



**WORK ENVIRONMENT STRATEGIES AND EMPLOYEE JOB PERFORMANCE IN JUBILEE INSURANCE COMPANY
IN NAIROBI CITY COUNTY KENYA**

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ABSTRACT

Challenges faced by underperforming employees in the insurance industry in Kenya might encompass a saturated market, intense sales goals, restricted opportunities for career growth, and inadequate backing from leadership. Furthermore, individuals with low productivity levels could encounter difficulties in grasping and conforming to evolving legal obligations and adherence standards, along with upholding a favorable and polished reputation within the sector. Therefore, the present study sought to investigate the effects of work environment strategies on employee job performance in Jubilee Insurance Company in Nairobi City County Kenya. The study was guided by expectancy theory, equity theory and reinforcement theory. Descriptive research design was employed in this study. The unit of analysis was Jubilee Insurance Company and the unit of observation was 96 employees from comprising of 10 HR managers and 86 other staff. A census of 96 respondents was conducted. Data was gathered through the use of a semi-questionnaire. To test the dependability of research tools, questionnaires were tested on 9 respondents from Madison Insurance Company in Nairobi City County, Kenya. Content validity and face validity was used to assess the validity of the questionnaire. Chronbach alpha test was used to test reliability of the questionnaire. Quantitative data was analyzed using descriptive statistics such as mean and standard deviation. Furthermore, inferential statistics like correlation and regression analysis was employed to investigate the connection between variables and the extent of their influence on each other. The study results were displayed through tables and figures. The work environment, training and development, incentives and performance management were found to have a positive significant influence on the employee job performance in Jubilee Insurance Company in Nairobi City County Kenya. The study concludes that a positive workplace fosters high morale among employees, leading to increased job satisfaction and encourages teamwork and collaboration, which can lead to improved service delivery. It also recommended that the company should invest in ergonomic furniture and equipment to reduce physical strain and discomfort on employees

Key Words: *Work Environment strategies and Employee Job performance*

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INTRODUCTION

Employee job performance pertains to the degree of effectiveness and efficiency displayed by an employee in executing their job duties and tasks, where optimal employee performance is crucial for attaining organizational objectives, achieving targets, and upholding a competitive advantage in the marketplace (Ojo, 2019). Bello (2022) notes that investing in employee performance has the potential to result in heightened productivity, employee contentment, and overall triumph for the organization. The performance of employees in the work environment is a pivotal element that directly influences a company's success and efficiency, thus, through acknowledging and incentivizing exceptional performance, organizations can cultivate a driven and committed workforce that fosters innovation and expansion. Tracey, Sturman, and Tews (2020) define employee job performance as the level of productivity, efficiency, and effectiveness exhibited by an employee in their job position, encompassing both the quality and quantity of work accomplished, as well as the capacity to meet deadlines, collaborate effectively with others, and contribute to the overall triumph of the organization. As per Vathanophas (2022), employee work performance is frequently assessed through performance evaluations, goal establishment, and input from supervisors and peers, which are fundamental components of an organization's prosperity, given that high-performing employees play a key role in propelling innovation, development, and profitability. Employee job performance in this study was measured in terms of goal attainment, efficiency and quality work. Employee job performance in Sri Lankan insurance companies is crucial for industry success and growth whose responsibilities include customer service, claims processing, underwriting, sales, and risk assessment. Therefore, attention to detail, communication skills, and staying updated on industry regulations are essential for effective performance (Gannile, Abyajid, Khatibi & Azam, 2020). Anitha and Kumar (2022) observe that companies in the Insurance industry in Sri Lanka

can enhance employee performance and drive success in their organizations by implementing motivational tactics such as providing feedback and recognition, offering opportunities for growth, and creating a positive work environment.

