

**TOTAL REWARD AND EMPLOYEE ENGAGEMENT IN THE EDUCATION
DEPARTMENT IN NAROK COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
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DECLARATION

I hereby declare that this is my own research Project and has not been submitted to any other University for the award of any degree.

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This research Project has been presented for examination with my approval as the supervisor.

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DEDICATION

This research project is dedicated to my father Philip Nerato Tipaa

ACKNOWLEDGEMENT

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OPERATIONAL DEFINITION OF TERMS

- Employee engagement:** Employee engagement is the degree to which employees are committed to an organization, and the extent to which an employee is willing to go the extra mile to put discretionary effort to their work. According to this study refers to the level of commitment and job satisfaction that leads to Employee Performance.
- Pre-school care givers:** These are Early Childhood Development Education (ECDE) Teachers who facilitate playing and learning activities in pre unit level so as to enable children to cope with primary school life
- Promotion:** This is an employee's advancement to a higher position with a better salary, greater responsibilities and status. According to this study refers to the employee being given more responsibilities, becoming more involved in decision making and advancement to higher position in the organization.
- Recognition:** This means appreciating an employee for a job well done. According to this study refers to an act of employees' praise for good work done, employees being given rewards for achieving and also being

given higher titles as a sign of appreciation for the work done.

Remuneration:

This is compensation that an employee receives for employment. Remuneration includes basic salary, bonuses and benefits such as pension plan, medical plans and company car. According to this study refers to the basic pay that an employee is paid, the allowances and any other benefits given to the employees.

Total reward:

Total reward refers to all types of rewards such as financial and non- financial reward. This includes compensation, career development, benefits, work life balance and recognition.

Training:

Training is a process that aims at improving performance of employees on their current jobs as training provides them with new knowledge and skills that they require for their current job. According to this study refers to career growth and development among the employees, acquisition of new skills which leads to improved productivity among the employees.

LIST OF ABBREVIATIONS AND ACRONYMS

CIDP	: County Integrated Development Plan
ECDE	: Early Childhood Development Education
ICU	: Intensive Care Unit
IES	: Institute of Employment Studies
NCPSB	: Narok County Public Service Board
UT	: Untrained Teacher
SPSS	: Statistical Package for Social Science

ABSTRACT

Employee engagement is very important for both employers and employees. Total reward plays a major role in job satisfaction of employees. The study sought to analyse how total reward influences engagement of employees in County Governments in Kenya, specifically Narok County Government, Education Department. The specific objectives of the study were; to determine the effect of promotion, remuneration, training and recognition on employee engagement in the Narok County Education Department. The theories used in the study were; The Zinger Model of Employee Engagement, The Institute of Employment Studies (IES) Model of Engagement and the Penna's Model of Employee Engagement. The adopted research design in the study was the descriptive research design and the sampling technique that was adopted was the stratified random probability sampling. The respondents to the study were pre-school caregivers in the county. The sample size of 173 pre-school caregivers was drawn from 865 Pre-school caregivers from the Narok Country education department . The population was stratified on the basis of the teachers qualifications to ensure that all levels are included in the sample. Primary data was used in this research study and hence the questionnaire was used for the purpose of data collection. A pilot test was conducted to assess whether the questionnaire was appropriate for the study. The alpha reliability coefficient was computed to establish the reliability of the question which was obtained to be above 0.7. while validity coefficient index was also computed and established to be above 0.6. this indicated that the questionnaire was both valid and reliable. Descriptive parameters of frequencies, percentages, means and skewness were used to summarize the results. A regression analysis was also conducted to determine how total reward affects employee engagement. The data was analysed both descriptively and influentially and the results presented using tables, graphs and pie charts. The results indicated that, promotion, remuneration, training and recognition all have an influence on the level of employee engagement among the preschool caregivers at the education department in Narok County. All the four independent variables were positively and significantly correlated with the dependent variable at a significance level of 5%. Promotion recorded, ($r = 0.262$; $p < 0.05$); training, ($r = .800^{**}$; $p < 0.05$), recognition ,($r = 0.647^{**}$; $p < 0.05$) and remuneration($r = -.158$; $p > 0.05$). Training was noted to have the highest contribution to the engagement level as training had the highest positive and significant correlation coefficient indicating that majority of pre-school caregivers felt that if given chances of training to develop their skills their level of engagement would improve. The study concluded that majority of preschool teachers were satisfied with the promotions, training and recognition given at the education department. It was also concluded that though remuneration is an important aspect of total reward, it had a negative but significant effect on employee engagement. The study recommends that total reward should be considered at all levels in the county governments to enhance the level of employee engagement. The findings of the study will be of benefit to the pre-school caregivers, the county directors of education, the education stakeholders and policy makers both at the County Government and the education sector as a whole.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

According to Aon, (2018) Global Employee Engagement Trends Report, the employee engagement concept is usually confused with employee happiness or employee satisfaction, but employee engagement is actually about the psychological investment of an employee in his/her organization and an employee's motivation to produce extraordinary results. Organizations that have employees who have engagement levels that are above average often realize lower turnover rates, improved employee productivity and high customer satisfaction scores, all these factors significantly lead to improved financial performance. Leisha, (2016) says that engaged employees would not easily leave an organization and are more committed to an organization. Given increasing public service expectations, engagement is not a small deal. Engagement should therefore be thought of as non- monetary compensation, where you create the best workplace possible.

Kithela, (2017), argues that clearly defined employee roles makes employees happier and also shows them a clear career progression path. Employees feel good when their contributions towards achievement of business goals are recognized. Employees become happy when they are fairly remunerated and involved in the formulation of an organization's remuneration policy. An organization should also communicate the components of a reward policy to all its employees in order to make them understand it better. Therefore, an organization should enlighten its employees more on performance based pay and basic pay in order to enable them to know what is expected of them. Thus,

total reward should be embraced in organizations. Therefore, in organizations where employees are highly engaged, there is usually high customer satisfaction levels, low employee turnover rates and such organizations also usually perform better than businesses with low employee engagement levels. High performing Companies that conduct engagement surveys on a regular basis and take necessary action on them see improved performance than those that do not.

