



EMPLOYEE REWARD SYSTEM AND PERFORMANCE OF INSURANCE COMPANIES IN NAIROBI CITY, KENYA

Emmy Kisa¹, Prof. Ronald Chepkilot², Dr. Emily Cheposero Tumwet³

Kabarak University, Kenya

Article DOI: <https://doi.org/10.36713/epra29100>

DOI No: 10.36713/epra29100

ABSTRACT

Insurance companies operate in a highly competitive and regulated environment that demands motivated, productive, and retained employees to sustain organizational performance. Despite the strategic importance of employee reward systems in driving performance, many insurance firms in Kenya continue to experience challenges related to employee motivation, inequitable compensation, and weak non-financial recognition structures. This study examined the influence of employee reward systems on the performance of insurance companies in Nairobi City, Kenya. The study was anchored on the Resource-Based View (RBV), which holds that valuable, rare, and inimitable human resources, attracted and retained through effective reward systems, generate sustainable competitive advantage. A descriptive research design with a correlational approach was adopted, targeting 144 Human Resource Managers, Branch Managers, Departmental Managers, and Operations Managers drawn from 36 insurance companies selected through simple random sampling out of 58 registered insurance companies in Nairobi City. Data was collected using structured questionnaires and the study achieved a response rate of 75.7% ($n = 109$). Descriptive statistics, Pearson correlation, and simple linear regression analysis were employed for data analysis using IBM SPSS Statistics Version 32. The findings revealed that employee reward systems had a positive and statistically significant relationship with the performance of insurance companies in Nairobi City, Kenya ($r = 0.563$; $p = 0.000$). Regression analysis further confirmed that employee reward systems have a significant positive influence on organizational performance ($\beta = 0.273$). However, descriptive findings indicated that non-financial recognition programs remain minimal, merit-based bonus structures are unclear, and reward systems are perceived as inequitable across departments. The study concluded that employee reward systems significantly enhance organizational performance by strengthening motivation, equity, and retention. The study recommended that management of insurance companies design fair, performance-linked reward structures combining financial and non-financial incentives, establish transparent merit-based bonus frameworks, and standardize reward equity across departments.

KEYWORDS: Employee Reward System, Organizational Performance, Insurance Companies, Resource-Based View, Kenya

1.0 INTRODUCTION

1.1 Background of the Study

Human Resource Management (HRM) practices are widely recognized as systematic activities implemented within an organization to attract, develop, motivate, and retain employees in a manner that enhances organizational effectiveness (Armstrong & Taylor, 2023). Among these practices, the employee reward system occupies a central position because it directly shapes employee motivation, commitment, and productivity, which in turn influence organizational performance (Salman, Anwar, Ganie & Saleem, 2023). An employee reward system comprises both financial incentives, such as salary, commission, and merit-based bonuses, and non-financial incentives, such as recognition, career growth opportunities, and flexible benefits, designed to acknowledge employee contributions and encourage the achievement of organizational objectives (Armstrong & Brown, 2022).

Reward systems are critical in project and organizational management because they provide a structured mechanism through which effort is translated into measurable performance outcomes. Well-designed reward systems ensure that high-performing employees are retained, that motivation is sustained across departments, and that organizational goals are reinforced through equitable recognition of contribution (Aguinis, 2023). Poorly structured reward systems, on the other hand, are associated with reduced morale, inequity perceptions, high staff turnover, and diminished organizational competitiveness (Ndunge & Bula, 2023).

The insurance sector in Kenya, which is concentrated mainly in Nairobi City County, operates in a highly competitive, dynamic, and heavily regulated environment that requires a motivated and stable workforce to deliver quality service, manage risk, and sustain profitability (Insurance Regulatory Authority [IRA], 2024; Association of Kenya Insurers [AKI], 2024). Effective reward management is particularly critical in this sector because employee performance directly affects underwriting outcomes, claims settlement efficiency, and customer retention (Jala & Bation, 2023). However, insurance firms in Kenya continue to face difficulties in designing reward



systems that go beyond basic salary and commission to include structured, equitable, and motivating non-financial recognition programs (Kajwang, 2022; Chirchir & Wamwayi, 2024).

