

Full Length Research Paper

Employee tenure on organizational performance in Kenya Revenue Authority

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Organizations worldwide consider employee tenure as a driving force on employee work experience and critical on organizational performance. However, most organizations fail to relate any outcomes to tenure. Previous research has investigated the relationship between organizational tenure and performance by focusing primarily on organizational length of time of individual employee. This study focused on conceptualizing organizational tenure relating to multiple dimensions including focused value added employee engagement and employee commitment. This conceptual framework indicates that when organizations nurture tenure, relevant experience critical for productivity can be enhanced and performance is anticipated to change. This study was carried out in Kenya Revenue Authority in Kenya. A case study design was used, target population was 370 employees, and sample size of 250 participants, were picked using non-probability sampling. Questionnaires and document analysis were used to collect data, descriptive and inferential statistics with regressions and correlations were used to analyse results. It was found out and concluded that employee tenure has significantly positive influence on organizational performance. The study recommended that organizations ought to ensure that longer employee tenure be achieved when that tenure improves performance at all times and no form of retrenchment practices be done due to employee overstay.

Key words: Employee tenure, focused value added, Employee engagement and Employee commitment, Organizational performance, profitability, customer problem solving, customer referrals.

INTRODUCTION

Globally, employee tenure is recognised as a driving tool towards enhancing employee experience. Employees who decide to stay in an organization longer are not just employees at the organization; they are the organization. This is the anticipated indicator of having stayed with an organization through up and downs, changes in personnel and strategies, and redefinitions of competitive landscapes. Such individuals in organizations are more likely to hold higher positions of formal or informal influence within the organization. This can be a strategy to strengthen their desire to support, protect, and guide the organization. Yet still most organizations are not able to account for tangible benefits of longer tenure. Hence organizations still experience poor profitability, low customer loyalty and lack of experience in problem solving (Ng and Feldman, 2010; Harris, 2017; Schiphof, 2015).

An experience which when tapped can change

organizational performance. But managers still experience poor results even with expensive incentives strategy to manage tenure. In countries such as USA, UK, China and Nigeria, Kenya included; organizations continue to encounter fearful employees who cannot independently make decisions to impact overall performance, influence increased customer referrals, and profitability growth (Gitonga et al., 2016; June and Mahmood, 2011). Research widely recognizes that high average tenure can result in a rigid workforce with low adjustment capacity to structural change and with an assumed detrimental effect on productivity. However, studies fail to agree on influence of tenure on performance. This paper argues that due to uncertainties surrounding employee tenure, most employers today hire less, hire on temporary contracts, or hire off-the-books workers.

Although managers desire a workforce with knowledge

and skills that can influence realization of profitability, increased customer referrals and customer problem solving, it has not been easily achievable. It implies that keeping a healthy business environment is a difficult task to achieve. Although organizational performance stimulation is always a priority to private and public sectors, its realization has proved impossible (Siegrist, 1996; Spector, 2000; The Conference Board, 2007; Weiss et al., 1967). Yet in modern corporate environment, competencies are employee driven not machines or financial resource (Hallberg and Schaufeli, 2006). Most managers find it hard to tap any tangible outcome resulting from employee longevity experience. However, tenure is expected to enhance creation of knowledge competency, right skills, attitudes, and actions that distinguish talent in them that can improve performance (Ng and Feldman, 2010). Moreover, tenure can be a useful driver of enabling employee stability, engagement and commitment but there is inadequate practice so no such benefits are currently realizable. Moreover, most companies continue to experience financial losses, for example, in USA, Enron, WorldCom, Tyco, HealthSouth, Freddie Mac, and American Insurance Group among others fell into poor financial outcomes (Cheung, 2006). In Kenya, the list include: Kenya Airways, Uchumi Supermarket, Kenol Kobil, Marshalls East Africa, East African Portland Cement Company, and Express Kenya among others dipped into losses in 2012 (NSE Report, 2012). Yet the organizations inculcate expensive incentive schemes to reward long term employment.

Developing a positive and promising work environment is one best investment to make as a manager. Such environment can create high level of employee engagement and commitment who strive for improved performance. However, in most organizations, only a small percentage of employees are engaged, more than half are not engaged while the remaining are totally disengaged (Hackman and Oldham, 2005). This can lead to employees who keep working in traditional paradigm. In such set ups, they do routine, repetitive and somewhat unchallenging jobs without much sense that they really make a difference in the overall direction or success of the business (Baum, 2006; Siegrist et al., 2004; Thoresen et al., 2003; Turnispeed, 2003). Since job security is not assured, employees fail to pursue new paradigms of high performance work systems (HPWS), which challenges the routine activities of employees creating a thinking environment (Cheung, 2006).

Due to unavailable studies and lack of practice, managers cannot detect, identify and target majority of employees not engaged and totally disengaged and find the root of their problems. That leaves managers worried only when their trusted talented lieutenant employees have left for another new environment (Fritzsche and Parrish, 2004; Rovero, 2004). This can affect level of loyal customers as they keep facing new employees. This

can also destroy the chance of improving the market coverage (Kinnunen et al., 2008).