Recent studies in Kenya show that the general engagement levels of employees in Kenya is 27%. This therefore means that most organizations loose many employees within a year after recruiting and training them (Brighter Monday, 2018). Managers should ensure that they keep all employees under them engaged so as to ensure that the employees meet their targets and hence organizational objectives achieved. Engaged employees at the workplace go an extra mile to get their jobs done with minimum supervision and feel proud of their achievements at work. To ensure achievement of employee engagement, employees should be given career growth opportunities and safe working environment. The managers should also ensure that employee performance targets are realistic and great performance of individual employees is recognized (“Eight Employee Engagement Strategies”, 2017). Employees should also be given a mix of rewards rather than just a single reward, that is, they should receive both intrinsic and extrinsic reward. This leads to greater commitment and engagement of an employee (Hodgetts & Luthans, 2000).

1.1.1 Total reward

A good total reward package should contain elements of compensation, work-life balance, benefits, career pathing opportunities and performance recognition. Employees always want to join an organization in order to get great experiences in their work, and

career growth opportunities in the workplace. The Total Reward concept describes all the tools that may be available to an employer which could be used for attraction, motivation and retention of current employees (Helioshr, 2013).

Total reward consists of all reward types, such as; indirect reward, direct reward, intrinsic and extrinsic reward. This includes all reward aspects such as basic salary, benefits, non-financial rewards and contingent pay. A strategy of total reward addresses critical issues created by recruitment of employees, employee retention and a means of influencing employee behaviour: It helps to create work experiences which meet employee needs and also enables employees to make extra efforts (Armstrong, 2007).

Providing employees with training opportunities is regarded as a key element in a total reward package. The availability of employee training opportunities, proper selection of employees for prestigious training programmes and the organizational emphasis on the acquisition of new skills and enhancement of employee existing skills would act as powerful employee motivators (Manus &Graham, 2003).

Through rewards, employees are provided with recognition for their contributions and achievements. Rewards should be aligned to organizational goals, so that, an employee is rewarded when he /she helps in achievement of one of the organization's goals. Not only is reward management concerned basic pay and employee benefits, but also consists of non-financial rewards such as increased job responsibility, recognition and training and development opportunities (Armstrong, 2006).

One of the most powerful ways of rewarding employees is through recognition as not only do employees want to know how well they have carried out their work and achieved their objectives, but also need to see that their contributions and achievements are appreciated. Employee recognition can be done by managers and other employees giving an employee positive and immediate feedback so as to acknowledge team and individual contributions. It can also be provided by managers listening to suggestions from team members and acting upon the suggestions. Other ways of ensuring employee recognition include employee promotion, allocating employees to high-profile projects and employee job enlargement so as to provide them with more rewarding interesting work. Other forms of recognition include: trips abroad, public applause, long service awards and treats. All these can be forms of rewards (Boxall& Purcell, 2003).

1.1.2 Employee engagement

Employee engagement is the extent to which one is willing to work more than he or she is expected (Armstrong, 2012). Employee engagement is concerned with the establishment of workplace mutual respect for what employees can do and be. And that employee engagement is two ways, in that, an organization should ensure that it does and provides all that is required boost engagement levels of its employees who in turn have a choice on the level of engagement to offer to an organization. Good job designs, performance management, training programmes and good leadership provided by line managers can lead to enhanced employee engagement levels (MacLeod and Clarke, 2009).

Employee Engagement describes both the quantitative and qualitative nature of the relationship between employees and an organization. An employee who is absorbed by

their work fully and is always enthusiastic about his/her work is considered to be an engaged employee. Therefore, such an employee strives to further the organization's interests and reputation. Employees who are engaged usually have a positive attitude towards an organization's values. Therefore, organizations with employees who are highly engaged perform better than those organizations with low levels of employee engagement (Armstrong, 2006).

Engagement of employees involves, two-way commitment between an organization and its employees, integrity and two-way communication between an organization and its employees. Employee engagement is also considered as an approach that enhances the chances of success of a business, thus contributing to improved organizational and individual productivity, performance and well-being. Employee engagement levels can be measured as it varies from low to high levels of engagement. Employee engagement can also be nurtured and dramatically improved. Employee engagement requires a work environment that ensures work life balance, provision learning and development opportunities and promotes information sharing among all members of an organization. (Alfes, Truss, Soan, Ress, & Gatenby, 2010) .

1.1.3 Narok County Government's profile

The County is situated in the Southern parts of the Rift Valley province. Narok is named after, a certain river that flows through Narok town, known as Enkare Narok. Its population is approximately 850,920 and also covers an area of approximately 17,944 km². Narok County is made up of the following 6 sub counties: Emurua Dikirr, Kilgoris, Narok West, East, North and South. Narok town, which is a major centre, is Narok County's Head Quarters. The County's Vision statement is Economic Transformation for

a Shared Prosperity. Its Mission statement is to ensure optimal utilization of resources so as to enhance sustained socioeconomic growth (Narok County Government, 2021)

Narok county education department is currently located at Noolmongi Building along the Mau-Narok Road. The functions of this department include provision of pre-school education in public schools, village polytechnics, child care facilities and home craft centres. The department is also responsible of equipping and developing ECDE centres, enhancing and sustaining quality education in pre-primary schools (Narok County Education, 2021).

Schools' performance in Narok County is very poor. This is due to, minimal assessment of schools, non accountability of schools' management boards and head teachers. Lack of teachers' motivation has also contributed to the poor performance. A good number of parents have also been transferring their children to other schools in neighbouring counties. This has largely affected the quality of education in Narok County. Despite the county government investing heavily on additional dormitories, classrooms and other infrastructure, the education levels have been deteriorating in the past three years. (Kirui, 2018).

1.2 Statement of the problem

According to the Narok County Director's report (2018), only 7% of the 2017 KCSE Candidates qualified to go to the University. This performance raised a lot of concerns with the county leadership who noted that levels of education have been deteriorating in the past three years despite the fact that the County Government through the department of education has given their support through bursaries and support for the schools. The

poor results showed that there was a major problem in the County's Education Sector. The Uwezo Report (2016) shows that the literacy level in the County is 13% which is very low compared to the recommended 80%. According to the Narok County Integrated Development Plan, (CIDP), (2018-2023), the literacy levels in the County is 67% which is still much below the recommended 80%. Based on all these problems in the education sector, this research involved the pre-school care givers who facilitate learning activities for the young children before they proceed to primary level.