1.2 Statement of the Problem

Insurance companies in Nairobi should leverage well-structured reward systems to motivate employees, reduce turnover, and drive superior organizational performance. Despite this expectation, organizational performance among insurance companies in Nairobi City County remains uneven, with persistent challenges in operational efficiency and productivity (Insurance Regulatory Authority [IRA], 2024; Association of Kenya Insurers [AKI], 2024). The Insurance Regulatory Authority reported that although the Kenyan insurance industry remained profitable in 2024, insurers continued to experience high management and operating expenses alongside pressure on underwriting performance (Insurance Regulatory Authority [IRA], 2024). CIC Insurance Group similarly acknowledged that despite an increase in insurance revenue to KSh 26.3 billion in 2024, insurance service expenses remained high, constraining service results (CIC Insurance Group, 2024).

Previous studies have demonstrated that reward and compensation practices positively influence performance. Kabuki (2019) found strong positive correlations between financial, developmental, social, and intrinsic rewards and employee performance among impact sourcing firms in Kenya, while Puka, Wanyama and Aliata (2019) established that compensation explained 62.1% of the variance in job performance within the Kakamega County Government. Despite these findings, these studies were conducted in sectors and organizational contexts, impact sourcing and public county government, that differ structurally from the competitive, regulation-intensive insurance industry, with limited empirical evidence specific to insurance firms in Nairobi. Consequently, the influence of employee reward systems on the performance of insurance companies in Nairobi City, Kenya remains inadequately understood. This knowledge gap necessitated the current study to examine the relationship between employee reward systems and the performance of insurance companies in Nairobi City, Kenya.

1.3 Objective of the Study

To assess the influence of employee reward system on performance of insurance companies in Nairobi City, Kenya.

1.4 Research Hypothesis

H0: Employee reward system has no significant influence on performance of insurance companies in Nairobi City, Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework: Resource-Based View (RBV)

The Resource-Based View (RBV) was first introduced by Wernerfelt (1984) and extended by Barney (1991), who argued that sustainable competitive advantage is achieved when an organization possesses resources that are valuable, rare, inimitable, and non-substitutable. Human capital and the systems used to manage it, including reward systems, are viewed under this theory as strategic resources capable of generating superior organizational performance (Shaw, 2021).

RBV emphasizes not only the possession of valuable resources but also the manner in which those resources are managed and deployed to create a competitive edge. Applied to employee reward systems, the theory suggests that firms which design fair, competitive, and well-structured compensation packages are better positioned to attract, motivate, and retain high-performing employees, who then become a source of sustained advantage in a competitive market (Barney, 1991). This is particularly relevant to Kenya's increasingly regulated insurance market, where the retention of skilled and motivated personnel directly determines an organization's capacity to compete (Shaw, 2021).

The theory further contributes to understanding the reward-performance relationship by proposing that reward systems which are difficult for competitors to replicate, through the combination of financial incentives, recognition programs, and career growth opportunities, create a scarce and valuable human capital base. This human capital base becomes a source of long-term organizational performance, particularly in service-intensive industries such as insurance where employee competence and motivation are directly tied to service delivery quality (Wright & Constantin, 2021).

2.2 Concept of Employee Reward System

An employee reward system refers to the financial and non-financial incentives provided by an organization to recognize employee contributions, motivate performance, and encourage the achievement of organizational objectives (Armstrong & Brown, 2022). Financial rewards typically include basic salary, commission, and merit-based bonuses, while non-financial rewards encompass recognition programs, career advancement opportunities, and flexible benefits packages tailored to diverse employee needs. An effective reward system is one that links individual and team performance directly to compensation and recognition outcomes, thereby reinforcing



desired behaviors and sustaining motivation over time (Aguinis, 2023). In highly regulated and competitive sectors such as insurance, reward systems also play a role in shaping employee retention, since inequitable or poorly structured rewards are associated with dissatisfaction, disengagement, and eventual staff turnover (Quader, 2024).