Most managers have focused on organizational performance as a common factor in administrative decisions. They offer promotions and award raises and other fringe benefits yet there are still challenges related to profitability, customer problem solving, and customer referrals of many organizations (Hemdi and Nasuridin, 2005). These employees are yet to deliver to the managers that the results commensurate with the level of fringe benefits. This is because most organizations still achieve poor performance in market share prices, increased debts and resource wastage at the expense of these moves (Gonzalez-Roma et al., 2006). Even through orientation of newly selected recruitment as a concept in human resource declaration of vacancies in an organization and it stops at when applications have been received. However, when employees with long term experience are available, they provide a learning environment, role model and referral agents, respect and challengers, and common interest to new comers (Harris, 2017; Schiphof, 2015).

Employee tenure can also lead to creation of a saving environment. The long tenured employees have experiences in areas that result into resource wastages, quality development, and efficiency. This attribute can be a tool to help identify ways to redirect resources to achieve maximum outcome with little resources. Organizations can pursue this aspect to benefit from its utility of allocating resources from ineffective to effective interventions and allocating resources from less to more cost-effective interventions. This leads to pursuit of optimal use of resources to achieve the desired output with minimum resources (Hallberg and Schaufeli, 2006; Andreassen et al., 2007; Bates, 2004; Baum, 2006; Csikszentmihalyi, 1990; Brown (Ed.)). However, the main challenge is efficiency, effectiveness and quality development and improvement. This make organizations to keep engaging in practices that lead to increased resource wastages, poor quality outcomes and high level of inefficiency (Hackman and Oldham, 2005).

As most organizations continue to record unhealthy performances, experience for improvement has proved difficult. In the past, the giants such as Leyland Motors, Ford Motors, electronics companies from Europe and USA have suffered great losses due to their inability to match their competitors from Japan, China and India (Steffens et al., 2014). They have proved not able to have leadership competency to learn from the past and predict the strategic path for future continuity. In addition to that, what managers currently practice does not integrate tenure as strategic tool to influence improved performance.

Significance/Purpose of the study

The findings of this study will be used as framework to

strategically manage employee tenure and performance, will provide an academic knowledge on the influence of tenure on performance and not the mixed results as literature reveals, and will enable policy formulation, procedures and strategies developed that will be effective, and relevant to the concerned organization. This study also has practical implications for organizations that have invested heavily on employee retention strategy.

Research Hypotheses

H0₁: There is no relationship between Focused Value Added and Organizational Performance.

H0₂: There is no relationship between Employee Engagement and Organizational Performance.

H0₃: There is no relationship between Employee Commitment and Organizational Performance.

Literature Review

Employee tenure has been found to account for a significant proportion of unique variance in job satisfaction (Rovero, 2004; Hackman and Oldham, 2005). However, the effects of tenure have been conflicting. According to Hallberg and Schaufeli (2006), tenure negatively affected the relationship between job satisfaction and counterproductive work behaviour, while Hellman (1997) did not find tenure to be a relationship between job satisfaction and intention to leave. Although no research to date has been done looking at the relationship between work engagement and tenure, it is desirable to consider whether tenure moderates the relationship between the three dimensions of work engagement and satisfaction with supervision as well as satisfaction with coworkers (Bailey, 2006; Somech and Drach-Zahavy, 2013). Perhaps new employees who are engaged in their work will be initially satisfied with their supervisor and coworkers. While their tenure increases, they may become more autonomous and, although they remain engaged, their satisfaction with supervision and coworkers may diminish (Bakker, 2008).

Theoretical framework

The study was guided by the theory of attrition developed by Heider (1958). The theory of organizational performance and employee tenure is that for the way individuals interpret events and how this relates to their thinking behaviour and decision making. It assumes that various factors determine organizational performance and employee decision to remain in the current employment (Steffens et al., 2014).

Attribution theory assumes that people try to determine why people do what they do. A person seeking to

understand why another person did something may attribute one or more causes to that behaviour (Bakker et al., 2007). According to Heider (1958), a person can make two attributions; internal attribution, the inference that a person is behaving in a certain way because of something about the person, such as attitude, character or personality (Hoath et al., 1998; Kahn, 1900; Llorehs et al., 2007). External attribution is the inference that a person is behaving in a certain way because of something about the situation he or she is in (Islam et al., 2012).

This theory was useful to this study since it helped determine ability of an individual to decide whether to be retained or leave. The theory insinuates that when employees do not fit in a work environment, they tend to leave. When such group leaves, a more homogenous group stays than those initially attracted to the organization. This homogenous group is capable of building job related attributes that enhance their longevity characteristics. They develop a cause relationship such as their need for being engaged, committed and talented value adding individuals. However, literature identifies different attributes such as personalities, motives and belief (Vaiman and Collings, 2012). This theory was conceptualized from the aspect of attributes it identified that enable individuals develop engagement, commitment and value adding of their personality, motives and beliefs attributes.

These attributes can be indicators that enhance their fit to any organization. Such attributes if accumulated by employees in an organization enable them to stay longer in organization (Manzoni and Eisner, 2006; Maslach et al., 2001; Maslach and Leiter, 1997; Mauno et al., 2005). This tenure was considered to develop tenure experience and not chronological. But the theory has failed to enable the understanding that these attributes can enhance organizational performance. It only identified them as influencing longer tenure as well as being longer tenure accumulated (Harris, 2017; Schiphof, 2015).

