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DETERMINANTS OF EMPLOYEE ENGAGEMENT IN THE HEALTH SECTOR: A CASE OF NAIROBI WOMEN'S HOSPITAL

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ABSTRACT

The purpose of this study was to assess Employee Engagement in the health sector with specific reference to Nairobi Women's Hospital. The specific objectives of the study were to determine the influences of reward and leadership on organizational performance in the health sector in Kenya. Descriptive research design was used in the study. The target population included managerial and non-managerial staffs which was a total of 350 employees all of Nairobi women's hospital. The sample size was 30% of the target population which was 97 employees. Data was collected using Questionnaires. The study used the quantitative and qualitative data analysis methods. There existed a strong positive relationship between independent variables and employee engagement in Kenya. The research showed that rewards had a positive influence on employee engagement in Kenya. It was noted that leadership had a positive influence on employee engagement in Kenya.

Keywords: *Rewards, Leadership, Employee Engagement*

INTRODUCTION

Employee engagement has received a great deal of attention in the last decade in academic circles. However, the concept remains new with relatively little academic research conducted on it (Saks, 2008) especially in Sub-Saharan Africa. Employee engagement refers to the positive, affective psychological work-related state of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in their role performance (Catlette & Hadden, 2011).

Engaged employees work harder, are more likely to go above the requirements and expectations of their work (Lockwood, 2007). Engaged employees also tend to feel that their work actually positively affects their physical and psychological well- being (Crabtree, 2008). Researchers commonly describe engaged employees as individuals who are highly energized and resilient in performing their job; put their heart into their jobs with persistence and willingness to invest effort; exhibit strong work involvement along with experiencing feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from their work; and fully concentrate and immerse themselves in their work without noticing that time passes (Schaufeli & Bakker, 2014).

Employee engagement has also been linked to customer satisfaction, retention, and loyalty, and also to a good relationship with co-workers (Vance, 2006). Employee engagement has become an overnight sensation in the business consulting world for its statistical relationship with variables such as job involvement, job satisfaction, organizational citizenship behavior and employee commitment (Little & Little, 2006) and in effect productivity and profitability (Buckingham & Coffman, 2009).

Managers want to improve staff engagement because this tends to lead to staff performance, reduces staff turnover and improves the well-being of employees (Wright & Cropanzano, 2010). The concept of employee engagement is currently in its early stage hence the need for more rigorous studies (Saks, 2008) to unearth its theoretical underpinnings and practical application, along with its antecedents and consequences. However, very little is known about the relationship between employee work engagement and commitment. They also commit themselves to specific individuals, including their spouses, children, parents and siblings, as well as to their employers, co-workers, supervisors and customers (Vance, 2006).

As the economy is starting to show signs of a recovery, employers may believe they will be able to revert back to tried-and-true practices to recruit, retain, and reward talent in 2017. However, Aon Hewitt (2013) experts warn that aspects of the current economic cycle are fundamentally different from previous cycles and that most companies will never truly get back to business as usual. In 2017, employers will be challenged to attract and retain critical talent to grow their businesses, while at the same time they will continue to face enormous pressure to hold down costs. Adding to the challenge, employee engagement is already at an all-time low.

Our global employee engagement research from 2008 to 2010 represents 6.7 million employees working in over 2,900 organizations. The overall global average employee engagement score dropped to 56% in 2010 from 60% the previous year. In fact, 2010 engagement levels represented the largest decline in employee engagement research that Aon Hewitt, (2013) has seen in the last 15 years. However, the last quarter of 2010 shows evidence that engagement scores are recovering. This suggests the declining engagement levels seen across the first three quarters of 2010 are changing.

Employee engagement scores are higher in Zambia than other regions of the world, according to a recent survey. South Africa-based HR consultancy emergence growth, in partnership with global HR consultancy Aon Hewitt, surveyed 75 organizations across Zambia, representing more than 300,000 employees, using an engagement model developed by Aon Hewitt. The model measures key drivers of employee engagement such as quality of life at the workplace, work processes, relationships with managers and employees. Seventy-two percent of employees in Zambia are considered engaged, according to the Sub-Saharan Africa Employee Engagement Survey, published in January 2013.

