training programs by incorporating structured learning modules that address both current job demands and future career growth. Regular evaluations should be conducted to ensure that training initiatives remain relevant and aligned with industry trends. Additionally, offering mentorship programs and career development workshops can further strengthen employees' skill sets and long-term performance.

Additionally, this study recommends that organizations improve the transparency and fairness of their recognition programs by ensuring that acknowledgment of achievements is merit-based and consistently implemented. Incorporating employee feedback into the design of recognition initiatives can enhance their effectiveness. Additionally, establishing a mix of formal and informal recognition strategies, such as awards, public acknowledgments, and personalized incentives, can boost employee morale and engagement.

This study also recommends that companies adopt flexible work policies that balance employee preferences with business objectives. Regular assessments of these policies should be conducted to identify areas for improvement and ensure that flexibility does not compromise productivity. Implementing hybrid work models, where feasible, can cater to diverse employee needs while maintaining operational efficiency. Clear communication of expectations and performance metrics in flexible work setups will help maintain accountability.

Further, this study recommends that organizations integrate empowerment strategies that foster autonomy, innovation, and accountability. Providing employees with decision-making authority within their roles can enhance their sense of ownership and motivation. Leadership development programs should emphasize empowering management styles that support collaboration and initiative-taking. Additionally, organizations should establish structured feedback mechanisms to assess the effectiveness of empowerment initiatives and make necessary adjustments to align with employee needs and company goals.

5.5 Contributions of the Study

This study provides valuable insights into the role of non-financial incentives in enhancing employee performance within the real estate sector in Nairobi County. The findings contribute to policy development, industry practices, academic research, and managerial decision-making.

5.5.1 Policy Makers

The findings of this study offer policy makers crucial insights into the importance of non-financial incentives such as training opportunities, staff recognition, flexible work schedules, and staff empowerment in enhancing employee performance. The study underscores the need for labor policies that promote employee well-being through work-life balance initiatives and professional development programs. Government agencies and regulatory bodies can use the findings to formulate policies that encourage fair labor practices, promote workplace flexibility, and ensure organizations adopt sustainable human resource management strategies. Additionally, policymakers can incorporate these findings into labor laws and employment policies to improve employee productivity across various sectors.

5.5.2 Real Estate Industry

The study provides real estate firms with empirical evidence on the effectiveness of non-financial incentives in improving employee performance. The findings highlight how training

opportunities, recognition programs, and flexible work arrangements contribute to higher job satisfaction and overall productivity. Real estate companies can integrate these insights into their human resource management strategies to attract and retain top talent. Additionally, the study emphasizes the role of staff empowerment in fostering innovation, job commitment, and efficiency, which are crucial for achieving business growth and competitiveness in the real estate sector.

5.5.3 Scholars and Researchers

The study contributes to the existing body of knowledge on employee performance and human resource management by providing empirical data on non-financial incentives in the real estate sector. Future researchers can build on these findings by conducting comparative studies in other industries or expanding the scope to include additional variables affecting employee performance. The study also provides a foundation for further academic discussions on work motivation theories and the application of incentive models in organizational management. Scholars can use the findings to develop frameworks that integrate non-financial incentives into performance management systems.

5.5.4 Significance to Human Resource Practitioners

For human resource managers and practitioners, this study serves as a guide in designing effective employee motivation programs. The research provides evidence that non-financial incentives play a significant role in enhancing employee engagement and performance. HR professionals can use the findings to develop tailored employee incentive schemes that align with organizational goals. Moreover, the study highlights the importance of continuous staff training and recognition programs in fostering a productive workforce.

5.6 Limitations of the Study

This study was limited to real estate companies in Nairobi County, and the results may not be generalizable to other regions or sectors. The cross-sectional nature of the study also limits its ability to establish causal relationships. Additionally, the reliance on self-reported data may introduce bias.