2.3 Empirical Literature

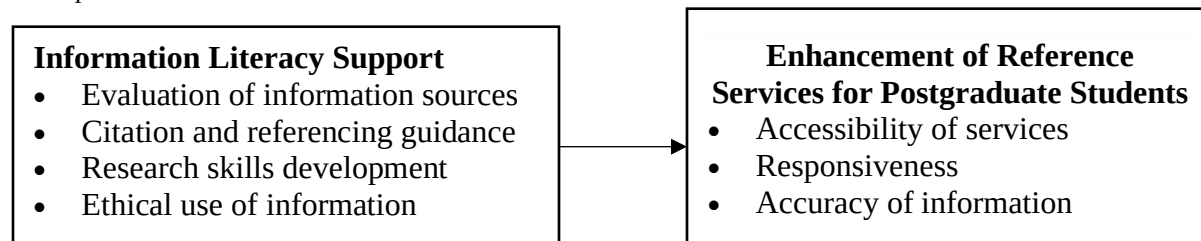
Kabuki (2019) undertook a study on reward management strategies and employee performance within impact sourcing firms in Kenya. The study, conducted at Kenya's Cloud Factory, targeted 45 permanent employees using descriptive statistics, Pearson correlation, and regression analysis via SPSS. The findings revealed strong and statistically significant positive correlations between financial, developmental, social, and intrinsic rewards and employee performance. While the study demonstrated the importance of diversified reward structures, its scope was limited to a single organization within the impact sourcing sector, raising questions about generalizability to the insurance industry.

Puka, Wanyama and Aliata (2019) investigated the effect of compensation on job performance within the Kakamega County Government using a correlational research design targeting 171 respondents drawn from a population of 242 staff. The results indicated that compensation accounted for 62.1% of the variance in job performance ($p < 0.05$). Although statistically significant, the findings are of limited applicability outside public county government settings and do not capture the competitive dynamics of the insurance sector. Ampomg (2024) examined the effect of employee welfare and compensation on organizational performance at Sahel Sahara Bank in Ghana using a mixed-methods correlational design with a sample of 30 employees. The findings showed a strong positive relationship between welfare and compensation packages and performance outcomes, with equity and motivation identified as key drivers. However, the small sample size and single-organization focus limit the transferability of these findings to a broader, more regulated sector such as insurance.

Quader (2024) explored human resource management practices and employee satisfaction within Bangladesh's private banking sector using a descriptive design and Z-test analysis. The findings revealed significant employee dissatisfaction regarding compensation, career growth, and management style. This finding is important because it demonstrates that reward systems can be a source of dissatisfaction rather than motivation when they are poorly structured, an outcome the present study sought to examine within the Kenyan insurance context, a gap not addressed by the studies reviewed above.

Figure1:

Conceptual Framework



3.0 RESEARCH METHODOLOGY

The study adopted a descriptive research design with a correlational approach. A descriptive research design is a methodological framework used to describe the characteristics, behaviors, or conditions of a population or phenomenon as they exist naturally, without manipulation of variables (Creswell & Creswell, 2018). The correlational approach was used to determine the strength and direction of the relationship between employee reward systems and organizational performance, without manipulating either variable (Saunders, Lewis & Thornhill, 2020). The target population comprised 144 respondents drawn from Human Resource Managers, Branch Managers, Departmental Managers, and Operations Managers working in insurance companies in Nairobi City, Kenya. According to the Insurance Regulatory Authority (IRA, 2025), there are 58 registered insurance companies in Kenya, with the majority having their headquarters in Nairobi City. The unit of analysis was the insurance companies, while the unit of observation comprised the managerial respondents who provided primary data on human resource practices and organizational performance.

Sampling involved selecting a representative group of insurance companies operating in Nairobi City. Out of the 58 registered insurance companies, 36 were selected through simple random sampling, giving each firm an equal and independent chance of selection and minimizing selection bias. From each selected insurance company, four respondents, namely the Human Resource Manager, Branch Manager, Departmental Manager, and Operations Manager, were purposively selected due to their strategic knowledge of HRM practices and organizational performance. This yielded a target sample size of 144 respondents. Primary data was collected through



structured Likert scale questionnaires utilizing a 1–5 scale, ranging from "Strongly Disagree" to "Strongly Agree." This structured approach enabled respondents to express nuanced opinions regarding employee reward systems and organizational performance. Closed-ended questions generated measurable responses, while open-ended questions provided detailed qualitative explanations (Mugenda & Mugenda, 2003).