The Uwezo Kenya, report (2013) reveals that Narok County has the highest number of teacher absenteeism and 50 out of 100 pupils who are in class Four and Five cannot comprehend stories written for the class Two children. Narok County Public Service Board, NCPSB, Report, (2019) shows that most ECDE teachers go to work late, some pre-school caregivers are regularly absent from work and some always drunk and are not therefore able to facilitate learning in the ECDE Centres and as a result, there has been decreased ECDE teachers' productivity in many public schools in the County. The low levels of literacy in the County could be as a result of poor quality of education in the County's Pre- schools. Gallup, (2018), gives some of the signs of disengaged employees which include, an employee going to work late or early to leave, taking too many sick leaves, lack of motivation to contribute to their own and organizational success and a drop in an employee's productivity at work.

Some studies have been conducted on total reward and employee engagement, most of these studies have been conducted in other organizations such as, East African Breweries Limited, where a study was conducted on the total reward strategies and employee

engagement level (Kamal, 2014). Another study was conducted on reward and employee engagement in the Rift Valley Bottlers Company (Koskey & Sakataka, 2015). Scott, McMullen and Hay Group World at work, (2010) also conducted a research on the influence that rewards programs may have on engagement of employee. None has been done in the education sector in Narok County. Several studies have also been conducted in Narok County such as, effects of reward system on employee performance (Ntutu, 2018) and Training and Development of staff to achieve organizational performance as a Strategic Human Resource Management Practice (Naikuni, Obere, Amuhaya, 2015), this study has not been conducted Narok County. Thus, the study attempted to address these gaps by analyzing the impact of remuneration, training, promotion and recognition on engagement of employees in the education department in Narok.

1.3 Study objectives

1.3.1 General objective

The study's aim was to analyse the extent to which total reward influences employee engagement in Kenyan County Governments.

1.3.2 Specific objectives

Below are the objectives that guided the study.

- i)** To explore the impact promotion has on engagement of employees in the education department in Narok County.
- ii)** To examine the influence remuneration has on engagement of employees in the education department in Narok County.

- iii) To find out the impact training has on engagement of employees in the education department in Narok County.
- iv) To analyze the effect of recognition has on employee engagement in the education department in Narok County.

1.4 Research question

The following research questions guided the study.

- i) How does promotion influence employee engagement in Narok County?
- ii) What effect does remuneration have on employee engagement in Narok County?
- iii) To what extent does training influence employee engagement in Narok County?
- v) What effect does recognition have on engagement of employees in the education department in Narok County?

1.5 Significance of the study

The study was expected to enable the County Government to improve its reward strategies and policies by practicing total reward practices in order to motivate its employees hence leading to improved employee engagement at work. This is expected to improve employee engagement and improve the image and reputation of Narok County Government. Pre-school caregivers are also expected to benefit from the study as they shall be better rewarded both financially and non-financially. This would lead to their motivation at work thus being more engaged to their work. The young learners shall also benefit from the study. This is because they shall be more committed and engaged care givers thus leading to the young learners getting more quality education and improving their literacy levels.

1.6 The Study's scope

The aim of this research was to analyze how total reward influences employee engagement at work in the Education Department in Narok county. The study focused on how promotion, remuneration, training and recognition would influence the engagement levels of pre-school care givers at work in terms of their commitment to work, job satisfaction and their performance at work.

The study focused on Education Department Narok County Government. The respondents of the study were pre-school caregivers in the county. The study was conducted between January 2019 and February 2020. Questionnaires aided in collection of data from the respondents. The study used descriptive research design and the stratified random probability sampling technique.

1.7 Limitations of the study

Though the study presumed that the pre-school caregivers might be afraid and hence give data that is not suitable, the study established that the data collected gave the required information for use in making inference to the preschool caregivers in the county. This was as a result of good rapport that the researcher developed with the respondents while in the field. In order to build the respondents confidence, the researcher issued them with an official letter from the University which proved that the research was for academic purpose. The researcher had anticipated that the respondents might get absorbed in their work given that the study was conducted during school's day. The use of a questionnaire was a good remedy for this limitation as the respondents could fill in the questionnaire to their convenient time. The respondents were also given a time line within which to return the questionnaire so that they don't drag the process .

1.8 Organization of the study

The first chapter of the study, has the following sections: Introduction part, background of the study where the researcher briefly discusses the topic of discussion, statement of the problem where the researcher has discussed the issue of concern that has made the researcher to conduct the study, objectives of the study which is what the study aims to achieve, research questions which are what the researcher is seeking answers to at the end of the project, the significance of the study indicates the beneficiaries of the research project and how they benefit from it, scope of the study which gives the content scope, context scope, times cope and the methodology scope, the chapter also has a section on the study's limitations which focuses on the factors that may negatively affect the research and the researcher has no control over the negative factors.

The second chapter discussed the literature review where the researcher reviewed past studies. The other parts of this chapter are the empirical review where the researcher identified the gaps in the past studies and point out how the gaps were addressed in the current study, the summary part where the researcher was expected to sum up the major highlights of the study in relation to specific objectives. A conceptual framework was also developed.

The third chapter of the research Project was the research methodology which highlighted how data was gathered from respondents in the field, how the collected information was analyzed and presented. It gave a framework through which the study was conducted.

Chapter four looked into the data analysis, presentations and interpretations. The chapter presented the analysed data using the figures and the tables. the chapter was organized to cover the demographic variables, then the results based on the objectives. the descriptive part was done using frequency and percentages while the inferential part seeking to show the relationship between the variables was done using correlation, ANOVA and regression analysis.

The last chapter presented the summary, discussions, conclusions and recommendations for the study. The major findings were summarized based on the study's objectives.

CHAPTER TWO

LITERATUREREVIEW

2.1 Introduction

The following subsections were looked at in this section; theoretical review, empirical review, summary of literature, study gaps and finally the conceptual framework.

2.2 Theoretical Review

This section provides relevant models that support the study.

2.2.1 The Zinger Model of Employee Engagement

The proponent of this Model is a management consultant known as David Zinger whose work was based in Canada. The work sought to enhance relationships in the organization in order to improve employee engagement levels at work. The Zinger Model (2009) is a model that attempts to throw some light on the various aspects of employee dedication, involvement of employees and employee engagement. This model outlines key factors that managers in organizations must adhere to in order to obtain better employee engagement levels. Xiao and Duan (2014) stated that a worker's engagement level comprises of five dimensions; absorption, identity with an organization, harmony and vigor.