Employee tenure

Employee tenure is a faithful commitment to an employee who has proved his worth, or who simply has had a long-term relationship with the employer. Many organizations such as learning institutions or companies sometimes provide tenure as a way to strengthen the bond between the organization and employee (Saks, 2006; Salanova and Schaufeli, 2008; Schaufeli and Bakker, 2004; Schaufeli et al., 2002). It is expected to provide benefits for both organizations and employees (Bakker et al., 2007). Tenured employees normally have opportunities for personal or professional leave not available to non-tenured employees. They have annual long-leaves to engage in professional growth or simply to take a breather from the rigors of work life. These extended leaves give tenured employees the ability to stay current

in their fields or to refresh themselves personally for continued performance in academic teaching or research (Krueger and Killham, 2005).

They have mastery artistic of problem-solving, as they most likely have seen those same problems in the past and know exactly how to overcome them quickly without slowing down production. In turn, waste, errors and spoilage is kept to a manageable level. Veteran employees' skills are invaluable in certain environments, especially when they can use their knowledge gained over the years to benefit new employees who may still be green to the ways of the business. Thus an effectively performing organization means its ability to perform a function with optimal levels of input and output (Gish, 2014; Fiona et al., 2015).

This study can use this measure by selecting on key items of financial viability, relationship between employees and the organization, and the effects of these on performance being pursued. This measure also includes organizational effectiveness to measure any number of things, from the relationship between employee performance and company profits to the correlation between manufacturing processes and production volume. There are no set parameters that exist for organizational effectiveness and it follows no definitive mathematical formula hence each organization creates its own method of measuring effectiveness. Measuring effectiveness can help a small business without the ability to absorb ineffective processes modify its approach to avoid loss. This provides a challenge on the identification of these measures and models that suits a given environment.

Employee turnover, which determines the length of tenure, cost the company huge amount of money. Costs vary by company, but typically include separation fees, such as for exit interviews, administrative tasks related to termination processing, severance or separation pay, and unemployment compensation. Replacement costs include advertising for new jobs, screening applicants, conducting interviews, and administrative tasks related to hiring. By retaining your employees, these costs are not an issue. Such expenses can be avoided by having employees on board over a long period of time.

Employees with longer longevity create a base for experience development. This is because they generally have greater in-role and citizenship performances (Chinomona et al., 2013). They also portray ability to develop aggressive behaviors, low non-sickness absence and organizational tenure diversity (Fiona et al., 2015). This can be a starting point for newer employees. It is an indication for a good and stable working environment. It is also a measure of confidence, security and a chance for turning employment into a career (Vaiman and Collings, 2012; June and Mahmood, 2011). According to Harris (2017) and Schiphof (2015), tenure enhances accumulation of investments valued by the individuals which would be lost when that individual was to leave the

organization. The organization would also lose developed talent, clients base and hence a desire to nurture tenure (Biron et al., 2011).

Organizational performance

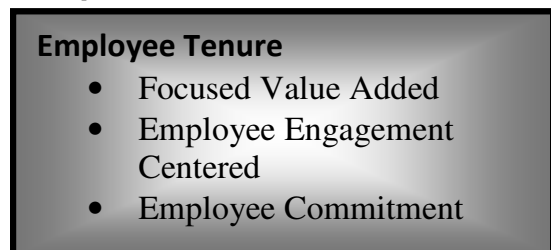
Generally, firm performance refers to the success of the firm. Alchian and Demsetz, (1972) defined it as the comparison of the value created by a firm with the value owners expected to receive from the firm. According to Flapper et al. (1996), it is the way organization carries its objectives into effect. Studies in organizational performance have extended into two main streams (March and Sutton, 1997). The first is to investigate the ways of improving the firm performance and the second is to study the predictors of firm performance. Consequently, firm performance has widely been studied as a dependent variable in organizational research (Rogers and Wright, 1998; March and Sutton, 1997). Most of the studies which used performance as a dependent variable have attempted to explain the variation of the performance of SMEs (Carton and Hofer, 2010; Brush and Vanderwerf, 1992).

Performance is the level of achievement or obvious outcome that is obtained which sometimes is used to obtain positive result. Performance is also defined as the personnel's successfulness in achieving strategic objective from four perspectives: finance, customer, process, as well as learning and growth. The definition above implies that organizational performance is the management decisions' outcome to achieve particular objective in effective and efficient way. Keats formulated brief conceptual framework of organizational performance by making a proposition that correlated entrepreneurship, environment effect, and performance. Related to SME performance, it had been described in some thoughts through scientific study, consultation, and business practice (Mohant and Rath, 2012).

This implies that long tenure employees have greater experience, expertise, and reputation. Also, they have high commitment and willingness to work better. On the other hand, long tenure may lead to the entrenchment that reduces the effectiveness of other employees. Long tenure employees are more likely to have a friendly relationship with the management, which is developed over time (Vafeas, 2003). The management may use their power to influence the nomination process of team leaders, group members (Bebchuk, 2002; Bebhuk and Fried, 2003).