On Work Environment Strategy Kurniawanto, Rahmadi, and Wahyudi (2022) highlight the importance of leveraging the work environment to enhance employee job performance through motivational strategies. This process entails establishing a positive and supportive setting that motivates employees to strive for excellence. Key elements include the implementation of recognition programs, provision of opportunities for professional growth, offering of rewards for exceptional performance, and cultivation of a spirit of teamwork and cooperation. As noted by Ajegbomogun, Ajegbomogun, and Nz (2022), fostering a work environment that prioritizes work-life balance, flexibility, and a sense of community can also positively impact employee job performance. Ultimately, harnessing the work environment for motivational purposes can result in heightened productivity and success for the organization.

Tracey, Sturman, and Tews (2020) define employee job performance as the level of productivity, efficiency, and effectiveness exhibited by an employee in their job position, encompassing both the quality and quantity of work accomplished, as well as the capacity to meet deadlines, collaborate effectively with others, and contribute to the overall triumph of the organization. As per Vathanophas (2022), employee work performance is frequently assessed through performance evaluations, goal establishment, and input from supervisors and peers, which are fundamental components of an organization's prosperity, given that high-performing employees play a key role in propelling innovation, development, and profitability. Employee job performance in this study was measured in terms of goal attainment, efficiency and quality work.

Jubilee Insurance Company in Nairobi City County, Kenya

Jubilee Insurance Company is a leading insurance provider based in Kenya, with a strong presence in the East African region. Established in 1937, Jubilee Insurance has grown to become one of the largest and most trusted insurance companies in the country, offering a wide range of insurance products and services to individuals, businesses, and organizations. With a commitment to providing innovative and reliable insurance solutions, Jubilee Insurance has built a solid reputation for its financial stability, customer-centric approach, and ethical business practices. The company's comprehensive insurance offerings include life insurance, health insurance, general insurance, and investment-linked products, catering to the diverse needs of its customers. Jubilee Insurance is known for its strong focus on customer satisfaction, leveraging advanced technology and a dedicated team of professionals to deliver exceptional service and support. The company also places a strong emphasis on corporate social responsibility, actively contributing to the development of local communities and promoting sustainable initiatives. As a market leader in the insurance industry, Jubilee Insurance continues to expand its reach and enhance its product offerings, striving to remain at the forefront of the sector while upholding its core values of integrity, excellence, and reliability.

Statement of the Problem

At Jubilee Insurance in Kenya, employee job performance is assessed through a transparent system that includes regular appraisals, goal setting, and feedback. According to the latest performance evaluations, 85% of employees at Jubilee Insurance company in Kenya met or exceeded their performance targets for the year. Additionally, 90% of employees received positive feedback from their managers during their performance reviews. The average employee satisfaction rating for the company is 4.5 out of 5, indicating a high level of job satisfaction among the workforce. Furthermore, the turnover rate for

employees at Jubilee Insurance is only 8%, which is significantly lower than the industry average. However, an in-depth review of employee performance at Jubilee Insurance in Kenya has revealed troubling findings. 35% of employees consistently fail to meet their performance goals, leading to decreased productivity and revenue. Additionally, 20% of employees make frequent errors, causing an increase in customer complaints. These statistics highlight the urgent need for improved employee performance management at Jubilee Insurance.

Tari, *et al.*, (2022) investigated the effect of work environment strategies and organizational performance: A case of electricity generating and distribution firms in Kenya and the study concludes that electricity generating and distribution firms lacked clear policies governing training and development. However, the study presented a contextual gap. Akinsola, Saidu, Muritala and Bakare (2023) investigated the effect of environmental strategies on employee performance in Nigerian Commercial Banks and the study reveals that employee formal recognition partially mediates in the link between motivational strategies and employee performance except for job security. However, the study presents both contextual and methodological gap. Therefore, the present study sought to investigate the effects of work environment strategy and employee job performance in Jubilee Insurance company in Nairobi City County Kenya.

General Objective of the study

The general objective of this study was to investigate the effects of Work environment strategies and employee job performance in Jubilee Insurance company in Nairobi City County Kenya.