Liu (2016) notes that the model emphasizes on the managers work which is done through clearly crafted strategies. This involves proper planning and consideration of employee needs and organizational goals. To craft effective strategies, the managers should see from professional management consultants. Secondly, the managers should also enliven employee roles as employees to make their roles more interesting. Managers should also

redefine employee duties and responsibilities so as to eliminate boredom at the work place.

Organizations should also have an employee recognition system whereby employees are rewarded as a sign of appreciation for good efforts at work in order to motivate to continue improving their performance. Recognition of employee efforts in front of everyone helps boost employee morale and thus enables employee retention. Managers should also ensure that there is proper communication with their subordinates. In this way, employees can freely express their concerns to the top management and in return, top management should demonstrate genuine concern on the employee concerns and attempt to fairly solve the problems (Xu et al. ,2013).

The fastest way to obtain an organization's desired outcomes is by ensuring that employees are engaged fully to an organization. Employees who feel connected to an organization do not easily leave the organization but remain in the organization for many years. Managers must value its employees and realize that employees are an organizations most important asset and that nothing can be achieved without them. An organization must also ensure it promotes a tradition and culture that promotes best customer services as only engaged employees offered the best customer services. Managers should therefore make employees aware of this tradition (Liu ,2016).

According to Salminen et al., (2014) an organization should focus on employee overall development. Employees become more connected and committed to the organization if they are given an opportunity to grow within an organization and are willing to go an extra mile so as to realize the objectives of an organization. Managers should also ensure

employee happiness as happy and satisfied employees are highly productive in an organization. Therefore, the Zinger Model (2009) considers important factors that would have positive impact on employee involvement, dedication and engagement to their work. This model is thus relevant to the study and supports the study since the study's independent variables have all been covered by this model and are therefore employee engagement drivers. This is summarized in figure 2.1 below.



Figure 2.1 : Theoretical Framework For Employee Engagement

Source: Adopted Form Zinger (2009)

2.2.2 The Institute of Employment Studies (IES) Model of Engagement

This Institute is an independent and international research centre which researches on human resource and employment policies issues. The institute was established in 1969. An IES Survey, (2003), developed this engagement model which offers a tool of used to diagnose, employee engagement drivers in an organization. The model suggests that most

of the engagement drivers are applicable to all organizations, irrespective of the sector; however, the relative strength of each employee engagement driver is contingent upon an organization under study.

In summary, the model suggests the following drivers of employee engagement; regular training and development of employees to enable them improve their work skills and knowledge, regular employee performance appraisals which would enable employees realize their strengths and weaknesses and hence take corrective measures, ensuring effective and two way communication within an organization so as to ensure that all employees are well informed and for smooth running of an organization, fair and equal employee treatment without any form of discrimination, fair and equitable payment of employees and distribution of employee benefits, effective internal cooperation within an organization and employee job satisfaction. All these factors would make employees to feel valued and involved hence leading to improved engagement levels of employee. This model is thus relevant to the study and supports the study since the study's independent variables such as training and remuneration have all been covered by this model and are therefore employee engagement drivers.

2.2.3 Penna's model of Employee Engagement

Penna, (2007) gives a hierarchy of employee engagement factors that illustrates the impact that each level had on employee engagement and talent retention in an organization. The model presents a hierarchy that starts with providing employees with good and favourable basic working conditions, followed by providing all employees with opportunities for learning and development in order to enhance their knowledge and

skills, then providing the employees with promotion opportunities, followed by ensuring good leadership in an organization which would lead to trust and respect hence leading to employee commitment to the organization. Bakker et al. (2012) noted that when an employees receive meaningfulness in their jobs, this would lead to employees being attracted to an organization, better employee retention and thus improved employee engagement levels. If an organization achieves these factors of engagement successfully, it will have achieved its objective of having employees who are fully engaged. These models is thus relevant to the study and supports the study since the study's independent variables such as training, promotion and remuneration have all been covered by this model and are therefore drivers of employee engagement.

2.3 Empirical Review

In this sub-section literature that relates to the study's problem is reviewed.

2.3.1 Promotion and employee engagement

Promotion is the means of employee advancement to a higher position with greater and more responsibilities, better pay and higher status. It is the employee upward movement to a job with better working terms and conditions, higher status and greater autonomy. Koskey and Sakataka, (2015) conducted a research on how reward influences employee engagement and commitment levels at the workplace. The study used a cross sectional design to assess the influence between the dependent and independent variable. The study used descriptive data analysis . The study established that promotion opportunity was a direct financial driver in engagement of an employee. This study was descriptive in nature and was limited in scope to the manufacturing companies. To address these gaps, this study sought to assess how employee engagement can be improved by reward

systems in a service institution such as a county government. This study also looked at the total reward system not just one aspect of reward. The study also went ahead to use inferential statistics to assess the significance of the effect. The current study also focused on assessing the effect of rewards among the ECDE teachers, an area that has not received much scholarly attention.

Waithira, (2010) also conducted a study, to assess the fair promotion criterion in an organization leads to employee retention and also leads to improved performance of an employee. The study used motivation theories and not employee engagement theories. The study also was conducted in a private firm while this study was conducted in a public firm with different styles of leadership which influence employees differently. The study further recommended that employee performance appraisals should be conducted on a regular basis with organizational objectives taken into consideration so as to ensure better promotion outcomes. Being a case study the author only focused on how promotion would lead to employee retention and improved employee performance. The current study sought to examine how promotion of employees influences the level of engagement as it is an area that has not been studied by most researchers.

Ahmed, Ahmad & Jaaffar (2017) assessed the effect promotion opportunity has on employees engaged with their job in the organization. The study used a questionnaire in conducting the data and data was analyzed using descriptive analysis. The study established that when employees find smooth positional advancement opportunity in their organization, they get encouraged to do more work for the organization. Additionally, high levels of employee engagement positively impacts on performance of employee. This study was however limited to the banking sector which has a different structure of

management and leadership as compared to a county government which is a public entities. The two entities might not have exactly the same motivational factors to employees' engagement. This study sought to find out the impact of promotion of employees on the level of engagement of county ECDE staff at Narok County.