However, managers also face the challenge of ensuring long tenured employees on their designated functions. A research by Amanda (2014) indicated that managers face the challenge when working with employees who have remained with one organization for several years of keeping those employees engaged in their work and with the organization. A meta-analysis to

Independent Variable (IV)



Dependent Variable (DV)

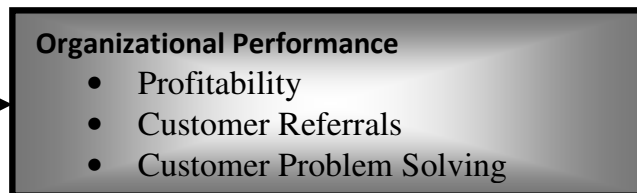


Figure 1. Conceptual framework of the research.

examine the correlation between attitudinal commitment and job performance by Wright and Bonett, (2002) found that the impact on productivity of employee commitment to the work decreased with increased tenure. That means the impact of employee engagement levels on financial performance decreases with increased employee tenure hence the threat of a clear academic direction on the understanding of influence of tenure on performance.

Apart from that, this ambiguity and confusion around the construct of performance views is another source of pressure. There are numerous areas of conflict that originate from the OP's ambiguous meaning and definition, the lack of agreement on how to measure it and the disparity in its use by practitioners and academics (Cameron, 1984). Meaning that even if today there is some agreement that organizational performance requires multiple criteria, it must consider both means and ends (Robbins, 1983), and the choice of model and criteria should be flexible and appropriate for the context (Cameron, 1986), the definition, circumscription and criteria identification of organizational performance remain problematic, and no definitive theories have been put forth. Cameron and Whetten (1983) define seven critical questions for bounding and assessing performance models.

The empirical review has indicated that there is mixed results of tenure on performance. The results of previous studies have failed to indicate the influence of employee tenure on performance. These mixed results leave an academic confusion to human resource practitioners as to the way forward (Fiona et al., 2015; Khan et al., 2013). It means that with current research, there is no general conclusion on the impact of employee tenure and performance. At the same time, there is lack of focus on the other factors such as employee tenure on the relationship between tenure and performance. This means that a knowledge gap is created by the current researches that need to be explored. Therefore this study is expected to close the knowledge gap and provide academic knowledge on the relationship between tenure and performance and also the understanding of other factors such as employee tenure on the relationship between tenure and performance.

Conceptual framework

The study conceptualized that the organizational performance could be affected by focused value added, employee engagement, and employee commitment. As conceptualized from the theory, implied that employees have developed attributes they believed can make them valuable to themselves and employer as well. Thus they are usefully able to fit in organizational environment over longer period of time (Shami et al., 2015). Employee tenure can change when an employee's investment of time and effort is high. Employee tenure is suggested as the best indicators of actions that build up one's stake in the organization.

Employees with low tenure may have low rate of performance because of their awareness that, with less work experience, they often have fewer job opportunities. As they gain experience, alternate employment opportunities may increase; this decreases the magnitude of one important cost of leaving, and that of having no job (Dogan and Aydin, 2012). Unavailability should prevent some negative attitudes toward the job and organization that would be possible if many opportunities were available. At the same time, the levels of organization performance vary across different tenure groups as a result of factors such as alternative job opportunities, and therefore tenure may have a on organizational performance-organization performance relationship differently across different tenure groups.

Accordingly, the reason for the low correlations of organization performance with tenure may be that these relations are not simple or direct, but moderated by employment tenure. This study tests the conceptual framework presented in Figure 1.

The conceptual framework provides a link between the variables and indicates the expected influence of employee tenure on organizational performance. This relationship shows that the employee tenure is as a result of decisions made by the employee and the influencing attachment factors in relation to the inducements that the organization is providing (Daneshfard and Ekvanian, 2012). If these inducements are over a long term focus and they benefit employee, then there is a decision not to



Figure 2. Map of the Study Area Covering the Western Region of Kenya (Nyanza and Western Parts of the Country). Source (Odera and Odenyo, 2011)

leave. This decision to stay for sometimes is hoped to be beneficial to the organization. The effect of an independent variable is characterized statistically as an interaction variable that affects the direction and/or strength of the expected outcomes such as organizational performance.

The empirical review has indicated that there is mixed results of employee tenure on performance. These results have failed to indicate the influence of employee tenure on performance. Furthermore, most studies pursued chronological tenure. This has created a biasness of the study findings against tenure and talent experience diversity. These mixed results leave an academic confusion to human resource practitioners as to the way forward. It means that with current research, there is no general conclusion on the impact of employee tenure and performance. At the same time, there is lack of focus on the other factors such as employee tenure on the relationship between tenure and performance. This means that a knowledge gap is created by the current researches that need to be explored.