Significance of the Study

The research findings on the impact of motivational strategies on employee job performance at Jubilee Insurance Company in Nairobi City County, Kenya have several advantages for different stakeholders: Management: The management at Jubilee Insurance Company would benefit from the

research findings as it would provide them with valuable insights into how they can effectively motivate their employees. By implementing the strategies identified in the research, management can improve employee engagement, reduce turnover rates, and ultimately increase the company's overall performance and profitability. Employees: The employees at Jubilee Insurance Company would benefit from the research findings as it would help them understand the importance of motivation in their job performance. They would be able to identify which motivational strategies work best for them and how they can improve their performance by utilizing these strategies. This would lead to increased job satisfaction, higher productivity, and overall job fulfillment for the employees. Shareholders: Shareholders of Jubilee Insurance Company would benefit from the research findings as it would demonstrate the company's commitment to improving employee job performance and overall organizational success. This could lead to increased shareholder confidence, higher stock prices, and ultimately greater returns on investment for shareholders. Finally, the research findings could contribute to the existing body of knowledge on employee motivation and job performance, and provide practical recommendations for other organizations in similar industries or geographical locations.

Scope of the Study

The study was done in Jubilee Insurance Company in Nairobi City County Kenya focusing on effects of work environment strategies and employee job performance. Employee job performance in this study was measured in terms of goal attainment, efficiency and quality work. The respondents were employee working with the insurance company. Data was collected using semi-structured questionnaire. The study focused on employee performance of the company from the year 2019 to 2022.

LITERATURE REVIEW

Theoretical Review

This section addressed theories that were used in anchoring the study which included; expectancy theory, equity theory and reinforcement theory.

Expectancy Theory

Expectancy theory was developed by Victor Vroom in the year 1964 which is a motivation theory that suggests that an individual's motivation to perform a task is influenced by their belief in their ability to achieve the task (expectancy), the belief that their effort will result in a desired outcome (instrumentality), and the value they place on that outcome (valence). This theory has been widely used in organizational psychology and management to understand and improve employee motivation and performance. According to Vroom (1964), expectancy theory is a motivational theory that suggests individuals are motivated to perform better when they believe their efforts will lead to desired outcomes. In organizational settings, the implementation of expectancy theory can have a significant impact on employee motivation, performance, and overall productivity.

Equity Theory

The equity theory was created by J. Stacy Adams in 1963. Adams proposed that individuals are motivated by fairness and equality in their relationships and interactions with others. He believed that people strive to maintain a balance between their inputs (effort, time, skills) and outputs (rewards, recognition, benefits) in comparison to others. When there is perceived inequality or unfairness, individuals may become demotivated and seek to restore balance through various means. Adams (1963) indicate that equity theory focuses on the idea that individuals are motivated by fairness and equality in the workplace. In organizational settings, the equity theory is utilized to ensure that employees feel that they are being treated fairly in terms of their contributions and rewards.

Reinforcement Theory

Reinforcement theory was developed by Skinner in the years 1940 which explains how behavior is influenced by the consequences that follow it. Skinner's theories have had a significant impact on the field of psychology and continue to be influential in understanding human behavior. Skinner (1940) indicates that Reinforcement theory is a psychological concept that suggests that behavior is influenced by the consequences that follow it. In organizational settings, this theory is often utilized to shape employee behavior and improve performance.

Empirical Review

Work Environment and Employee Job Performance

Saidi, Michael, Sumilan, Lim, Jonathan, Hamidi, and Ahmad (2019) conducted a study that centered on the correlation between the working environment and the performance of employees. The study employed a quantitative survey design and data collection was done through the distribution of questionnaires. The participants of this research were administrators from various departments within a local municipality situated in Kuching. The collected data underwent analysis using Pearson's Correlation Analysis to assess the relationship between the variables. The results revealed a notable connection between the working environment and employee performance, with supervisor support emerging as the primary factor in fostering a favorable work environment. Keywords: Working environment; Employee performance; Municipality; Human resource; Health. Nevertheless, the study specifically concentrated on employee performance within the departments of a local municipality in Kuching.