Anitha,(2014) conducted a study and found out that, promotion policies that are fair and with a widespread scope enhances employee engagement levels in an organization. The author established reviewing employee performance frequently improves employee cooperation and participation. However, the effect of total reward on employee engagement was not considered. Similarly, the past studies were not conducted in an education setup but in a general organizational setup. Given that educational structures are very formal and they have different relational levels, the results of these previous studies were not therefore effective in addressing the issues of employee engagement in the educational sector hence the need for this study to address the research gap.

2.3.2 Remuneration and Employee Engagement

Remuneration is compensation that an employee receives for employment. Remuneration includes basic salary, bonuses and benefits such as; pension plan, medical plans and company car. Onyango, (2014) assessed the impact of employees salary as a motivator on their level of engagement at work. The study used questionnaires to collect data and a descriptive design. The study was analyzed both descriptively using means and percentages and inferentially using persons correlation. The study established that there was a direct relationship between employee salary and their level of engagement was established by the study. This therefore implied that a good competitive pay leads to employee satisfaction thus employee engagement. The study also revealed that if

employees perceive equity and fairness in pay, they become more engaged to an organization. The study further found out that employee knowledge on existing pay systems leads to more employee engagement. Bonuses that are commensurate with employee performance and pay that match employee profiles and job output also contribute to improved employee engagement. This scope of the study was limited to pay and not any other factor. The study also was limited in the sense that the focus was in a private setup while the current study is conducted among a group of employees who are considered at lower cadre the ECDE teachers and the aim is to establish whether they also feel that pay is of great importance to work engagement.

Kamal, (2014) conducted a study and found out that, employee benefits lead to improved employee engagement as benefits motivates them and keeps them more satisfied. The study also concluded that employee benefits improves employee quality of life, leads to retention of talent within an organization and contributes to improved employee performance and productivity. Regular employee benefits also lead to employee financial security thus employee engagement to their jobs. The study also concluded that employees who are aware of and fully understand their benefits are more engaged to their work.

Chidiebere, Kevin and Karina (2017) conducted a study in Nigeria which sought to examine strategies of work engagement and employee behavioural outcomes in Nigerian Universities. The study used stratified sampling technique was used in the study together with simple random sampling technique. The findings indicated that when employees are offered incentives based on performance, this motivates them hence improving their engagement levels to an organization. The study established that when

employees are offered incentives based on performance, this motivates them hence improving their engagement levels to an organization. They further added that these performance-based incentives could be in the form of bonuses based on employee performance assessment and organizational profit sharing. The previous study analysed how strategies of work engagement could help in understanding employee reward system and employee work engagement particularly in public entities in Kenya. To fill the gap, descriptive and inferential statistics were used in this study in order to make conclusion of whether the reward system influence the engagement of the employees. This study focused in the reward system and how it affects engagement of employees .This study focused on employee basic salaries, allowances, and benefits and it sought to fill the gap between the rewards and engagement in a public entity which has not been a focus in most studies

Stachowska, (2016) conducted a relevant study on the role of remuneration in building employee engagement and found out that, to achieve organizational objectives, a complex remuneration system should be developed. The remuneration system should be attractive to employees and should also meet their various needs. The comprehensive model of remuneration builds employee engagement, assures employee satisfaction and thus leads to the development and success of the company and multiplies its effects. The above studies were conducted in other counties and not in the Narok County Government leading to the need for this study in Narok County Government to fill the study Gap.

2.3.3 Training and employee engagement

According to Agwarala, (2007) training is a process which attempts to enhance performance of employees on their existing jobs. Training equips employees with new

knowledge and skills that they require to perform their current jobs. Training leads to changes in employees' specific skills, knowledge and behaviour or attitudes. A training program should meet organizational and employee goals. Therefore, trained employees are well motivated to handle their current jobs hence improved employee engagement. Another benefit of employee training is that, it newly recruited or promoted employees to attain the required standards of performance. The current study takes note of employee engagement as one of the emerging issues in the workplace today. Employee engagement may continue to remain a challenge to organizations in future due to the stringent regulations in organizations hence conduct the current study to assess the effect of total reward on employee engagement will help to fill the gap in the literature.

A study conducted by Onyango, (2014) conducted a study revealed that career development systems contribute to employee engagement at the workplace. Employees should be provided with individual growth and development opportunities, mentors and coaches so as to help enhance employee self-awareness and self-determination. Employees should also be provided with tools to assess themselves and opportunities to enhance their capabilities and skills. This leads to employees being more engaged to their work

Kibe (2017) conducted a study to assess the effect of recognition and rewards on employee engagement and performance . The study was descriptive in nature and sought to examine how an organization could improve employee knowledge and skills and attitudes. According to the findings the researcher concluded that training played a critical role in enhancing employee reward and hence improving performance through engagement . Regularly trained employees are more engaged than employees who do not

get training opportunities. Most studies have also identified that ongoing learning opportunities for employees is a driver to employee retention and engagement in an organization. In order for employees to perform best, their talents should be learned continuously. A well-trained employee would work with less supervision because he/she is highly skilled and more confident with the skills they apply to do his/her job. This would therefore lead to improved organizational efficiency. this study did not conclusively show the relationship between training , engagement and performance . the study was also not very clear on the role other reward systems in enhancing the level of engagement of the employees and also the study was mainly conducted among organizations with a well defined system which presents a different view from the low level employees such as the ECDE teachers .

Kimuli, Bananuka and Muganga, (2018) Argue that training on the job is recommended to development new and future managers. The studies above were not conducted in an education setup but in a general organizational setup. Given that educational structures are very formal and they have different relational levels, the results of these previous studies were therefore not effective in addressing the issues of employee engagement in the educational sector hence the need for this study to fill the contextual gap.

2.3.4 Recognition and employee engagement

Research shows that recognition-based incentives lead to improved employee engagement. Recognizing an employee among his/her co-workers and peers would have a lasting impact on an employee's job satisfaction and work engagement (King, 2008). Waithira, (2010) conducted a study and found out that; informal employee recognition leads to improved employee performance at work due to improved employee engagement

at work. Formal recognition of employees also leads to improved employee performance and that formal recognition in a firm should be well documented for future reference.

Kibe (2010) recommends that managers should recognize employees with clear and effective means of recognition. The study further found out that, an effective employee recognition system should be fair, immediate, simple, clear, powerfully reinforcing and consistent.