According to Aon's 2012 Trends in Global Engagement Survey, published in June 2012, engagement levels regionally were at 58 percent in 2011, up 2 percentage points from 56 percent in 2010. Africa scores broadly correlate with those from other emerging markets, said Yendor, F (2013), Chief Executive Officer (CEO) of Emergence. For the first time HR practitioners in Africa have access to reliable employee engagement data, he told SHRM Online. This will enable them to play a strategic role in identifying those interventions that support the attraction and retention of key talent in their organizations. By working closely with leaders, HR practitioners will truly be able to craft employee value propositions that add value.

In Kenya, employee engagement has become a top business priority for senior executives. In this rapid-cycle economy, business leaders know that having a high-performing workforce is essential for growth and survival. They recognize that a highly engaged workforce can increase innovation, productivity, and bottom-line performance, while reducing costs related to hiring and retention in highly competitive talent markets (Wafula, 2011). But while most executives see a clear need to improve employee engagement, many have yet to develop tangible ways to measure and tackle this goal.

The Nairobi Women's Hospital (NWH) has successfully grown into one of Kenya's largest chain of hospital. In slightly over 10 years the hospital has expanded to meet the growing demand for its services to the women and their families. From just one branch at Hurligham, it now has other branches at Adams along Ngong road, Ongata Rongai along Magadi road and the latest a 24 hour outpatient center within Kitengela town, located at MK arcade where we have Kenya power offices.

Statement of the Problem

Over the past decade, and particularly in the past three years, employers and employees have faced human capital challenges and an uncertain economy. The economic downturn that started in 2008 has had a significant impact on companies and the resulting decisions made by management. These decisions have impacted employee engagement levels and perceptions globally, leading to changes in leading drivers of employee engagement. In uncertain times, organizations need to focus on harnessing the discretionary effort that engaged employees deliver. This makes the difference in how companies are affected during the economic downturn, how quickly they emerge from it, and how strong they are in the future after the downturn passes (Jack, 2011).

During past two decades, employee engagement became a very popular managerial concept. Organizations use different engagement building tools in order to stay competitive and improve performance. The aim of this paper is to contribute to the research regarding the engagement of administrative workers within the health sector, as this part of the employees is rarely studied, though their day-to-day performance has a significant influence on the quality of the entire institution performance. Employee engagement is an important part of the organizational mission of the NWH. It has been positioned as a key ingredient in helping the NWH meet the range of current challenges that it faces. Effective staff engagement will be essential to help meet the financial challenges and improve productivity.

The importance of staff engagement is recognized by its inclusion in the staff pledges which are part of the NWH constitution. Thus, employee engagement is considered a crucial driver of staff morale and performance within the NWH, and has been shown to be important to the performance of hospitals, for example, reduced absenteeism and better quality of services (West & Dawson, 2012). If engagement has the potential to increase the morale and performance of employees, then management should carefully examine engagement scores across its workforce and the key factors that influence these scores. In particular, it is important to consider how the results of engagement surveys can be interpreted and used to identify actions that managers can take to foster engagement within their teams and departments.

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. Indeed, in identifying the three best measures of a company's health, business consultant and former General Electric CEO Jack Welch recently cited employee engagement first, with customer satisfaction and free cash flow coming in second and third, respectively.

However no studies have been done to identify the influence of employee engagement in Nairobi Women's Hospital which is one of the best hospitals serving patients from more than 20 nationalities. According to a report (2014) their attrition is at 35% and mostly among the high performers. It is therefore imperative that any factors that would hinder the attainment of the Hospitals vision of developing servant leaders for transformation of the society; be identified and addressed hence a need to study the factors influencing employee engagement at Nairobi Women's Hospital. This study analyzed the factors that influenced employee engagement and suggested ways of curbing these problems and improving performance.

Objectives of the Study

The general objective of the study is to investigate determinants of employee engagement in the health sector, Nairobi Women's Hospital as a case. The specific objectives were:-

- To establish how reward affects the employee engagement in the health sector in Kenya.
- To find out how leadership affects employee engagement in the health sector in Kenya.