MATERIALS AND METHODS

A descriptive case study design was used in this study, which allowed the collection of significant amount of data in an economical and efficient manner. The study was carried out at Kenya Revenue Authority (KRA) in Kenya (Figure 2; Odera and Odenyo, 2011). Kenya Revenue Authority experiences failure to meet targeted revenue. Moreover, it is forced sometimes to recall retired employees to its rescue. The target population was 370 employees of KRA in Kenya and a sample size of 250 respondents was selected. Non-probability sampling strategy was used to select the regions and participants in the study. This was done on a convenient basis. This was because organizations and participants interested in the study and have time to complete the research instrument were selected. The sample drawn for the study was predominantly guided by socio-demographic characteristics features such as gender, length of stay in current organization, education, and job position.

The study adopted a two stage sampling process. The

Table 1. Effects of Employee Tenure on Organizational Performance.

Model	Unstandardized Coefficients		Standardized Coefficients		R ²	
	B	Std. Error	Beta	t-value		Sig.
Constant						
Organizational Performance	2.812	.113		10.451	.000	
	-.197	.098	-.174	-3.187	.021	.0300
Focused Value Added	3.247	.265		11.560	0.000	
	-.172	.068	-.198	-2.669	.008	.0390
Employee Engagement	3.069	.232		9.350	0.000	
	.059	.067	.065	.816	.416	.0042
Employee Commitment	3.201	.332		10.457	.000	
	-.499	.057	-.168	-2.987	.298	.0282

first stage involved selection of region and the second stage involved selection of participants. The sample size was determined using standard formulae (Andrew Fisher's Method, 1994) $Pop > 10,000$, and a formula $n = z^2pq/d^2$ was used. In order to measure the influence of employee tenure on organizational performance, the study conducted a quantitative survey. Content analysis was done to obtain secondary data from annual reports of the financial statements of the Kenya Revenue Authority. According to Hussey and Collis (2007), secondary data, is data that has already been collected and recorded in different storage devices including annual reports, books and journals among others.

The Cronbach's (1951) reliability coefficient alpha was assessed, and face and construct validity determined. Reliability was determined and all the three variables; focused value added, employee engagement and employee commitment; were reliable as their reliability values exceeded the prescribed threshold of 0.7. This concurs with Gliem and Gliem (2003) who established the Alpha value threshold at 0.7. In order to predict organization performance using the three independent variables explored, a multiple linear regression model was used. Furthermore, the β coefficients for each independent variable generated from the model was subjected to a z-test, in order to test each of the hypotheses under study. The regression model used to test is shown as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \quad (1)$$

Where; Y is the Organizational Performance (OP)

A is the Constant

β_1 , β_2 , and β_3 are the Coefficient indicating rate of change of organizational performance as employee tenure measured by its four dimensions of knowledge competency, skills support system, Stable Work Environment and cost effectiveness changes.

X_1 is the Focused Value Added (FVA)

X_2 is the Employee Engagement (EE)

X_3 is the Employee Commitment (EC)

ε is Error term

These statistical tests were analyzed using the Statistical Package for Social Sciences (SPSS), version 20. All tests were two-tailed. Significant levels were measured at 95% confidence level with significant differences recorded at $p < 0.05$. The study observed and complied with the ethical procedures to protect the rights of the research participants, involving the principle of voluntary participation which requires that participants do not need to be coerced into participating in this research.

RESULTS AND DISCUSSION

The study identified various items of employee tenure that were measured against the organizational performance. The items were measured on a Likert scale of 1-5 which ranges from strongly disagree (1) to strongly agree (5). To measure the effects of employee tenure, a multifactor components to performance, Focused Value Added, Employee Engagement, and Employee Commitment questionnaire measured on a Likert scale of 5-points developed by Jun et al. (2006) was used. This research used multifactor questionnaire on analysis of organizational performance outcomes regression analysis.

This study used regression analysis to find out the relationships between predictive variable and criterion variable. Regression analysis result as shown in Table 1 indicates that tenure has significant connection with organizational performance success or failure. Regression of Focused Value Added on performance as shown in Table 1 indicates that Focused Value Added has positive relationship with organizational performance outcomes. It implies that where there is high level of Focused Value Added involved, there is high level of Organizational Performance.

Regression analysis of Employee Engagement, Employee Commitment influence organizational performance as shown in Table 1 indicates that

Table 2. Correlations of Overall Variables.

	Variable	OP	FVA	EE	EC
OP	Pearson Correlation	1	0.79**	0.74**	0.67**
	Sig. (2 tailed)		0.007	0.000	0.002
	N	200	200	200	200
FVA	Pearson Correlation	0.79**	1	-0.55*	0.510**
	Sig. (2 tailed)	0.007	0.016	0.006	0.000
	N	200	200	200	200
EE	Pearson Correlation	0.708**	-0.55**	1	0.267
	Sig. (2 tailed)	0.000	0.016	0.66	0.78
	N	200	200	200	200
EC	Pearson Correlation	0.76**	0.78**	0.267	1
	Sig. (2 tailed)	0.002	0.006	0.66	0.018
	N	200	200	200	200

**Correlation is significant at the 0.01 level (2 tailed); *Correlation is significant at the 0.05 level (2 tailed)

Employee Engagement and Employee Commitment have positive relationship with performance. It means that the higher level of profitability, Customer referrals and Customer problem solving, the higher the level of performance recorded.