A pilot study was conducted among employees of insurance firms in Nakuru County to avoid contaminating the intended target population in Nairobi. The test-retest method was used to assess reliability, with the questionnaire administered twice to the same 10 employees over a two-week interval. Internal consistency was assessed using Cronbach's Alpha, with values between 0.70 and 0.90 considered acceptable (Bryman & Bell, 2003). The instrument met the required reliability threshold, confirming its suitability for data collection. Statistical analysis was performed on the quantitative data obtained. Descriptive statistics, including means and standard deviations, were used to summarize the data. Pearson correlation and simple linear regression analyses were conducted to examine the relationship between employee reward systems and organizational performance. IBM SPSS Statistics Version 32 was used to generate the analysis. The regression model is represented as: $Y = \beta_0 + \beta_1 X_1 + \varepsilon$. Where: Y = Performance of insurance companies, β_0 = Constant, β_1 = Coefficient of employee reward system, X_1 = Employee Reward System and ε = Error term

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Response Rate

The study administered questionnaires to 144 respondents drawn from insurance companies in Nairobi City. Out of these, 109 questionnaires were duly completed and returned, representing a response rate of 75.7%. According to Mugenda (2019), a response rate of 70% and above is considered excellent for data analysis.

4.2 Descriptive Statistics for Employee Reward System

The study requested respondents to give their opinions regarding the employee reward system in insurance companies in Nairobi City, Kenya. The findings are presented in Table 1.

Table 1:
Descriptive Statistics for Employee Reward System

Statement	SD F (%)	D F (%)	U F (%)	A F (%)	SA F (%)	Mean	Std. Dev.
Our organization offers basic salary and commission but lacks non-financial rewards	4 (3.7)	9 (8.3)	13 (11.9)	43 (39.4)	40 (36.7)	3.88	1.078
We do not have a clear structure for merit-based bonuses	5 (4.6)	10 (9.2)	14 (12.8)	41 (37.6)	39 (35.8)	3.81	1.106
Recognition programs are minimal and informal	6 (5.5)	11 (10.1)	16 (14.7)	39 (35.8)	37 (33.9)	3.72	1.149
Staff feel that reward systems are not equitable across departments	7 (6.4)	13 (11.9)	17 (15.6)	38 (34.9)	34 (31.2)	3.61	1.183
We do not consistently link performance to promotions	6 (5.5)	12 (11.0)	15 (13.8)	40 (36.7)	36 (33.0)	3.70	1.156
Our benefits package lacks flexibility to meet diverse employee needs	8 (7.3)	14 (12.8)	18 (16.5)	36 (33.0)	33 (30.3)	3.54	1.217
Overall Average						3.71	1.148

Table 12 reveals that 76.1% of the respondents agreed (mean of 3.88, std. dev. of 1.078) that it is indicated that non-financial rewards are not provided by the organizations in addition to basic salary and commission. A further 73.4% agreed (mean 3.81, std. dev. 1.106), that there is no clear structure for merit-based bonuses. The results both align with Quader (2024) who discovered considerable dissatisfaction of employees regarding their compensation, motivation and career growth in the private banking sector of Bangladesh and suggest that reward structures focused on basic pay with limited structured incentives can be a source of dissatisfaction in financial-sector settings.

In the same section, 69.7% agreed (mean of 3.72, std. dev. of 1.149) that recognition programs are minimal and informal, and 66.1% agreed (mean of 3.61, std. dev. of 1.183), the lowest mean in this section, that staff feel reward systems are not equitable across departments. The comparatively lower and debated equity scores in this study may indicate that perceived inequity is weakening the link between reward and performance as found in the more narrowly focused studies by Puka, Wanyama and Aliata (2019) and Kabuki (2019), who reported significant positive correlations between financial, developmental, social, and intrinsic rewards and performance at Kenya's Cloud Factory.