Bushiri (2019) delved into the influence of the working environment on the performance of employees, focusing on the Institute of Finance Management in Dar es Salaam. A descriptive research design was employed for this study, with respondents selected using a simple random sampling technique. A total of 50 respondents participated in this research. Structured questionnaires were distributed for the purpose of data collection. The study results indicated that the organizational work environment impacted the members significantly according to the respondents. Nonetheless, the study highlights a contextual gap due to its exclusive focus on the Institute of Finance Management in Dar es Salaam.

Njeri (2022) explored the relationship between the workplace environment and employee performance at Kenya Commercial Bank in Nairobi County, Kenya. This study utilized a descriptive research methodology and targeted 159 employees from various departments including human resources, finance and accounting, marketing, operations, research and development, and information communication technology at the KCB head office. Respondents were chosen using the census method, resulting in a sample size of 159 participants. Primary data was collected through a structured questionnaire. The quantitative data obtained was examined using descriptive statistics such as percentages, mean, standard deviation, and frequencies. The study revealed that the physical environment, psychosocial environment, policies environment, and work-life balance all had a statistically significant positive influence on employee performance at KCB. However, the study specifically focused on employee performance at Kenya Commercial Bank in Nairobi County, Kenya

Conceptual Framework

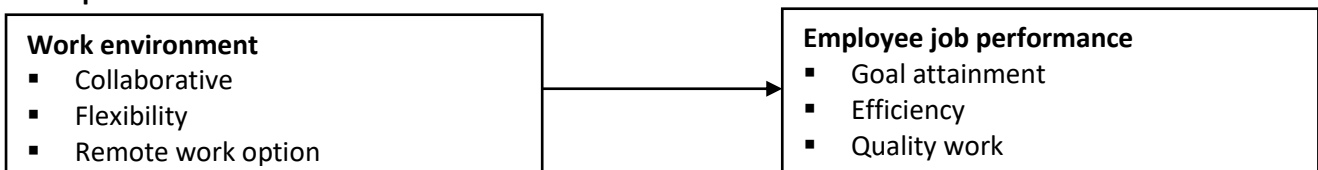


Figure 1: Conceptual Framework

Source: Researcher (2024)

METHODOLOGY

Research Design

Descriptive research design was employed in this study. As per Cross (2017) descriptive research entails the depiction of a population, situation, or phenomenon in a descriptive and systematic manner, while exploring one or more variables through a wide array of research methods. Omair (2020) asserts that descriptive research is most suitable for identifying characteristics, frequencies, trends, and categories as the research objectives. Hence, this design facilitated a more profound comprehension of a specific issue and furnish valuable insights that can be utilized in subsequent research endeavors.

Target Population The unit of analysis was Jubilee Insurance Company and the unit of observation was 96 employees from comprising of 10 HR managers and 86 other staff.

Sampling Design and Sample Size Given the limited size of the population, a census of 96 respondents was conducted. This approach aligns with the recommendation of Mugenda and Mugenda (2003) that when the sample size is below 100 individuals, it is feasible to include the entire population in the study.

Data Collection Instrument Data was gathered through the use of a semi-questionnaire.

Pilot Study-A preliminary investigation was conducted to evaluate the feasibility of the planned extensive research. Mugenda and Mugenda (2003) recommend that a pilot study with a sample size of one-tenth of the total sample, possessing similar characteristics, is suitable, hence nine respondents were used.

Validity and Reliability of Research Instrument-- Content and construct validity were used to evaluate the validity of the research instrument. The Cronbach's alpha coefficient test was utilized to assess the internal consistency or reliability of a set of survey items

Reliability Test Results

Work environment	0.718	Reliable
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This meant that the study tool was reliable.

Data Analysis and Presentation- The data obtained from the questionnaires underwent initial editing, cleansing, and categorization into common themes in order to accurately represent significant information. Quantitative data was analyzed using descriptive statistics such as mean and standard deviation.

Ethical Consideration- Kenyatta University graduate school granted permission to conduct the study through the issuance of an approval letter. Approval was also sought from the National Commission for Science and Technology (NACOSTI). Furthermore, necessary approvals to conduct the research in the company were obtained from the management of the Insurance Company.