Correlation analysis

The correlations of the independent variables of Focused Value Added, Employee Engagement, and Employee Commitment and the dependent variables Organizational Performance were tested and their significant relationship recorded. This was important to help understand the relationships that exist between the independent and dependent variables. The results are as shown in Table 2. The results in Table 2 summarize the correlation between the independent variables and dependent variable. It displays that Focused Value Added, Employee Engagement; and Employee Commitment are all significantly related to organizational performance (OP). This relationship is either positive or negative. The components of employee tenure of cost effectiveness have significantly negative relationship. The results shows that Focused Value Added is positively associated with organizational performance with summary of Pearson Correlations showing that Focused Value Added was positively and significantly correlated to performance of the case organization ($r=0.79$, $\rho<0.05$).

Thus Focused Value Added had 79.0% positive relationship with organizational performance. Employee Engagement was the second component to be positively related with performance ($r = 0.74$, $\rho<0.05$), an indication that Employee Engagement had 74.0% significant positive relationship with performance. Employee

Commitment was significantly associated with performance as shown by ($r = 0.67$, $\rho<0.05$) implying that Employee Commitment had a 67.0% positive relationship with performance.

Multiple liner regression analysis

The result of regression analysis for both linear and multiple regression analysis provides the functions of the equation that represents the best prediction of a dependent variable from several independent variables. This method is used when the independent variables are correlated with one another and with the dependent variable. The regression equation is estimated as follows:

$$OP = \alpha_0 + \beta_1 FVA + \beta_2 EE + \beta_3 EC + \beta_4 CE + \epsilon \quad (2)$$

Where: OP, Organizational Performance; α_0 , Constant ; FVA, Focused Value Added; EE, Employee Engagement; EC, Employee Commitment; CE, Cost Effectiveness; ϵ , Error term.

Table 3 shows multiple regressions which are related to OP as dependent variable. The table shows the influence of independent variable FVA, EE, and EC on dependent variable OP. The table indicates that the independent variables determine 71.2% of the OP variance. This means that the other factors influence OP by 28.8%.

Multiple regression analysis

A Multifactor linear regression model was used to predict organizational performance in the study. The prediction was carried out based on the effect of the four

Table 3. Summary of the Regression Model.

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	R ² Change	Change statistics			
						F	df1	df2	Change
1	0.844 ^a	0.712	0.075	13.3440457	0.769	2.393	4	95	0.068

^a, Predictors: (Constant), FVA, EE, EC.

Table 4. The Coefficients of Multiple Regression Analysis.

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	11.201	9.807		1.429	0.177
FVA	1.934	2.056	-0.074	-0.726	0.469
EE	1.216	4.211	0.056	0.265	0.791
EC	0.784	0.671	0.017	0.876	0.344

^a, Dependent Variable OP; $OP = \alpha_0 + \beta_1 FVA + \beta_2 EE + \beta_3 EC + \epsilon$
 $= 12.103 + 1.934 FVA + 1.216 EE + 0.671 EC + \epsilon$

independent factors: Focused Value Added, Employee Engagement, Employee Commitment and Cost Effectiveness. In addition, the b coefficients for each independent variable generated from the model was subjected to a t-test.

The multiple regression analysis was evaluated to determine any effects of the independent variables on the dependent variable. This was important since it was necessitating the test of hypotheses on individual Employee Tenure dimensions that included Focused Value Added (FVA), Employee Engagement (EE), Employee Commitment (EC) and Cost Effectiveness (CE). The results are as shown in Table 4.

Table 4 shows the relationship between independent variables namely FVA, EE, and EC on dependent variable OP. Statically, there is significant relationship between the three dimensions of the ET mechanisms used in this study; FVA, EE, and EC, on the Organizational Performance (OP). It is clear that the increasing in the percentage of Employee Tenure dimensions, OP will increase although some components have decreasing effects. If the Employee Engagement increases by 1, the OP will decrease by about -14.8. If Employee Tenure components FVA, EE, and EC are equal to zero, OP will be 12.103 units of level of performance.

Hypotheses testing

The effects of ET on OP were evaluated based on dimensions of Focused Value Added, Employee Engagement, and Employee Commitment. These were evaluated against the indicators of Organizational

Performance in order to test the influence on dimensions, various regressions were done to find out if the combined effects were sufficient or not to support the hypothesis. Thus, *the first hypothesis (H0₁) stated in the null form is as follows: There is no relationship between Focused Value Added and Organizational Performance.*

Hypothesis one sought to establish the effects of Focused Value Added on Organizational Performance. This hypothesis was tested by regressing FVA and Organizational Performance guided by the equation: $\gamma = \beta_0 + \beta_1 FVA$: Where FVA represented Focused Value Added and γ denotes OP. The results of the regression are presented in Table 5.