Another 69.7% agreed (mean 3.70, std. dev. 1.156) that performance is not consistently correlated with promotion and 63.3% agreed (mean 3.54, std. dev. 1.217) that benefits packages are inflexible to meet the needs of diverse employees. Both of these findings point to a lack of a connection between employee welfare and compensation systems and outcomes as observed in this study, which is less pronounced than what was seen in Ampong (2024) at Sahel Sahara Bank, and the observed relationship in reward and performance observed in the literature and related studies. In general, the employee reward system was given a mean rating of 3.71 and a standard deviation of 1.148, which indicated that the respondents were not very satisfied with the level of reward and recognition systems as the positive reward-performance relationships shown by Kabuki (2019), Puka, Wanyama and Aliata (2019) and Ampong (2024) would predict, with meaningful gaps observed in non-financial recognition and equity/reward flexibility as reported by Quader (2024).

4.3 Performance of Insurance Companies

The study also assessed the performance of insurance companies in Nairobi City, Kenya. The findings are presented in Table 2.

Table 2:
Performance of Insurance Companies

Statement	SD F (%)	D F (%)	U F (%)	A F (%)	SA F (%)	Mean	Std. Dev.
We track organizational performance mainly through sales and client acquisition	3 (2.8)	6 (5.5)	10 (9.2)	46 (42.2)	44 (40.4)	4.04	0.954
Staff turnover has occasionally disrupted our performance targets	6 (5.5)	10 (9.2)	14 (12.8)	41 (37.6)	38 (34.9)	3.77	1.142
Our insurance team struggles with meeting digital service benchmarks	8 (7.3)	13 (11.9)	18 (16.5)	38 (34.9)	32 (29.4)	3.55	1.198
We rarely measure performance using employee satisfaction indicators	7 (6.4)	12 (11.0)	16 (14.7)	39 (35.8)	35 (32.1)	3.65	1.176
Cross-department collaboration needs improvement to boost overall results	5 (4.6)	9 (8.3)	13 (11.9)	43 (39.4)	39 (35.8)	3.84	1.092
Performance reporting is often reactive rather than strategic	6 (5.5)	11 (10.1)	15 (13.8)	40 (36.7)	37 (33.9)	3.73	1.151
Overall Average						3.76	1.119

Table 14 shows that 82.6% agreed (mean 4.04, std dev 0.954), the highest mean value in this table, that organizational performance is monitored primarily through sales and client acquisition, reflecting a strong commercial focus when measuring performance. The staff turnover has also occasionally affected performance targets (mean: 3.77, std. dev. 1.142; 72.5% agreed). Teams struggle to achieve digital service benchmarks, with 64.3% agreeing (mean of 3.55, std. dev. of 1.198), the least of all the sections, and 67.9% agreeing (mean of 3.65, std. dev. of 1.176) that employee satisfaction is not used as a measure of performance. This is in contrast to Pradhan and Shrestha (2022) who showed that organizational citizenship behavior is one of the important HRM related outcomes that affect performance of Kenyan insurance companies and to Azegele, Okeyo and Nyambegera (2021) who revealed that HRM practices mediate between corporate governance and performance of insurance companies specifically in Kenya, where they found that employee satisfaction is one of the outcomes of HRM which positively affects performance; the relatively smaller role of employee based metrics in this study may offer an opportunity to insurance companies to build on those results and increase employee satisfaction as a key performance indicator.

Lastly, 75.2% (mean of 3.84, std. dev. 1.092) agreed that cross-department collaboration is poor in improving overall results, and 70.6% (mean of 3.73, std. dev. 1.151) agreed that the performance reporting is often reactive rather than strategic, both signifying a need for better coordinated and forward-looking performance management. The overall performance of the organizations was recorded at a mean of 3.76 and a standard deviation of 1.119, reflecting the fact that although performance is actively monitored through commercial and operational measures which are consistent with the sales-oriented mindset of insurance companies, the comparatively limited focus on employee satisfaction and collaborative, strategic reporting reflects a gap identified by Azegele, Okeyo and Nyambegera (2021) between HRM practice and fully realized organizational performance outcomes.

4.4 Inferential Statistics

4.4.1 Correlation Analysis

The study adopted Pearson correlation analysis to examine the relationship between employee reward systems and organizational performance. Pearson's correlation coefficient (r) measures the strength and direction of association between two variables.