LITERATURE REVIEW

Theoretical Review

Expectancy Theory

Expectancy theory, proposed by Victor Vroom, (1964). Unlike the reinforcement theory, this theory is concerned with internal processes that an individual undergoes in order to decide whether they want to put forth the effort to strive towards a specific goal. According to Victor Vroom, there are three important elements to consider when determining motivation. The first element is valence, this refers to the desire an individual has to achieve a goal or fulfil a need. The second element is instrumentality; this is the belief that if an individual gives a certain level of performance, then a desirable outcome is expected.

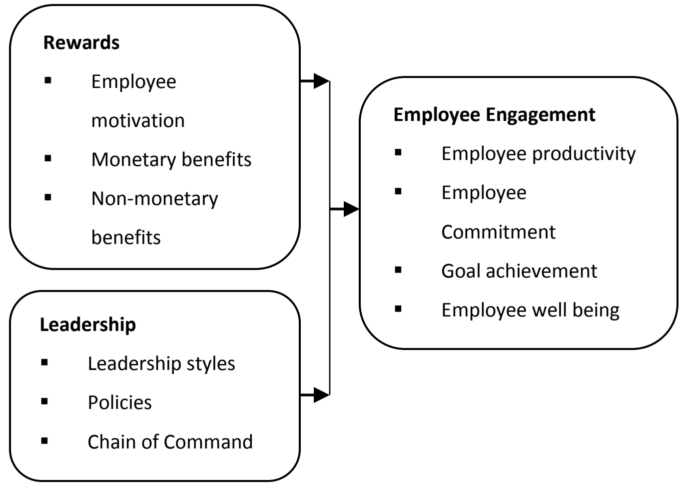
The third element is expectancy, this is the belief an individual has about the relationship between effort and performance, if one exerts a high level of effort, and then one can expect good performance. What motivates people depends on their perception of the attractiveness of the goal and its attainability (Nohria, 2002). This is only a selection of motivational theories, there are many more. Regardless of which theory is followed, interesting work and employee pay are important links to higher motivation. Options such as job enlargement, job enrichment, promotions, monetary and non-monetary compensation should be considered. The key to motivating employees is to know what motivates them and designing a motivation program based on those needs Denhardt *et al.,* (2008).

Mcclelland's Motivational Theory

Then there is David McClelland's needs-based motivational model .These needs are found to varying degrees in all workers and managers (Doyle & Moeyn, 2000) and this mix of motivational needs characterizes a person's or manager's style and behavior, both in terms of being motivated and in the management and motivation others. In order to influence accelerated achievement of the company's goals, David suggested three centers for the influence: The need for achievement, where the person is achievement motivated and therefore seeks achievement, attainment of realistic but challenging goals, and advancement in the job.

McClelland proposes that individuals are motivated based on three needs: achievement, power, and affiliation. Each person has a certain level of each need and in combination they describe what types of motivation influences would suite them best (Cameron & Pierce, 2002). A worker with high achievement needs seeks to excel in their work and appreciates recognition of their efforts. They tend to avoid situations where there is only a small gain while also avoiding high risk situations where failure is a possibility Richard, (2004). High affiliation need workers are more concerned about social relationships.

Conceptual Framework



Independent Variables Dependent Variable

Figure 1: Conceptual Framework

Rewards

Kreitner (2009) broadly define rewards to be the material and psychological payoffs for performing tasks in the workplace. He continues to explain that rewards can be classified as either extrinsic or intrinsic rewards, and that extrinsic rewards are "payoffs granted to the individual by other people" such as money, employee benefits, promotions, recognition, status symbols and praise. On the other hand, intrinsic rewards are "self-granted and internally experienced payoffs" such as a sense of accomplishment, self-esteem, and self-actualization.

Dess and Picken (2009) recognized that reward and incentive systems represent very powerful means of influencing an organization's change, adding the ability to focus efforts on high-priority tasks, as well as motivating individuals and group to performance at higher levels. Robbins and Coulter (2009) acknowledge the fact that although many factors could have an influence on the design of an organization's compensation system, the one key consideration that stands out is flexibility. Giancola (2007) point out that modern day compensation systems should take into consideration a number of factors in order to be fair, equitable, and motivating.