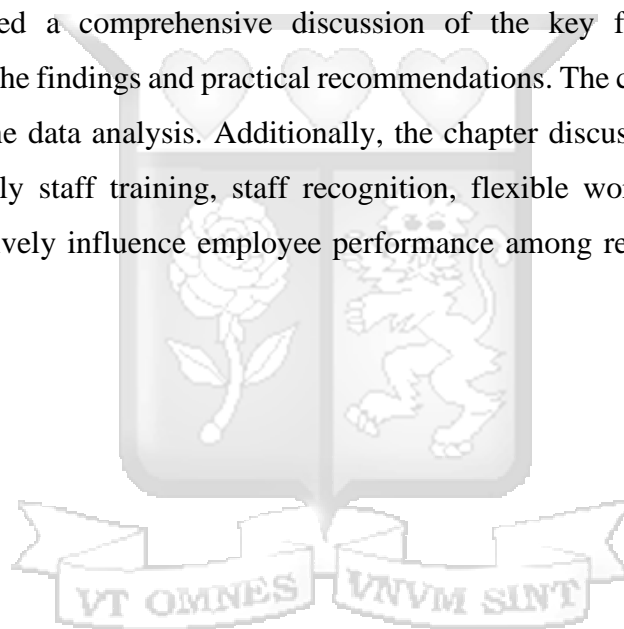
5.7 Recommendations for Further Studies

This study recommends that future research explore the long-term impact of training programs on employee career growth and organizational performance, particularly in the evolving landscape of digital learning and artificial intelligence-driven training methods. Additionally, examining how training opportunities influence employee retention and job satisfaction across

different sectors could provide comparative insights. In addition, further studies should investigate the effectiveness of employee recognition strategies in various organizational contexts, focusing on the balance between financial and non-financial incentives. Research could also explore the role of transparency in recognition programs and its effect on employee motivation, engagement, and overall job performance. Moreover, future research should assess the impact of flexible work arrangements on employee well-being, productivity, and organizational commitment. Exploring how hybrid work models affect collaboration and efficiency in different industries, particularly in real estate, could provide valuable insights for organizations aiming to implement sustainable and effective work policies.

5.8 Chapter Summary

This chapter presented a comprehensive discussion of the key findings of the study, conclusions based on the findings and practical recommendations. The chapter summarized the main findings from the data analysis. Additionally, the chapter discussed how non-financial incentives—specifically staff training, staff recognition, flexible work schedules and staff empowerment—positively influence employee performance among real estate companies in Nairobi County.



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APPENDICES

Appendix I: Letter of Introduction

Old Sangale Rd, Macharia Estate,
P.O. Box 59857 00200, Nairobi, Kenya,
Cells: +254 708 41446/7, Twitter: @SBSKenya
Email: info@sbs.ac.ke or visit www.sbs.strathmore.edu



14th March 2025

To Whom It May Concern,

RE: FACILITATION OF RESEARCH – OUKO, JOHN ROBERT

This is to introduce Ouko, John Robert who is a Master of Commerce (MCOM) Student at Strathmore University Business School, admission number MCOM/078325. As part of our MCOM Programme, Robert is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MCOM course. To this effect, Robert would like to request appropriate data from your organization.

Robert is undertaking a research paper on “EFFECTS OF NON-FINANCIAL INCENTIVES ON EMPLOYEE PERFORMANCE AMONG REAL ESTATE COMPANIES IN NAIROBI COUNTY.” The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MCOM Programme seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Njoki Kiagiri".

Njoki Kiagiri
Manager – Graduate Programmes
Strathmore University Business School.

Association of African
Business Schools



Strathmore Business School is a Proud member of:



AACSB

Appendix II Questionnaire

You are invited to participate in the questionnaire by answering the brief and easy-to-understand questions provided. After reading and understanding each question, please check the appropriate box. Completing the questionnaire will take 15 minutes.