Gathungu, Iravo & Namusonge (2015) in their study on employee engagement and performance indicated that managers and peers praising, appreciating employees and giving them timely positive feedback concerning their performance would lead employee job satisfaction, commitment and engagement. Employee recognition is therefore a motivational tool in organizational and social environments. In high professional jobs, recognition maintains a high feeling of employee involvement thus an employee feels valued. Recognition relates positively with commitment and engagement of employees. This study however was limited in scope and context and hence it calls for further study that could address the relationship between employee engagement and other factors of reward.

Agarwala (2007) sought to examine the factors that influence recognition award programs and how this affects their performance. For example, organizations have “employee of the month” and “employee of the year”. Recognition awards work best when the organization can demonstrate clearly how an employee was selected for the award and when recognition is given to recognize the specific performance that is important to the organization. The relation between recognition awards and employee

performance was the only focus of the study. The previous studies above were not conducted in Narok, and more specifically in the Education department or sector. The studies were conducted in other organizations in other parts of the County hence leading to a contextual gap, that this study attempted to fill.

2.4 Summary of Literature and Research Gaps

This part dealt with a review of literature, this involves information from the past studies and other reference materials. The review states the first major activities which were carried out in an effort to establish effects of Total reward on employee engagement. The review explains the past activities under each objective which are: promotion, recognition, training and remuneration. However critical analysis is provided for the issues that failed to realize the main objective of the research study. Established research gap is shown below.

Author	Topic and findings	Study Gap
Waithira (2010)	<p>Promotion: The study was conducted in Kenya among employees of Farm Concern International (FCI) three theories guided the study; Equity Theory, the Expectancy theory and the Maslow's Hierarchy of Needs. It adopted a case study design which used a census due to the small study population. Structured questionnaires were used. Descriptive and inferential statistics were used by the researcher to analyse data.</p> <p>The study found out that fair promotion criterion in an organization leads to employee retention and also leads to improved employee performance.</p>	<p>The study used motivation theories and not employee engagement theories. The study also was conducted in a private firm while this study was conducted in a public firm with different styles of leadership which influence employees differently. Being a case study the study the author only focused on how promotion would lead to employee retention and improved employee performance, this study focused on how promotion lead to employee engagement at work.</p>
Koskey and Sakataka, (2015)	<p>Promotion: The study was conducted in a manufacturing entity to assess the effectiveness of reward on employee engagement and commitment. The study was to find out how employee engagement is influenced by and non-financial rewards, pay programmes and employee benefits. The authors conducted a study and found out that the leading direct financial driver in employee engagement was Promotion.</p>	<p>The study was limited to one manufacturing company and used only descriptive analysis. The authors also focused on promotion as a financial driver to employee engagement. To fill the gaps, the study carried out a descriptive study which focused on promotion as a non-financial driver to employee engagement by focusing on how employee involvement in decision making and giving employees more responsibilities at work would lead to improved employee engagement. This study sought to assess how employee engagement can be improved by reward systems in a service institution such as a county</p>

		government. The study also looked at the total reward system not just one aspect of reward. The study also went ahead to use inferential statistics to assess the significance of the effect.
Ahmed, Ahmad and Jaaffar, (2017)	<p>Promotion: The study assessed the effect of Employee Engagement on Employee Relations in Developing Economy. To analyse n employee engagement and employee relations, the study developed a structural equation model using factor analysis. The study was conducted in Bangladesh. The authors found out that; If employees find opportunities for smooth advancement to higher passions, they become more committed and engaged to an organization.</p>	This study looked at engagement of employees as a mediating variable not as a key variable to the study. This study was also conducted in Bangladash which is in a different geographical location than Kenya and hence their business culture might be different from ours. It was also conducted in a manufacturing entity which has different operational characterises than a public service entity. Analysis was both descriptive and inferential in order to assess how total rewards influence employee engagement hence filling the gap.
Anitha,(2014)	<p>Promotion: The study sought to find out employee engagement determinants and how the determinants impact on employee performance. It used a Causal design to study how variables relate. The study sample was selected using simple random which is limiting in a survey. Target population was the small scale organizations. Descriptive and inferential analysis was used. A strong correlation between the factors under test was established.</p>	The study considered the employee engagement determinants. The study was conducted in Kenya but in a banking entity not a public entity. The current study looks at the total reward system and how it influences engagement. The author focused on promotion policies. This study focused on employee involvement in decision making, giving employees more responsibilities and employee advancement to higher positions at work.

Mbae, (2014)	<p>Promotion: The study assessed rewards strategies and employee performance. Descriptive census survey was used in the study. The study results indicated a good working relationship among employees and their seniors and that supervisors rewarded good employee performance.</p>	<p>The study focused on involving employees in making decisions in an organization. This study focused on more measure of employee promotion such as; giving employees more responsibilities at the work place and advancement to higher positions and how it would influence employee engagement. Correlation and regression analysis was used to establish the relationship between the variables which was not used in the previous study.</p>
Onyango, (2014)	<p>Remuneration: The study sought to assess total Reward Strategy effectiveness on employee engagement levels. This study focused on Employee rewards policy as an independent variable while organizational performance the dependent variable. The dependent variable was measure by indicators such as; effectiveness, quality, productivity and efficiency. To emphasis on reward and performance, the Equity Theory was adopted. The study was conducted in school in Kisumu county. The study used structured questionnaire. It was established that benefits and organization performance positively correlated. The author found out that a good pay that is competitive leads to employee satisfaction thus employee</p>	<p>The study was carried out in Kisumu while the current study in Narok. The study also collected data from the school administrators and the teachers. The author focused on a competitive pay. This study focused on employee basic salaries, Allowances and Benefits. This study added value to the literature by looking at the reward system and engagement as the key variables. most studies have used performance as the dependent variable hence not being able to clearly describe what brings about this performance. hence the need to have this study on employee engagement.</p>