A reward program can promote optimal fulfillment in your business if it is designed so your employees' successful job performance is in line with your business objectives. Start by stating a chief goal; then list the specific steps required to achieve it. For example, if a main goal is to increase sales by 20 percent for all successive years, you have the basis to direct your employees to complete specific duties to make that goal a reality. One such duty might be to inform every customer who visits your store about the benefits of your services. You can measure the increase in service sales based on this strategy and reward your employees accordingly. Employee rewards provide compelling motivation to continue fruitful behavior on your behalf (Reynolds, 2015).

Leadership

Leadership is necessary to shape goals, coordinate efforts, motivate employees, and monitor performance. Leadership consists of the efforts of one member of an organization with respect to other members with the intent of helping people and organizational units achieve their goals (Yukl & Van Fleet, 2007). Leaders guide firms and their people into the future. They are the ones who must find new paths to change organizations and should be the most persistent in pursuing the chosen direction. Good leaders take care of their people and enrich their lives. Great leaders are those who show care and concern and genuinely do things to contribute to the lives of the people they lead.

Leadership is life blood of any organization and its importance cannot be underestimated. Many authors have studied this phenomenon, but there is no conscious definition of what leadership is, no dominant paradigm for studying it, and little agreement regarding the best strategies for developing and exercising it (Bennis, 2007; Hackman & Wageman, 2007; Vroom & Jago, 2007). Omolayole (2006) views leadership as that kind of direction, which a person can give to a group of people under him in such a way that these will influence the behavior of another individual, or group.

Ngodo (2008) perceives leadership to be a reciprocal process of social influence, in which leaders and subordinates influence each other in order to achieve organizational goals. Leadership style is viewed as the combination of traits, characteristics, skills and behaviours that leaders use when interacting with their subordinates (Marturano & Gosling, 2008, Jeremy *et al.,* 2011).

Good leadership affects every level of an organization. A vision reflects a firm's fundamental beliefs, experiences, shared values, future goals and opportunities (Kouzes & Posner, 2007). Pratt and Ashforth (2008) indicate the importance of establishing a vision that relates to the meaningfulness of work to employees. The idea that all relevant individuals share the same vision is central to effective leadership. Without it, different constituents in an organization strive for different outcomes; a situation that stifles the prospect of achieving objectives.

Good leadership fosters cooperation and builds trust by aligning different groups of people. With an emphasis on aligning people with an overall vision, firms are able to adopt specific management practices that achieve strategic objectives. These practices, which include training, team-building, incentive programs and the like, work best when they are built upon a well-developed vision that incorporates the needs of employees and other relevant constituents. Proper leadership aligns people by communicating to them with credibility and through empowerment at all levels of the organization (Bowden, 2008, Gottschalg & Zollo, 2007, Subramony 2006).

Employee Engagement

From a psychobiological perspective, perceptions of positive or negative phenomena stimulate an individual's and the organizations performance (Cooper 1994 & Larson, 2004; Dessler 2005 & Hellen, 2015).

Thus, employee engagement has a moderating influence on individual behavioral action (or inaction), within a particular context. The leadership style that drives behavioral action decisions influences an individual's cognition, learning, and productivity in his or her personal and professional lives (Depue & Collins, 2006; Fiedler, 2001; Gray, 2002). These theories provide useful insights that help explain organizations performance.

Management theories also acknowledge that individual personal characteristics need consideration as work is designed (Dessler, 2008 & Richard 2009). Specific job characteristics reported to influence performance derives from an individual's ability to work and share knowledge and skills with other employees. The theory proposes that the more a leader offers support to the employees including substantial freedom to act, effective feedback, identifiable work, a variety of activity, and a perceived impact upon the lives of others, the greater an individual's is motivated to work (Dessler & Richard, 2006).

Cooper and Richard 2006 argued that a triad of critical internal behavior states is a necessary condition for high levels of organizations performance. These internal behavior states include the meaningfulness of the work, knowledge of responsibility for results of the work, and knowledge of the outcomes of the work.