PART A: DEMOGRAPHIC INFORMATION ABOUT THE RESPONDENT

1. State your Gender

a) Male

b) Female

2. Please indicate your age bracket

a) Under 30 yrs

b) 31 - 40 yrs

c) 41 - 50 yrs

d) 51 - 60 yrs

e) Over 60 years

3. Please select your highest level of education

a) Doctorate level

b) Master Level

c) Degree level

d) Diploma Level

e) Secondary Level

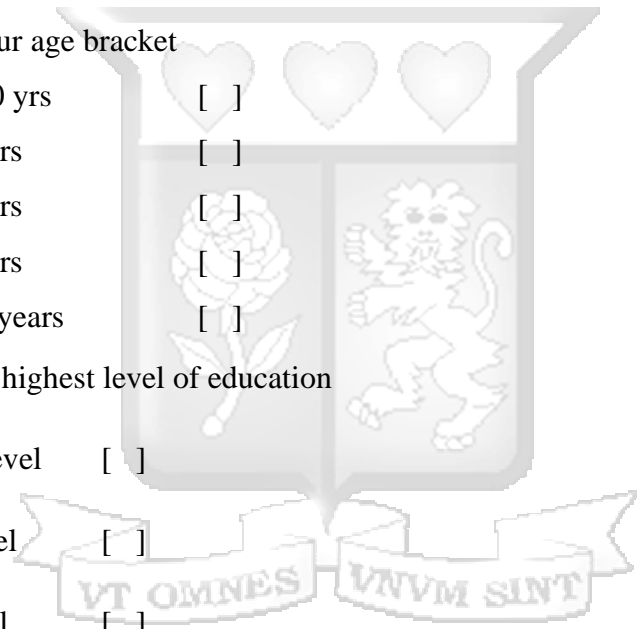
4. Please indicate the number of years you have been working in your company.

a) 1 - 5 yrs

b) 6 - 10 yrs

c) 11 - 15 yrs

d) Over 15 yrs.



Part B: Training Opportunities and Employee Performance

5. The following statement relate to training opportunities and employee performance. Please indicate your agreement with each statement as applicable your company. Use a scale of 1 to 5, where (1 - strongly disagree, 2 -disagree, 3- not sure, 4 -agree and 5- strongly agree).

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our company’s training programs are well designed to enhance employee performance					
The training initiatives implemented by the company improve employees’ confidence in their roles					
The company ensures training programs align with employees’ daily job responsibilities					
The knowledge imparted through training programs is practical and applicable for employees' tasks					
Regular training sessions offered by the company significantly contribute to enhancing team productivity					
The company provides adequate opportunities for continuous skill development for employees					

Part C: Staff Recognition and Employee Performance

12. The following statement relate to staff recognition on employee performance. Please indicate your agreement with each statement as applicable in your company. Use a scale of 1 to 5, where (1 - strongly disagree, 2 -disagree, 3- not sure, 4 -agree and 5- strongly agree).

Statement	Strongly Disagree	Agree	Neutral	Agree	Strongly Agree
Our company prioritizes structured employee recognition to enhance motivation and drive higher performance					
Our company ensures that public acknowledgment of exceptional achievements fosters a culture of excellence and sustained job performance					
Our company consistently implements recognition initiatives to appreciate and acknowledge employees' contributions					
Our company observes that recognizing employees' efforts positively impacts job satisfaction and overall organizational performance					
Our company has established recognition frameworks that strengthen employee commitment and engagement					
Our company upholds fair and merit-based recognition programs that encourage high-performance standards					
Our company integrates employee recognition into its overall talent management strategy to enhance retention and job satisfaction					
Our company regularly evaluates and improves recognition initiatives to align with evolving employee expectations and business goals					

Part D: Flexible Work Schedules and Employee Performance

15. The statements listed below relate to flexible work schedules and employee performance. Please indicate the extent of the agreement with each statement as are applicable to your company. Where 1-Very Great Extent (SA), 2-Great extent (A), 3-Moderate extent (N) 4- Little extent (D) 5- (SD) Not at all

Statement	Strongly Disagree	Agree	Neutral	Agree	Strongly Agree
The management of the company recognizes that allowing employees					

to adjust their work hours enhances overall productivity					
The company observes that employees demonstrate greater commitment when provided with flexible working hours					
Our company implements flexible work schedules to help employees effectively balance work and personal responsibilities					
Our company has noted that employee performance improves when they can work during hours that align with their productivity peaks.					
Our company acknowledges that offering flexible work schedules reduces employee stress levels, leading to enhanced performance					
Our company ensures that flexible work arrangements align with business goals while maintaining operational efficiency.					
Our company integrates flexible work policies to attract and retain top talent in a competitive job market					
Our company continuously evaluates the impact of flexible work schedules to optimize employee performance and organizational success					