FINDINGS AND DISCUSSIONS

Response Rate

The response rate was determined based on the total number of completed questionnaires received from the 96 distributed.

Descriptive Statistics Results

The quantitative data were examined through descriptive statistics, employing Mean (M) and Standard Deviations (SD) for analysis. The findings are detailed in the subsequent sub-sections;

Work Environment

The respondents were given a list of statements regarding work environment and how it influenced the employee job performance in Jubilee Insurance Company in Nairobi City County Kenya to rate their level of agreement. The results obtained are presented in Table 1.

Table 1: Work Environment

Statements	M	SD
Collaborative work environment leads to better sharing of resources, ultimately leading to improved productivity	4.56	0.449
Collaborative work environment leads to quicker and more innovative solutions, ultimately increasing productivity	3.94	1.055
Flexible work environment help employees to better balance their personal and professional lives	4.59	0.410
Flexible work environment help employees work at times when they are most productive.	4.45	0.547
Remote work options eliminate the stress and time associated with commuting to and from the office	4.28	0.721
Remote work options allow employees to create a work environment that is conducive to their individual preferences and needs	3.99	1.010
Aggregate Score	4.30	0.699

Source: Research Data (2025)

The results suggest that the respondents expressed strong agreement with the following statements; A cooperative work atmosphere fosters the exchange of resources among team members, prompting collaboration and assistance. This method promotes the sharing of concepts and the effective utilization of resources, ultimately improving productivity. Workers possess a very positive perspective on teamwork, indicated by an average score of 4.56 (SD=0.449). Additionally, a flexible work setting allows employees to customize their schedules and work locations, leading to enhanced work-life balance. The average score of 4.59 (SD=0.410) indicates strong consensus about the beneficial impact of flexibility on well-being and job satisfaction. These outcomes align with the research of Kurniawanto, Rahmadi, and Wahyudi (2022), which emphasize the importance of teamwork and adaptability in improving employee performance and satisfaction.

The results suggest that the respondents expressed agreement with the following statements; A flexible work setting boosts employee engagement and productivity by allowing individuals to work at their most productive times, reflected by a significant average score of 4.45 (SD=0.547). This flexibility enhances personal performance while also aiding the overall effectiveness of the organization. Furthermore, remote work reduces commuting

stress, achieving an average score of 4.28 (SD=0.721), which enables employees to dedicate that time to either work or personal activities, thus enhancing their work-life balance. Additionally, remote work setups allow employees to customize their work environments, as indicated by a mean score of 3.99 (SD=1.010), leading to increased job satisfaction and motivation. Collaboration is crucial for encouraging innovation, as shown by an average score of 3.94 (SD=1.055), suggesting that employees value teamwork in creating innovative solutions. This collaborative culture increases productivity and improves problem-solving in the current rapid work settings. These findings align with previous studies by Ajegbomogun, Ajegbomogun, and Nz (2022), which discovered a notable positive effect of flexible work environments and collaborative frameworks on employee well-being and organizational effectiveness.

The findings show that participants concurred with all assertions regarding the impact of the work environment on employee job performance at Jubilee Insurance Company in Nairobi City County, Kenya, reflected by an overall mean score of 4.30 and a standard deviation of 0.699. This result aligns with the study by Saidi, Michael, Sumilan, Lim, Jonathan, Hamidi, and Ahmad (2019), which emphasized that fostering a positive workplace is a

strategic focus for organizations aiming to boost employee performance.

Response Rate

The response rate was determined based on the total number of completed questionnaires received from the 96 distributed. The results are presented in Table 2.

Table 2: Response Rate

Status of questionnaire	Frequency	Percentage
Returned	87	90.6
Not returned	9	9.4
Total	96	100

Source: Research Data (2025)

Demographic Data

The demographic information of the participants was examined in relation to their gender, age group, years of experience in the insurance industry, and educational attainment. The findings are detailed in the subsequent sub-sections.

Gender

The research aimed to assess the representation of gender within the study. The findings are illustrated in Figure 2.