Empirical Review

Rewards and employee engagement

According to Giancola (2007) the company must use base pay to reward three dimension of individual value: the skills and competencies needed by the company and used by the individual to generate results, the individual's consistent performance over time whether individual contributions or contributions to team results, and the individual's value relative to the labour market. By rewarding the workforce for achieving results, variable pay (cash and equity) creates stakeholder ship and a win-win relationship between people and the company so that both share in the success. Variable pay is best suited to reward results because it is agile, flexible, adaptable, responsive, and able to focus on key measures of success.

Extrinsic rewards usually financial are the tangible rewards given employees by managers, such as pay raises, bonuses, and benefits. They are called "extrinsic" because they are external to the work itself and other people control their size and whether or not they are granted. In contrast, intrinsic rewards are psychological rewards that employees get from doing meaningful work and performing it well. Extrinsic rewards played a dominant role in earlier eras, when work was generally more routine and bureaucratic, and when complying with rules and procedures was paramount (Thomas, 2009).

This work offered workers few intrinsic rewards, so that extrinsic rewards were often the only motivational tools available to organizations. Extrinsic rewards remain significant for workers, of course. Pay is an important consideration for most workers in accepting a job, and unfair pay can be a strong de-motivator. However, after people have taken a job and issues of unfairness have been settled, we find that extrinsic rewards are now less important, as day-to-day motivation is more strongly driven by intrinsic rewards (Thomas, 2009).

Kreitner (2009) believes that in order to motivate job performance effectively, rewards need to be administered in ways that satisfy operative needs, foster positive expectations, ensure equitable distribution, and reward results. He mentions a number of ways in which these criteria can be met: Rewards must satisfy individual needs: He confirms that reward has no motivational impact unless it satisfies an operative need, and that different people need different things at different times. He recognizes the fact that money is a powerful motivator, but also that not all people might desire more money compared to, for example, some way of gratifying their ego.

The intrinsic rewards are strong predictors of retention. Note that this is the "right" kind of retention keeping the people who are energized and self-managing rather than those who can't afford to leave. We find that employees with high levels of intrinsic rewards also become informal recruiters and marketers for their organization. They recommend the organization to friends as a place to work and recommend its products and services to potential customers (Thomas, 2009).

The intrinsic rewards are also a relatively healthy and sustainable source of motivation for employees. There is little chance of burnout with this form of motivation. Workers with high reward levels experience more positive feelings and fewer negative ones on the job. Their job satisfaction is higher, they report fewer stress symptoms, and are more likely to feel that they are developing professionally (Tymon, Stumpf & Doh, 2010).

Despite these benefits, however, a number of managers underestimate the importance of intrinsic rewards, and continue to treat financial rewards as the key factor in motivating others. While some of this bias may simply come from their use and familiarity with older models, there is another explanation. Research shows that, although people are quick to recognize the role of intrinsic rewards in their own behavior, there is a general tendency to assume that other people are motivated mostly by money and self-interest (Thomas, 2009).

Christofferson (2007) points out that leaders must take care, early to communicate and educate people on the reasons for changing rewards and the advantages to the workforce and company. Involving people in the change process to gain their understanding, acceptance, and commitment is critical. Both the company and people need to gain from their relationship. People who contribute to the organization's achieving goals share in the success. To ensure a balanced win-win partnership, the company must provide clear direction, people must continue to add value, and the company must acknowledge their value with rewards.

Poisat (2006) believes that it has become evident that organization's level of productivity, competitiveness and ultimately customer satisfaction depends in a very major way on the willingness and type of effort their knowledge workers are prepared to deliver. Armstrong and Murlis (2009) agree strongly with Poisat and state that the growth in emphasis on employee engagement is a critical element to organizational performance and implies that the concept of total reward is becoming more important and influential on reward strategy. They describe the concept of total reward as one that "emphasizes the importance of considering all aspects of reward as an integrated and coherent whole".