PART E: Staff Empowerment and Employee Performance

19. Please indicate your level of agreement with the following relating to staff empowerment and employee performance. Please indicate your level of agreement as applicable to your firm. Use a scale of 1 to 5, where (1 - strongly disagree, 2 -disagree, 3- not sure, 4 -agree and 5- strongly agree). Where **1-Very Great Extent (SA), 2-Great extent (A), 3-Moderate extent (N) 4- Little extent (D) 5- (SD) Not at all**

Statement	Strongly Disagree	Agree	Neutral	Agree	Strongly Agree
Our company's empowerment initiatives have led to improved employee decision-making and enhanced work performance					
Our company's delegation of authority has resulted in greater employee independence and noticeable improvements in job performance					
Our company's encouragement of employee initiative has fostered innovation and increased operational efficiency					
Our company's commitment to an empowerment-driven culture has significantly boosted employee motivation and commitment					
Our company's recognition of employees' ideas and opinions has strengthened engagement and elevated overall performance levels					
Our company's provision of autonomy in various roles has enabled employees to take ownership of their tasks, leading to higher productivity					
Our company's empowerment strategies have consistently aligned with organizational goals, driving measurable improvements in performance outcomes					
Our company's continuous evaluation of empowerment initiatives has contributed to sustained productivity growth and enhanced job satisfaction					

PART E: Employee Performance

19. Please indicate your level of agreement with the following relating to employee performance. Please indicate your level of agreement as applicable to your firm. Use a scale of 1 to 5, where (1 - strongly disagree, 2 -disagree, 3- not sure, 4 -agree and 5- strongly agree). Where **1-Very Great Extent (SA)**, **2-Great extent (A)**, **3-Moderate extent (N)** **4- Little extent (D)** **5- (SD) Not at all**

Statement	Strongly Disagree	Agree	Neutral	Agree	Strongly Agree
Our company’s empowerment initiatives have led to improved employee decision-making and enhanced work performance					
Our company’s delegation of authority has resulted in greater employee independence and noticeable improvements in job performance					
Our company’s encouragement of employee initiative has fostered innovation and increased operational efficiency					
Our company’s commitment to an empowerment-driven culture has significantly boosted employee motivation and commitment					
Our company’s recognition of employees' ideas and opinions has strengthened engagement and elevated overall performance levels					
Our company’s provision of autonomy in various roles has enabled employees to take ownership of their tasks, leading to higher productivity					
Our company’s empowerment strategies have consistently aligned with organizational goals, driving measurable improvements in performance outcomes					

Our company's continuous evaluation of empowerment initiatives has contributed to sustained productivity growth and enhanced job satisfaction					
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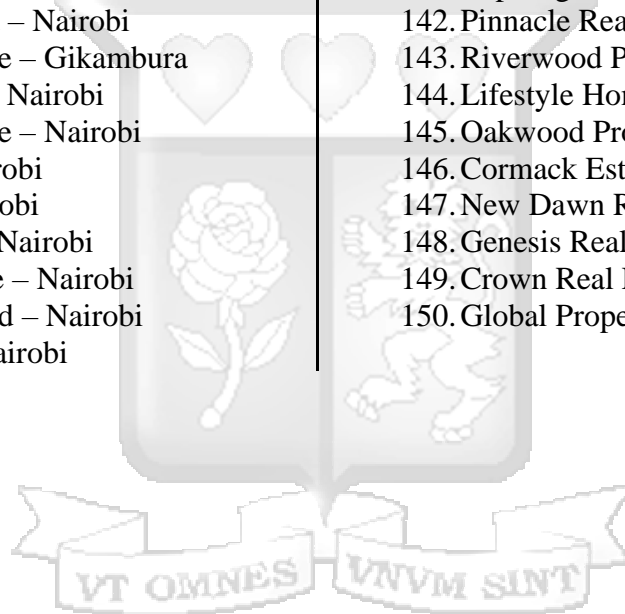
THANK YOU FOR YOUR COOPERATION