The results presented in Table 5 show that the effect of Focused Value Added on OP was significantly negative (R= 0.687). This was an indication that Focused Value Added explained 61.1% (R² =.373) of OP. The other variables in the firms explained the remaining 38.96%. The analysis from the model had the F value of 436.8. At p-value less than 0.05, the findings thus were sufficient to support effects of Focused Value Added on Organizational Performance activity level, implying that Focused Value Added had statistically significant positive effects on Organizational Performance activity level. The results indicate that there is a significant positive relationship between FVA and Organizational Performance activity level. The firm under study with longevity of tenure creating Focused Value Added score tended to have higher level of Organizational Performance activity. $\gamma = \beta_0 + \beta_1 FVA = .687 + 1.249 FVA$; if FVA is zero γ will be 1.936 units level of Organizational Performance activity performance while if FVA is 10; γ will be $0.687 + (1.249 * 10)$ which is equal to 13.177 showing an increasing effect of FVA on OP. The

Table 5. Effect of Focused Value Added of Employee Tenure on Organizational Performance.

Model Summary ^b					
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Durbin-Watson
1	-0.746 ^a	.557	.561	.1047843	1.597

^a, Predictors: (Constant), HR Functional Competency, Technical Competency, Behavioural Competency; ^b, Dependent Variable: OP

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
1 (Constant)	.699	.054		-15.011	.000
FVA	1.386	.063	.722	21.472	.000

^a, Dependent Variable: OP; $\gamma = \beta_0 + \beta_1 FVA = .699 + 1.386 FVA$

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4.881	1	4.881	456.728	.000 ^b
Residual	2.789	200	.011		
Total	7.670	120			

^a, Dependent Variable: OP; ^b, Predictors: (Constant), FVA

Residuals Statistics ^a					
Model	Minimum	Maximum	Mean	Std. Dev	N
Predicted Value	-.038312	.4614854	.205132	.1411257	200
Residual	-.4120857	.2454981	0E-7	.1049453	200
Std. Predicted Value	-1.761	1.5670	.000	1.000	200
Std. Residual	-3.911	2.4450	.000	.987	200

^a, Dependent Variable: OP

hypothesis that there is no relationship between Focused Value Added and Organizational Performance activity level was therefore rejected. The results were not consistent with the findings of Shleifer and Vishny (1997), Khan et al. (2013), Fiona et al. (2015) and Vaiman et al. (2012) who reported that there is a negative relation between tenure diversity concentration and organizational performance.

Second Hypothesis (H₀₂)

The second objective of this study was to establish the effects of Employee Engagement on Organizational Performance Activity level from among the sampled departments. The effects of Employee Engagement were evaluated based on certain dimensions. These were evaluated against the indicators of Organizational Performance activity level. To test the effect of EE on Organizational Performance components, various regressions were done to find out if the combined effects were significant or not to support the hypotheses. This resulted in the second hypothesis (H₀₂) which stated that

there is no relationship between Employee Engagement and Organizational Performance. Hypothesis two sought to establish the relationship between Employee Tenure and Organizational Performance activity levels. This hypothesis was tested by regressing Employee Engagement and Organizational Performance guided by the equation $\gamma = \beta_0 + \beta_1 EE$ Where EE represented Employee Engagement and γ denoted Organizational Performance Activity Level. The results of the regression are presented in Table 6.

The results from Table 6 are observations that there is a significant positive relationship between Employee Engagement and Organizational Performance Activity level (R=.789). This was an indication that Employee Engagement explained 62.3% (R²= .623) of Organizational Performance activity level. The other variables affecting Organizational Performance activity level explained the remaining 33.8%. The analysis from the model had the F value of 5.333 at p-value <0.05, the findings were sufficient to support the relationship between Employee Engagement and Organizational Performance activity level, inferring that Employee Engagement had statistically significant positive effects

Table 6. Relationship between Employee Engagement and Organizational Performance.

Model Summary					
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	
1	.789 ^a	.623	.294	.53541	
Predictors: (Constant), Employee Engagement					
ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	8.173	1	1.630	5.544	.000 ^b
Residual	15.340	200	.287		
Total	23.513	120			
^a , Dependent Variable: Organizational Performance; ^b , Predictors: (Constant), Role model and referral agent, common interest, Close friends and helpers, Respect Competence and Challengers, inside/outside employees.					
Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	Significance	
	β	Std. Error	Beta	t-value	p-value
(Constant)	.377	.119		3.031	.052
Employee Engagement	.623	.113	.634	4.544	.000

^a, Dependent Variable: Organizational Performance activity level; ^b, Predictors: (Constant), Employee Engagement. $\gamma = \beta_0 + \beta_1 EE = .3774 + .623EE$

on Organizational Performance activity level.

The results indicate that there is a positive significant relationship between EE and Organizational Performance activity level. The profitability, Customer problem solving, Learning, Growth and Process and Customer referrals ratio increases as EE increases. Therefore given the equation $\gamma = \beta_0 + \beta_1 EE = .3283 + .623EE$ when EE is zero γ will be equal to 0.3283 and when EE is increased to 10 units then γ will be $.3283 + .623(10)$, which will be 6.5583 units of CE level of activity showing an increasing effects of EE on OP. Therefore the null hypothesis that there is no relationship between Employee Engagement and Organizational Performance is rejected. Although in the literature, there are varied results but this finding concurs with the findings of Berger and Lubrano (2006), June et al. (2011) and Khan et al. (2013) who found that firms with longer employee tenure but having strong job related attributes tend to have higher desire for improved Organizational Performance activities, which could be to leverage on their weak performance areas. They found out that employee job related attributes, which are more entrenched due to superior monitoring by longevity of tenure of employees; pursue higher leverage to raise company value.