Leadership and employee engagement

Tannenbanum and Schmidt (1958) also identify four different types of leaders which have been most widely accepted and used. These leadership styles, which centre around Mc Gregor's Theory 'X and Y' assumptions, are democratic, autocratic, dictatorial, and laissez faire leadership styles. Alimo-Metcalfe and Nyfield (2007) refer to research done by Grant and Hagberg (2006) where they identified what they refer to as the three pillars of leadership', namely being the inspiring evangelist for a vision; managing implementation; and building relationships with subordinates.

In Rucci, Kirn, and Quinn's (2008) research, they develop a basic model that contains a set of twelve criteria, grouped around three Ps - performance leadership, the provision of value customers, and employee passion for the customer. Although this model is useful for dealing with both employees and customers instead of only coping with people inside an organization, it emphasized leadership practices per se, as opposed to the people themselves.

Task-oriented leadership behaviour emphasizes giving employee's specific tasks, clarifying their roles and duties, and maximizing their job performance capacity. People-oriented leadership behaviour concentrates on showing mutual trust and respect, making people feel part of the team, building and sustaining effective interpersonal relationships, and showing concern for employees' needs and welfare (McShane & Travaglione, 2003; Zimmermann *et al.,* 2008). Research has shown that organizations with task-oriented leaders have high job performance, but it is usually related to low job satisfaction accompanied by high absenteeism and a high turnover rate. Organizations with a people-oriented leader have high job satisfaction, low absenteeism and a low turnover rate. But the job performance in people-oriented organizations tends to be lower than in task-oriented organizations (McShane & Travaglione, 2003).

At the heart of the relationship between the employer and the employee is the idea of a value exchange whereby each party sacrifices something to achieve something else. Employees provide time and effort in exchange for compensation and benefits. Employers provide compensation and benefits in exchange for labor that helps the organization achieve its objective. In the context of our people-centered approach to leadership, enriching the lives of employees gets added to the value exchange. The value exchange is multidimensional and includes both work and non-work components and ultimately encompasses all aspects of what people get from organizations and what organizations get from people (Labovitz & Rosansky, 2007, Roepke *et al*., 2008).

Successful organizational performance relies on the proper behavior from managers and employees. Leadership can be an evolutionary process in companies. Business owners who provide leadership can transform an employee from a worker completing tasks to a valuable team member. Leadership skills can help change an employee & status quo mentality by instilling an ownership mindset (Duck 2007, Kouzes & Posner, 2007).

RESEARCH METHODOLOGY

This research study adopted a descriptive survey approach on the influence of employee engagement on organizational performance in the health sector. The researchers choose Nairobi women's hospital as the case study. This study targeted senior management, non- clinical staff and clinical staff in Nairobi Women's hospital in Adams Branch. The researcher targeted the management and operational staff of the hospital who make a total of 170 respondents. This population provided a significant representation of the whole NWH population. In order to meet the research an objective, the research used both structured and semi structured questionnaires. Quantitative data collected using questionnaires were analyzed by the use of descriptive statistics using SPSS (Statistical Package for Social Sciences) and was presented through percentages, means and frequencies.

PRESENTATION AND INTERPRETATION

The response rate was 91% of the total sample size and the non-response was 9%. The response of 91% facilitated towards gathering sufficient data that was generalized to reflect the opinions of respondents. The study sought to establish the age of the respondents in order to determine if the age corresponded with employee engagement. Majority (58%) of the respondents were in the age category of 25-35 years, 20% were in the age category of 35-45 years, 18% were in the age category of 45- 55 years and 4% were in the age category of above 55 years. The study sought to establish the education level held by the respondents in order to ascertain if they were equipped with relevant knowledge and skills to understand challenges facing employee engagement in Kenya. Majority (49%) of the respondents were university graduates followed by 25% who had post graduate education level and 15% who had college education level. The study further found out it was important to determine how long the respondents had been working in order to ascertain to what extent their responses could be relied upon to make conclusions for the study, based on their working experience. The study revealed that majority of the respondents, 70% had less than five years of experience and 20% had worked for more than 10 years. These findings were in tandem with findings by Braxton (2008) who found out that respondent with a high working experience assist in providing reliable data on the problem in hand since they have technical experience on the study problem.

Descriptive Results

The study focused on employee engagement and Rewards and Leadership.