Appendix III: Sampling Frame

1. Knight Frank Kenya – Westlands
2. Lloyd Masika Limited – Upper Hill
3. Tysons Limited – City Centre
4. Regent Management Limited – Kilimani
5. Daykio Plantations Limited – Ngong Road
6. Property Reality Company (PRC) – Thika Road
7. Fusion Capital – Lenana Road
8. Villa Care Ltd – Riverside
9. HassConsult Real Estate – Westlands
10. Optiven Limited – Karen
11. Fanaka Real Estate – Ruai
12. Username Investments – Nairobi CBD
13. Myspace Properties – Westlands
14. Dunhill Consulting Ltd – Westlands
15. Pam Golding Properties Kenya – Kilimani
16. Vaal Real Estate – Lavington
17. Acorn Group – Parklands
18. Karibu Homes – Athi River
19. TRV Group – Kilimani
20. South River Developers – Nairobi CBD
21. Elegant Properties – Nairobi
22. Kings Developers – Upper Hill
23. Heri Homes Property Developers – Kileleshwa
24. Home Afrika – Nairobi CBD
25. Cytonn Investments – Westlands
26. Gulf Cap Real Estate – Nairobi
27. NHC Kirinyaga AHP – Nairobi
28. Kings Vintage Homes – Nairobi
29. Tsavo – Nairobi
30. Goshen Real Estate – Nairobi
31. Itrade Investment Limited – Nairobi
32. Eldon Villas – Kilimani
33. Rosam Real Estates Ltd – Nairobi
34. Quince Real Estate Limited – Nairobi
35. Premier Realty Estates – Nairobi
36. Homeline Realtors Limited – Nairobi
37. Olympia Gold Real Estate – Nairobi
38. Kakangu Real Estate Agency – Nairobi
39. Mhasibu Housing Co. Ltd – Nairobi
40. Acute Real Estate Limited – Nairobi
41. Nairobi Real Estate & Property Consultants – Nairobi
42. PlacesKenya – Nairobi
43. Synina Properties Limited – Nairobi
44. City Times Real Estate – Nairobi
45. Nellions Moving & Relocations – Nairobi
46. Nexgen Technologies Limited – Nairobi
47. Touchstone Properties – Nairobi
48. Olive Limited – Nairobi
49. Your Realty Buddy – Nairobi
50. Kisumu Real Estates – Nairobi
51. Red Rocks Properties Ltd – Nairobi
52. Rock Investment Group – Nairobi
53. Jade Homes Limited – Nairobi
54. Buxton Point Apartments – Nairobi
55. Hayer One Group – Nairobi
56. Homa Bay Housing Co. – Nairobi
57. Urban Developers Ltd – Nairobi
58. Resco Homes Ltd – Nairobi
59. Le’Mac by Mark Properties – Westlands
60. Edgestone Properties – Nairobi
61. Superior Homes Kenya – Nairobi
62. Pristine Property Solutions – Nairobi
63. Concept Real Estate Ltd – Nairobi
64. Coral Property International – Nairobi
65. Chigwell Holdings – Nairobi
66. Greenfield Developers – Nairobi
67. Edermann Property Ltd – Nairobi
68. Kenpipe Gardens – Nairobi
69. Tatu City – Ruiru
70. Mi Vida Homes – Garden City
71. Lifestyle Properties – Nairobi
72. Mahiga Homes Ltd – Nairobi
73. Username Investment – Nairobi
74. Imara Gardens – Imara Daima
75. Everest Limited – Nairobi
76. Kenter Homes Ltd – Nairobi
77. Land Layby Kenya – Upper Hill
78. West Kenya Real Estate – Nairobi
79. GNA Real Estate Ltd – Nairobi
80. Moke Gardens – Nairobi
81. Unity Homes – Tatu City
82. Bigways Properties Ltd – Nairobi
83. AMG Realtors – Nairobi
84. Sigimo Enterprises – Nairobi
85. Zima Homes – Nairobi
86. Centum Real Estate – Nairobi
87. Kasarani Real Estate Agents – Kasarani
88. Alif Homes Ltd – Nairobi
89. Cheriez Properties Ltd – Nairobi
90. Prifa Real Estate – Nairobi
91. Richland Properties – Nairobi
92. Maisha Properties – Nairobi
93. Riverline Real Estate – Nairobi