Table 3:
Correlation Analysis

Variable	Performance of Insurance Companies
Employee Reward System	$r = 0.563^{**}$
Sig. (2-tailed)	0.000
N	109

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

The results indicate that there was a positive and statistically significant correlation between employee reward system and organizational performance ($r = 0.563$; $p = 0.000 < 0.01$). This implies that improved reward system practices are associated with better performance of insurance companies in Nairobi City, Kenya. The findings are consistent with Kabuki (2019), who found strong positive correlations between diversified reward types and employee performance among impact sourcing firms in Kenya.

4.4.2 Regression Analysis

To determine the effect of employee reward system on performance of insurance companies in Nairobi City, Kenya, a simple linear regression analysis was conducted.

Table 4:
Coefficients of the Model

Model	B	Std. Error	Beta	t	Sig.
(Constant)	0.398	0.121	—	3.289	0.001
Employee Reward System	0.281	0.066	0.273	4.258	0.000

a. Dependent Variable: Performance of Insurance Companies

The regression model is: $Y = 0.398 + 0.281X_1$. According to the intercept ($\beta_0 = 0.398$), when employee reward system is held constant, the performance of insurance companies in Nairobi City would stand at 0.398. A unit increase in employee reward system results in a 0.281 increase in Performance of Insurance Companies, all other things being equal. This suggests that employee reward systems, which enhance motivation, equity, and retention, are a significant positive predictor of Performance of Insurance Companies. These findings align with the Resource-Based View (Barney, 1991) and the empirical work of Kabuki (2019) and Ampong (2024).

5.0 DISCUSSION OF FINDINGS

The study established that employee reward systems have a positive and statistically significant relationship with the performance of insurance companies in Nairobi City, Kenya. The findings indicate that basic salary and commission structures are reliably provided across firms, forming a stable financial foundation for compensation. However, the study revealed notable implementation gaps. In particular, respondents indicated that merit-based bonus structures remain unclear, non-financial recognition programs are minimal and informal, and reward systems are perceived as inequitable across departments.

The descriptive results showed an overall mean score of 3.71, indicating that respondents generally agreed that reward-related shortcomings exist despite the presence of basic compensation structures. This suggests that although reward systems exist in form, their strategic design and equitable enforcement remain weak. Inferential statistics confirmed a moderate and statistically significant positive relationship between employee reward system and Performance of Insurance Companies ($r = 0.563$; $p = 0.000$), indicating that improvements in reward practices are associated with better organizational outcomes. Regression analysis further revealed that employee reward system has a significant positive influence on Performance of Insurance Companies ($\beta = 0.273$), confirming its role as a meaningful predictor of performance among the insurance firms studied.

These findings are consistent with Kabuki (2019), who found that financial, developmental, social, and intrinsic rewards were all significantly and positively correlated with employee performance. The findings also align with the Resource-Based View (Barney, 1991), which emphasizes those valuable and well-managed human resources, sustained through effective reward systems, generate lasting competitive advantage. The persistence of perceived inequity across departments reflects the concerns raised by Quader (2024), who found that poorly structured reward systems can undermine rather than reinforce employee motivation in financial-sector settings. The comparatively lower mean for benefits flexibility (3.54) suggests that insurance firms in Nairobi have yet to adopt the diversified, needs-based benefits approaches associated with stronger reward-performance outcomes in other contexts, such as those reported by Ampong (2024) in the Ghanaian banking sector. This indicates an opportunity for insurance companies to strengthen reward system design as a deliberate performance-enhancement strategy rather than a purely administrative compensation function.



6.0 CONCLUSION

Based on the study findings, it was concluded that employee reward systems significantly enhance the performance of insurance companies in Nairobi City, Kenya by strengthening motivation, equity, and employee retention. The conclusion was informed by the significant positive relationship between employee reward system and Performance of Insurance Companies ($r = 0.563$; $p = 0.000$; $\beta = 0.273$), as well as descriptive findings which revealed unclear merit-based bonus structures, minimal non-financial recognition, and inequitable reward distribution across departments. The findings support the Resource-Based View, which emphasizes the role of valuable and well-managed human resources in driving sustained Performance of Insurance Companies.