Rewards

The study sought to find out the effect of Rewards on employee engagement in Kenya. Reward is providing one-to-one support to employees (De Fabrizio, 2001). In this study, it means support offered to employees by experts boost their motivation.

On extent to which rewards affected the employee engagement in Kenya, From the findings in table 1, majority (41%) indicated that Rewards influenced employee engagement in Kenya to a very large extent, 31% to a large extent, 19% to a moderate extent, 7% to a small extent and 2% not at all.

These findings corroborate with findings by Hui (2011) who found out that Rewards plays a key role in improving employee engagement in Kenya.

Table 1: Extent to Which Rewards affect engagement.

Rewards	Frequency	Percent
To a very large extent	63	41
To a large extent	18	31
To a moderate extent	11	19
To a small extent	4	7
Not at all	1	2
Total	97	100

Leadership

The study sought to identify the effect of leadership on employee engagement. According to Blair (2001) Leadership relates to processes and decisions that seek to define actions, grant power and verify performance.

On extent to which leadership affected employee engagement, From the findings in table 2 majority (43%) indicated that affected employee engagement to a large extent, 30% to a very large extent, 15% to a moderate extent, 8% to a small extent and 4% not at all.

These echoed findings by O'Donnell (2007) that good Leadership in many Non-Governmental organizations have led to increase in employee engagement in Kenya (Rosi, 2010). The study therefore infers that Leadership helps improve employee engagement in Kenya.

Table 2: Extent to which Leadership affected employee engagement

Leadership	Frequency	Percent
To a very large extent	56	30
To a large extent	26	43
To a moderate extent	9	15
To a small extent	4	8
Not at all	2	4
Total	97	100

Employee Engagement

From the findings in table 3, Rewards had a mean score of 4.311, Leadership had a mean score of 3.909 and career growth had a mean score of 3.942. These findings were in line with those of Braxton (2008) who found out that employee engagement in is determined by these factors.

Table 3: Employee engagement Factors Mean, Std. Deviation and Variance Results

Employee engagement	N	Mean	Std. Deviation	Variance
Rewards	97	4.311	.8404	.648
Leadership	97	3.909	.7152	.612
Career growth	97	3.942	.7176	.582
Average	**97**	**4.054**	**0.7577**	**0.614**

CONCLUSION AND RECOMMENDATIONS

The research found out that Rewards had a positive influence on employee engagement in Kenya. The corresponding change in the employee engagement in Kenya could be explained by a unit change in Rewards. Rewards determine the organizational strategy.

The findings of this study suggested that a clear Leadership positively influenced the employee engagement in Kenya. The corresponding change in engagement could be explained by a unit change in Leadership clarity with the constant.

The research findings showed a strong combined correlation between the two independent variables and the dependent variable. In the study multiple regression found out that there was a corresponding change in literacy that could be explained by a unit change in all the combined predictor variables.

Conclusion

The findings indicated that Leadership emphasis was low. With regard to the integration of leadership, the respondents expressed overwhelming excitement and eagerness; however, these attitudes were dampened by various challenges that they faced. Rewards had the potential to provide a framework for professional development; one consistent with experiential learning and the development of a learning organization‟; "Prior research had shown that one-shot workshops without ongoing individual technology support often fail to meet the specific needs of most educators; instead one-on-one technology mentoring models show promising results"

Recommendations

The `study justified that with proper strategies, these could help eliminate assumptions, misconceptions, misjudgments and the gross negative perception about employee engagement in Kenya. The government of Kenya, policy makers, the International community and other stakeholders with interest in Kenya matters should pay attention on measures that ensure proper engagement within the organ in Kenya. Specifically, the study recommends:

Expansion of Leadership space to facilitate access by staff and other stakeholders through allocation of more resources towards development. Rewards play a key role in motivating employees, hence engagement in Kenya. The study recommends more policies developed around rewarding of employees.

Recommended Areas for Further Research

Due to constraints highlighted in the first chapter, this study could not exhaust all the challenges. Research should be conducted to establish other factors that affect employee engagement in Kenya since those covered in this study account for 58.9% only. Such a research should be conducted in other regions to establish their unique challenges so that some harmonization can be realized.

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