	engagement.	
Kamal, (2014)	<p>Remuneration: The study sought to address employees concerns like employee engagement, dissatisfaction and demonization, redrafting policies, division of tasks and many others in the ongoing process of establishing the cultural due diligence. Both Survey Questionnaires and interviews were used to conduct for the key executives at Director level to associate level employees of the two merged enterprises.</p>	<p>The study was conducted in a company set up which has very different characteristics from a public entity. This study was carried out in Narok County’s department of education focusing on Pre-school caregivers. Which has a very different organizational culture from a company which is a manufacturing entity. The study also focused on different reward system variables and focused also on engagement which was not considered in the previous studies. This gap was addressed by adding value to the existing studies.</p>
Falola, Oludayo & Igbinoba (2018)	<p>Remuneration: The study sought to examine strategies of work engagement and employee behavioural outcomes in Nigerian Universities. Stratified sampling technique was used in the study together with simple random sampling technique. The findings indicated that when employees are offered incentives based on performance, this motivates them hence improving their engagement levels to an organization</p>	<p>The previous study analysed how strategies of work engagement could help in understanding employee reward system and employee work engagement particularly in public entities in Kenya. To fill the gap, descriptive and inferential statistics were used in this study in order to make conclusion of whether the reward system influence the engagement of the employees. This study focused in the reward system and how it affects engagement of employees This study focused on employee basic salaries, allowances, and benefits. And it sought to fill the gap between the rewards and engagement in a public entity which has not been a focus in most studies.</p>
Onyango(2014)	<p>Training: The study assessed pay and incentives and employee engagement. The study’s</p>	<p>Though this study comes close to the current study, it was conducted in Kenya but in a manufacturing entity with a very different</p>

	<p>researcher adopted the descriptive research design the stratified random probability sampling technique. Primary data was used in the study which was collected using structured questionnaires. The results revealed that pay and incentives influenced employee engagement.</p>	<p>contextual setup. The study used mainly descriptive analysis which limits the extent to which inference can be done. This study shall be carried out in a county Government, specifically in the Education Department in Narok County. The study also fills the gap in the public entities which are not a major focus for the researchers. it also considered the elements of the total reward system not only one as is the practice with many researchers.</p>
Kibe, (2010)	<p>Training: The study focused on training, leadership styles and organizational performance and how it affects employee decision making. Contingency and empowerment theories were used in this study. The research design adopted was a descriptive research design that is cross sectional in nature. To collect data, questionnaires were used. The data was analysed by use simple statistics and inferential statistics. The study established that the way the way employees in management make decisions is influenced by organizational culture. The author conducted a study and recommended that employees should be trained to improve their knowledge, skills and attitudes hence leading to employee improved performance and productivity in their current jobs.</p>	<p>The study was limited in its contextual and methodologies as it only focused on a company organization and used only descriptive analysis to make conclusions and recommendations. The study also focused on how training would lead to improved employee performance and productivity in their current jobs. This study focused on how training would help improve employee engagement at work. It is important to note that training, leadership alone is not enough to enhance employee engagement. This study therefore attempts to understand total reward in enhancing the engagement of employees in decision making in in public entities which have a very rigid structure.</p>
Hameed&Waheed (2011).	<p>Training:</p>	<p>This study by Hameed was limited in context</p>

	<p>The study sought to establish employee development effect on Performance of employees. skill growth, employee learning and employee attitude were considered as employee development variables. The study established that a well-trained employee would work with less supervision because he/she is highly skilled and more confident with the skills they apply to do his/her job. This would therefore lead to improved organizational efficiency.</p>	<p>and was carried out in Pakistan which has a very different organizational culture than what we have in Kenya. The study also was limited in methodology as it only used one instrument of data collection. The study also was limited to only elements of employee development of which training is just one of them yet the author did not consider it in the study. The Author focused on training of employees leads to minimal employee supervision and organizational efficiency. This study focused on how training would influence employee engagement.</p>
<p>Kimuli, Bananuka and Muganga, (2018)</p>	<p>Training: This study sought to assess how training and employee engagement affects employee performance in the health sector in Uganda. A cross sectional and correlational design was adopted. Questionnaires and interviews were used as data collection tools in the study. The respondents were who were selected using simple random sampling. Results from regression analysis indicate that there is a significant relationship between training and employee engagement and employee performance. The authors argue that on the job training improves employee performance more than off the job training.</p>	<p>The authors focused on training on the job and employee performance. Hence considered engagement as a mediator not a variable. The study was also conducted in Uganda and focused on health sector. This indicates that though the results are convincing, that there is a relationship between training and employee engagement hence the need to assess whether the same could apply to the education sector in regard to enhancing employee engagement. This study focused on career growth and development, acquisition of new skills and improved productivity and engagement levels of employees.</p>

King ,(2017)	<p>Recognition: The author conducted a research and found out that, those employers who adopt good employee recognition programmes gain in terms of improved organizational productivity, increased revenue, employee and customer retention</p>	<p>The author focused on how good employee recognition programmes would lead to improved organizational productivity, increased revenue, employee and customer retention. This study focused on how recognition would lead to employee engagement.</p>
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2.5 Conceptual framework

This was developed by the researcher to show the relationship between the independent variables that is, promotion, remuneration, training and recognition while the dependent variable is employee engagement. The relationship that exists between the variables is presented in figure 1.