Third Hypothesis (H0₃)

The third objective of this study was to establish the effects of Employee Commitment on Organizational Performance activity level. This effect of Employee

Commitment was evaluated based on Beginning Environment, organizational environment, managerial environment and individual environment, while Organizational Performance was evaluated by considering profitability, learning, growth and processes, and Customer referrals. This generated the *third hypothesis (H0₃)* which stated that there is no association between Employee Commitment and Organizational Performance activity level. Hypothesis three sought to establish the influence of Employee Commitment on firm performance. This hypothesis was tested by regressing Employee Commitment and Organizational Performance activity level guided by the equation $\gamma = \beta_0 + \beta_1 EC$ where EC represented Employee Commitment and γ denoted OP. The results of the regression are presented in Table 7.

The results of analysis to establish the effects of Employee Commitment dimensions on Organizational Performance activity level are shown in Table 7. Results indicate a significant negative relationship between Employee Commitment and OP ($R = -.888$). The results indicate that a relationship exists between Employee Commitment and OP. Employee Commitment as a variable explained 79.9% ($R = -.799$) of Organizational Performance activity level; the remaining 21.1% explained by other variables. The corresponding F value for the model was 10.470 at p-value greater than 0.05 ($p < 0.5$), hence implying that Employee Commitment variable had statistically significant effects on Organizational Performance level of the firms. Given the equation $\gamma = \beta_0 + \beta_1 EC = 1.996 + .940EC$; when EC is zero

Table 7. Effect of Employee Commitment on OP.

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	
1	-.799 ^a	.638	.178	.6345578	

^a, Predictors: (Constant), Employee Commitment

ANOVA ^b					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4.145	1	4.145	10.225	.001 ^a
Residual	18.364	200	.344		
Total	22.509	120			

^a, Predictors: (Constant), Employee Commitment; ^b, Dependent Variable: Organizational Performance activity level

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	Significance	
	β	Std. Error	Beta	t-value	p-value
(Constant)	1.778	.712		2.804	.007
Employee Commitment	.854	.256	.651	3.666	.001

^a, Dependent Variable: Organizational Performance (OP); $\gamma = \beta_0 + \beta_1 EC = 1.778 + .854 EC$

γ will be 1.996 units, while when EC is increased to 10 units, then γ will be 11.396 units of Organizational Performance activity level. This shows increasing effects of EC on OP. Hence the hypothesis that there is no relationship between Employee Commitment and Organizational Performance activity level is rejected.

These findings are in agreement with the findings of Pinegar and Wilbricht (1989), Umair (2015), Das et al. (2013), Harris (2017) and Luo et al. (2013), who found out that there is a significantly positive relationship between employee tenure dimensions and Organizational Performance. They argued that employee tenure usefulness can be used by increasing innovative ideas, risk taking portfolio, Customer referrals skills, without increasing agency costs, and this will force the managers to invest in profitable ventures that will benefit the shareholders, because if they decide to invest in non-profitable ventures, they will be unable to contain the composition of the board that benefits the firm.

Conclusion

These findings provided an environment that proves the focused value added has an effect on organizational performance as it contributes to the improvement or decrease in performance, and an indication of its magnitude effect. From the study findings, there is enough proof to conclude that focused value added is related to performance level that meets the expectation, exceptional and that exceeds expectations. There is also a proof that employee engagement has an important role in improving organizational performance. Specifically, for employee tenure with ability to disseminate these skills to

the new employees, performance is likely to improve since there will always be a match in employee competency level.

Employee commitment has a significant effect on organizational performance. It is therefore prudent for the firms to ensure that there is employee commitment level in the system so that resources wastages are not encountered. Finally, the general conclusion is that employee tenure has significant effects on organizational performance. The findings above provide evidence of proof that the components of employee tenure are related to organizational performance either positively or negatively.

Recommendations

From the findings and conclusions above, the study makes the following comments: that it is not an offense for an employee whose desire is to find an organization where he/she can work for longer period of time. At the same time, an employer who reaps talent and competency from employees owing to their long tenure has no reason to merely retrench or sack such employees only because they have overstayed. What is important is productivity and improvement in the work place. No organization engages on introducing incentives that are expected to improve employee competency yet after obtaining such incentives such employee is intended to leave next minute; that will be a poor management strategy. The findings have proved that there are indeed effects of employee tenure on organizational performance.

The findings of this study deduced that focused value

added has a profound effect on organizational performance. This suggested that organizations with employees whose longevity is higher contribute to performance. Therefore, the organizations should strive to ensure that their long tenured employees keep acquiring higher level of focused value added to maintain or improve on their performance. The study finds strong support for the argument that employee engagement has effects on performance, thus there should be an environment that encourages employees in their tenure state to obtain relevant skills that will support all employees whether newly recruited or current ones. This way, new and even weak employees will have a support system internally to maintain competency. Finally, employee commitment was also found to have a significant effect on organizational performance, therefore the organizations need to ensure that they work toward achieving this status to reduce unnecessary wastages of resources.

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