7.0 RECOMMENDATIONS

Based on the finding that employee reward system had a significant positive influence on Performance of Insurance Companies ($\beta = 0.273$; $p < 0.05$), the study recommends that: Management of insurance companies should design fair, performance-linked reward structures that combine financial and non-financial incentives to sustain employee motivation. Organizations should establish transparent, merit-based bonus frameworks with clearly communicated criteria for allocation, to be periodically reviewed. Insurance companies should standardize reward distribution practices across departments to eliminate perceived inequity and strengthen trust in the reward system. Firms should introduce flexible benefits packages that accommodate diverse employee needs, and should formally link promotion decisions to documented performance outcomes to reinforce the performance-reward relationship.

8.0 REFERENCES

1. Aguinis, H. (2023). *Performance management* (5th ed.). Chicago Business Press.
2. Ampong, I. (2024). Assessing the effect of employee welfare and compensation on organizational performance: A case of Sahel Sahara Bank Ghana Limited. *Cogent Business & Management*, 11(1), 2315690.
3. Armstrong, M., & Brown, D. (2022). *Armstrong's handbook of reward management practice*. Kogan Page.
4. Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (16th ed.). Kogan Page.
5. Association of Kenya Insurers. (2024). *Insurance industry annual report 2024*. Association of Kenya Insurers.
6. Azegele, M., Okeyo, W., & Nyambergera, S. (2021). The mediating effect of human resource management practice on the relationship between corporate governance and organizational performance of insurance companies in Kenya. *Journal of Human Resource & Leadership*, 5(2), 89–103.
7. Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
8. Bryman, A., & Bell, E. (2003). *Business research methods*. Oxford University Press.
9. Chirchir, C. C., & Wamwayi, S. (2024). Outsourcing of human resource functions and performance of insurance companies in Kenya. *International Journal of Social Sciences Management and Entrepreneurship*.
10. CIC Insurance Group. (2024). *Annual report and financial statements 2024*. CIC Insurance Group.
11. Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
12. Insurance Regulatory Authority. (2024). *Insurance industry annual report 2024*. Insurance Regulatory Authority.
13. Jala, J. V. M., & Bation, N. D. (2023). The interplay of strategic human resource management practices and organizational performance: A study in the insurance industry. *International Journal of Innovation Scientific Research and Review*, 5(12), 5615–5619.
14. Kabuki, S. W. (2019). *The influence of reward management strategies on employee performance within impact sourcing firms in Kenya* [Master's dissertation, Africa International University].
15. Kajwang, B. (2022). Effects of training and development practices on performance of insurance sector in Kenya. *International Journal of Research in Business and Social Science*, 11(4), 140–148.
16. Mugenda, O. M. (2019). *Research response rate benchmarks in social science research*. ACTS Press.
17. Mugenda, O. N., & Mugenda, A. G. (2003). *Research methods: A quantitative and qualitative approach*. ACTS Press.
18. Ndunge, J. J., & Bula, H. O. (2023). Human resource management practices and employee performance of Kenya Reinsurance Corporation, Nairobi City County, Kenya. *International Journal of Business Management, Entrepreneurship and Innovation*, 5(4), 78–92.
19. Puka, S., Wanyama, K. W., & Aliata, V. L. (2019). Employee compensation and its impact on job performance in the Kakamega County Government, Kenya. *The Strategic Journal of Business & Change Management*, 6(3), 627–635.
20. Quader, M. (2024). Exploring human resource management practices and employee satisfaction in Bangladesh's private banking sector. *Journal of Policy Options*, 7(1), 36–45.
21. Salman, M., Anwar, I., Ganie, S. A., & Saleem, I. (2023). Impact of human resource management practices on organizational performance: Evidence from the Indian banking industry. *Management and Labour Studies*, 49(1), 1–23.
22. Saunders, M., Lewis, P., & Thornhill, A. (2020). *Research methods for business students* (8th ed.). Pearson.
23. Shaw, J. D. (2021). The resource-based view and its use in strategic human resource management research: The elegant and inglorious. *Journal of Management*, 47(7), 1787–1795.
24. Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171–180.
25. Wright, C. F., & Constantin, A. (2021). Why recruit temporary sponsored skilled migrants? A human capital theory analysis of employer motivations in Australia. *Australian Journal of Management*, 46(1), 151–173.