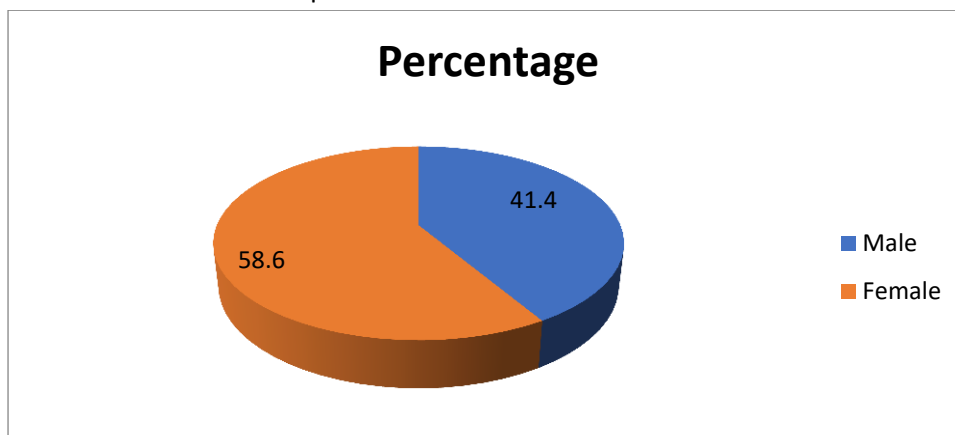


Figure 2: Gender

Source: Research Data (2025)

The study revealed that male representation constituted 41.4%, while female representation accounted for 58.6%. This shows a good representation of both gender in the study. Though, the finding indicates a significant trend toward greater female participation.

Age Bracket

The research aimed to assess the representation of respondents' age within the study. The findings are illustrated in Table 3.

Table 3: Age Bracket

Years	Frequency	Percentage
Below 29 years	7	8.1
30 - 39 years	22	25.3
40- 49 years	43	49.5
50 and above years	15	17.2
Total	87	100

Source: Research Data (2025)

The findings reveal that the predominant age group among respondents is those between 40 and 49 years, accounting for 49.5% of the total. Consequently, it can be inferred that the majority of respondents are over the age of 40 years. The significant representation of respondents aged 40 to 49 years underscores the importance of

understanding the specific needs and motivations of this demographic.

Years of Experience

The research aimed to assess the representation of respondents' number of years of experience within the study. The findings are illustrated in Figure 3.

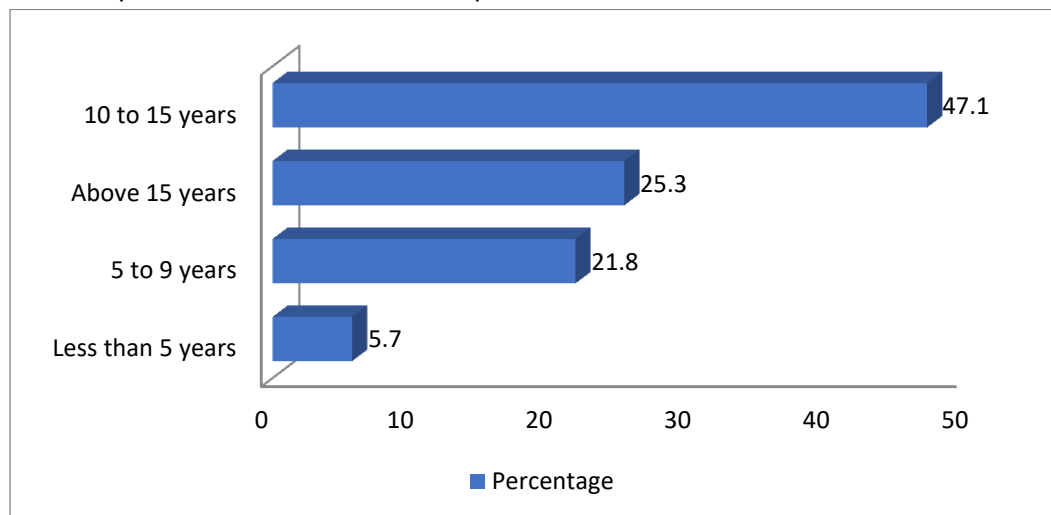


Figure 3: Gender

Source: Research Data (2025)

The results indicate that majority of the respondents had worked for more than 10 years as represented by 72.4% of the respondents while those who had worked for less than 10 years accounted for 27.6%. This finding was important because understanding this diversity could allow for

more effective motivational approaches at Jubilee Insurance Company.