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|---|---|
| 94. Astrol Properties – Nairobi | 123. Sandalwood Properties – Nairobi |
| 95. Mitini Scapes – Nairobi | 124. Galaxy Real Estate – Nairobi |
| 96. Bluebell Homes – Nairobi | 125. Metropolitan Real Estate Ltd – Nairobi |
| 97. Fort Properties – Nairobi | 126. Capital Connect Realtors – Nairobi |
| 98. Anza Holdings – Nairobi | 127. Bond Properties – Nairobi |
| 99. Edlon Homes – Nairobi | 128. Greenridge Limited – Nairobi |
| 100. Samland Properties Ltd – Nairobi | 129. Peddle Properties – Nairobi |
| 101. Mavuno Properties – Nairobi | 130. City Gate Realtors – Nairobi |
| 102. Lento Properties – Nairobi | 131. Pathway Homes – Nairobi |
| 103. Safariland Properties – Nairobi | 132. Cape Rose Properties – Nairobi |
| 104. Latifah Properties – Nairobi | 133. Colwyn Properties Ltd – Nairobi |
| 105. Township Properties – Nairobi | 134. Diamond Properties – Nairobi |
| 106. Gicumbi Real Estate – Nairobi | 135. Excel Properties Kenya – Nairobi |
| 107. Skyview Properties – Nairobi | 136. Emerald Ridge Properties – Nairobi |
| 108. Metroplex Real Estate – Nairobi | 137. Vision Properties – Nairobi |
| 109. Premier Real Estates Ltd – Nairobi | 138. Tranquil Estates Ltd – Nairobi |
| 110. Sevens Properties – Nairobi | 139. Lionheart Real Estate – Nairobi |
| 111. Elite Homes Limited – Nairobi | 140. Blue Arrow Properties Ltd – Nairobi |
| 112. Frasers Property Kenya – Nairobi | 141. Top Edge Properties – Nairobi |
| 113. Urban Real Estate Ltd – Nairobi | 142. Pinnacle Real Estate – Nairobi |
| 114. Gikambura Real Estate – Gikambura | 143. Riverwood Properties Ltd – Nairobi |
| 115. Comfort Estates Ltd – Nairobi | 144. Lifestyle Homes – Nairobi |
| 116. Homegrow Real Estate – Nairobi | 145. Oakwood Properties – Nairobi |
| 117. Jami Properties – Nairobi | 146. Cormack Estates – Nairobi |
| 118. Castle Realtors – Nairobi | 147. New Dawn Real Estate Ltd – Nairobi |
| 119. Nest Properties Ltd – Nairobi | 148. Genesis Real Estate – Nairobi |
| 120. Westwood Real Estate – Nairobi | 149. Crown Real Estate – Nairobi |
| 121. Dunhill Consulting Ltd – Nairobi | 150. Global Properties – Nairobi |
| 122. Triad Developers – Nairobi | |



Appendix IV: NACOSTI Research Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
RefNo: 491701	Date of Issue: 04/April/2025
RESEARCH LICENSE	
	
This is to Certify that Mr.. John Robert Ouko of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EFFECTS OF NON-FINANCIAL INCENTIVES ON EMPLOYEE PERFORMANCE AMONG REAL ESTATE COMPANIES IN NAIROBI COUNTY for the period ending : 04/April/2026.	
License No: NACOSTI/P/25/418009	
491701	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	

Appendix V: Ethical Review Certificate



10th April 2025

Mr Otuko John,
jouko@strathmore.edu

Dear Mr Otuko,

RE: Effects of Non-Financial Incentives on Employee Performance Among Real Estate Companies in Nairobi County

This is to inform you that SU-ISERC has reviewed and approved your above SU-masters proposal. Your application reference number is SU-ISERC2785/25. The approval period is from 10th April 2025 to 9th April 2026.

This approval is subject to compliance with the following requirements:

- i Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Ambrose Rachier'.

Mr Ambrose Rachier,
Chairperson; SU-ISERC