Education Attainment

The research aimed to assess the representation of respondents' education attainment within the study. The findings are illustrated in Table 4.

Table 4: Education Attainment

Years	Frequency	Percentage
Diploma	26	29.9
Post graduate Diploma	4	4.6
First Degree	42	48.3
Post graduate	15	17.2
Total	87	100

Source: Research Data (2025)

The findings reveal that a significant portion of the respondents, specifically 48.3%, held a first degree, while 29.9% possessed a diploma, 17.2% had completed postgraduate studies, and 4.6% earned a postgraduate diploma. This suggests that the majority of participants involved in the study had achieved a higher level of education.

Descriptive Statistics Results

The quantitative data were examined through descriptive statistics, employing Mean (M) and Standard Deviations (SD) for analysis. The findings are detailed in the subsequent sub-sections;

Work Environment

The respondents were given a list of statements regarding work environment and how it influenced the employee job performance in Jubilee Insurance

Company in Nairobi City County Kenya to rate their level of agreement. The results obtained are presented in Table 5.

Table 5: Work Environment

Statements	M	SD
Collaborative work environment leads to better sharing of resources, ultimately leading to improved productivity	4.56	0.449
Collaborative work environment leads to quicker and more innovative solutions, ultimately increasing productivity	3.94	1.055
Flexible work environment help employees to better balance their personal and professional lives	4.59	0.410
Flexible work environment help employees work at times when they are most productive.	4.45	0.547
Remote work options eliminate the stress and time associated with commuting to and from the office	4.28	0.721
Remote work options allow employees to create a work environment that is conducive to their individual preferences and needs	3.99	1.010
Aggregate Score	4.30	0.699

Source: Research Data (2025)

The results suggest that the respondents expressed strong agreement with the following statements; A cooperative work atmosphere fosters the exchange of resources among team members, prompting collaboration and assistance. This method promotes the sharing of concepts and the effective utilization of resources, ultimately improving productivity. Workers possess a very positive perspective on teamwork, indicated by an average score of 4.56 (SD=0.449). Additionally, a flexible work setting allows employees to customize their schedules and work locations, leading to enhanced work-life balance. The average score of 4.59 (SD=0.410) indicates strong consensus about the beneficial impact of flexibility on well-being and job satisfaction. These outcomes align with the research of Kurniawanto, Rahmadi, and Wahyudi (2022), which emphasize the importance of teamwork and adaptability in improving employee performance and satisfaction.

The results suggest that the respondents expressed agreement with the following statements; A flexible work setting boosts employee engagement and productivity by allowing individuals to work at their most productive times, reflected by a significant

average score of 4.45 (SD=0.547). This flexibility enhances personal performance while also aiding the overall effectiveness of the organization. Furthermore, remote work reduces commuting stress, achieving an average score of 4.28 (SD=0.721), which enables employees to dedicate that time to either work or personal activities, thus enhancing their work-life balance. Additionally, remote work setups allow employees to customize their work environments, as indicated by a mean score of 3.99 (SD=1.010), leading to increased job satisfaction and motivation. Collaboration is crucial for encouraging innovation, as shown by an average score of 3.94 (SD=1.055), suggesting that employees value teamwork in creating innovative solutions. This collaborative culture increases productivity and improves problem-solving in the current rapid work settings. These findings align with previous studies by Ajegbomogun, Ajegbomogun, and Nz (2022), which discovered a notable positive effect of flexible work environments and collaborative frameworks on employee well-being and organizational effectiveness.

The findings show that participants concurred with all assertions regarding the impact of the work environment on employee job performance at Jubilee Insurance Company in Nairobi City County, Kenya, reflected by an overall mean score of 4.30 and a standard deviation of 0.699. This result aligns with the study by Saidi, Michael, Sumilan, Lim, Jonathan, Hamidi, and Ahmad (2019), which emphasized that fostering a positive workplace is a

strategic focus for organizations aiming to boost employee performance.

Employee Job Performance

The respondents were given a list of statements regarding employee job performance in Jubilee Insurance Company in Nairobi City County Kenya to rate their level of agreement. The results obtained are presented in Table 6.

Table 6: Employee Job Performance

Statements	M	SD
The employee complete specific projects on stipulated time	2.91	2.090
The employees have good ability to meet deadlines	3.09	1.810
The employees are commitment working towards achieving the goals	3.33	1.669
There is increased efficiency within the company	2.57	2.430
The employee has demonstrated quality in their work	2.46	2.536
Aggregate Score	2.87	2.107

Source: Research Data (2025)

The results suggest that the respondents had a neutral view on the following statements; Employees have demonstrated a commendable ability to complete projects on time, with a mean score of 2.91 and a standard deviation of 2.090, indicating variability in performance. Their deadline adherence is strong, reflected in a mean score of 3.09 and a standard deviation of 1.810, though some discrepancies remain. Commitment to organizational goals is solid, with a mean score of 3.33 and a standard deviation of 1.669, suggesting varying levels of alignment among employees. Efficiency has improved, with a mean score of 2.57 and a high standard deviation of 2.430, indicating mixed progress across the organization. Lastly, quality of work is high, with a mean score of 2.46 and a standard deviation of 2.536, suggesting inconsistencies in performance. Overall, while employees are making progress in several areas, there is still room for improvement. The finding contrast with Bello (2022) who notes that investing in employee performance has the potential to result in heightened productivity, employee contentment, and overall triumph for the organization. The results also indicate that respondents expressed neutral view with all the

statements that described the employee job performance in Jubilee Insurance Company in Nairobi City County Kenya as indicated by aggregate mean and standard deviation score of 2.87 and 2.107 respectively. The finding is in contrary with Bipp and Kleingeld (2021) research observation that employee performance is based on goal achievement, it is important to establish specific, measurable, achievable, relevant, and time-bound goals for each individual.

CONCLUSIONS AND RECOMMENDATIONS

The study main objective was to examine the effect of work environment strategy on employee job performance in Jubilee Insurance Company in Nairobi City County Kenya. The work environment was found to have a positive significant influence on the employee job performance in Jubilee Insurance Company in Nairobi City County Kenya. A collaborative work environment fosters enhanced resource sharing, which in turn boosts productivity. A flexible work environment enables employees to achieve a healthier balance between their personal and professional lives. Such flexibility allows employees to work during their peak productivity hours. Additionally, remote work options remove

the stress and time constraints linked to commuting to and from the office.

The study concludes that a positive workplace fosters high morale among employees, leading to increased motivation and job satisfaction and encourages teamwork and collaboration, which can lead to innovative solutions and improved service delivery. Offering flexible working hours or remote work options can help employees manage their personal and professional lives more effectively, reducing stress and increasing productivity. Leaders who are approachable and supportive can significantly impact employee performance. Providing employees with the latest technology and resources can streamline processes and enhance efficiency. This enables employees to focus on their

core responsibilities without unnecessary distractions.

The study recommends that the company should invest in ergonomic furniture and equipment to reduce physical strain and discomfort. This includes adjustable chairs, standing desks, and proper lighting. Allow employees to work from home or adopt a hybrid model, providing flexibility that can lead to increased job satisfaction and performance. Offer regular training sessions and workshops to enhance employees' skills and knowledge, keeping them engaged and motivated. Develop a system for recognizing and rewarding high performance, such as bonuses, employee of the month programs, or public acknowledgment.

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