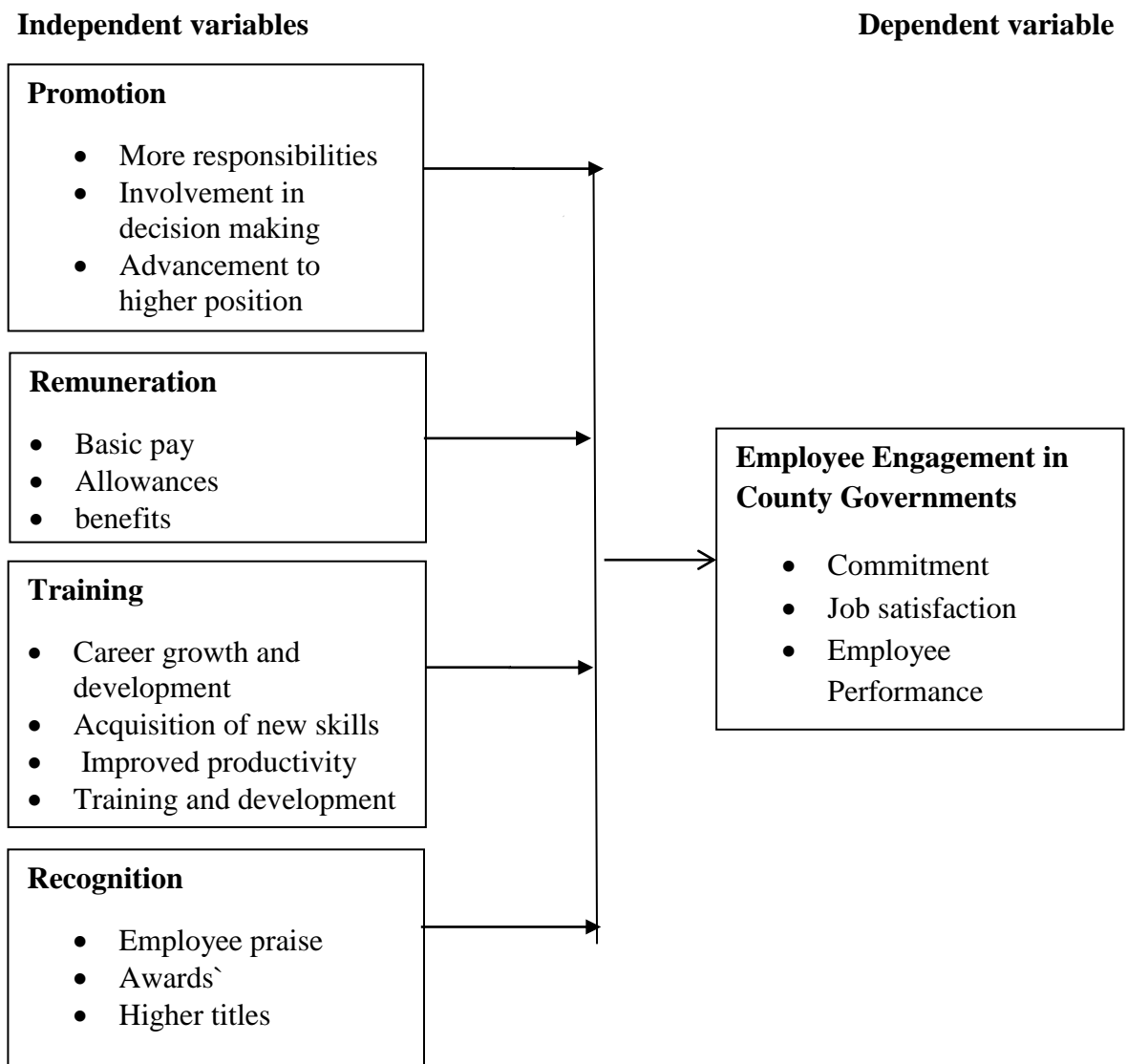


Figure 2.1: Conceptual Model

Source: Author, 2019

Promotion motivates an employee because promoted employees earn greater salaries or wages which motivates them to work harder hence increased commitment and engagement to the organization leading to better and improved employee performance at the workplace. Organizations should thus strive to give each performing employee an opportunity to be promoted so as to motivate them to perform better.

Remuneration is also another form of reward that influences employee engagement at the work place. Fair remuneration makes employees of an organization satisfied with their wages and salaries which motivates them hence leading to improved employee commitment to the organization thus improved employee engagement.

Training also enables employees of an organization to acquire the necessary skills required to carry out their daily duties at the work place. Training should be done regularly due to the frequent and rapid technological changes today. Such training reduces work related stress as employees are enabled to perform their duties without any difficulties hence improved employee commitment and engagement at work.

Recognizing employee efforts and good performance and great contributions to the organization influences employee performance positively. Management should strive to recognize employee efforts and great performance through ways such as awarding certificates to best employees. Recognition motivates employees hence leading to employee engagement at work.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on the research design, the target population, sampling technique, data collection tool and data analysis and presentation.

3.2 Research design

The descriptive design was used in this study. According to Mugenda and Mugenda (2003), descriptive research entails data collection to address a subject that is under study. This kind of research aids in answering the how, what, who, when and where questions associated with a research problem. The researcher used the design because the researcher was able to describe different categories of information. Quantitative data can also be presented in tables, graphs, and charts with the help of descriptive studies. Descriptive research can easily be conducted as it is limited in geographical scope.

Descriptive studies are also quite important because they give a wider understanding of a topic of research as collected data is both quantitative and qualitative. As a result, the descriptive design enables unplanned data to get tracked and collected. Hence, collected data is thorough, diverse and varied(Mugenda, 2008). Descriptive research is also robust and represents a large population; and due to the statistical analysis of data, it is therefore easy to make decisions. The descriptive design therefore assisted to interpret the effect of total reward has on engagement levels of employees in the Education Department of Narok County.

3.3 Target Population

Population is defined as an entire group of objects, articles, individuals or things with common attributes or characteristics. Sampling theory requires that units in the target population be identified so that the probability of selecting a random combination of units, which constituted the sample could be calculated (Mugenda, 2008). The study's target population was 865 pre-school care givers in Narok County, according to the human resource department at the Narok County (NCPSB Records, 2019).

3.4 Sampling design

The sampling design that was used in this study is the stratified sampling design. The design was preferred because the population was not homogeneous in terms of education qualification which was the basis of the stratification. The population was divided into three strata that is Diploma holders, Certificate holders, and Untrained teachers (UT). This was done to ensure that all the categories of the ECDE teachers were included in the sample. According to Mugenda (2008), stratified sampling ensures that no group of the target population is omitted hence; ensuring that the sub-groups which constitute the majority in the population are proportionately represented.

The stratified sampling technique ensures that small groups in the target population are also included (Mugenda & Mugenda, 2003). The researcher therefore used the sampling technique because the study focused on different categories of employees.

The sample size was proportionately drawn from the three strata to have a representative sample. The sample size was obtained by taking 20% of the population. The 20% was used because according to the rule of the thumb, when the target population is not more

than 10, 000, then a sample size between 10% and 30% is appropriate to represent the target population (Mugenda & Mugenda, 2013). This would ensure equal representation of all the categories of the pre-school caregivers in Narok County. The most significant factor that has been considered in determination of the size of the sample is the sample population variations and the need for a precise estimate.

Table 3.1: Sample Distribution

Description	Target population(N)	Sample size calculation(20% of target population)	Sample size(n) (20% of target population)
Diploma holders	234	0.2*234	46.8
Certificate holders	600	0.2*600	120
Untrained teachers (UT)	31	0.2*31	6.2
Total	865	0.2*865	173

Source: NCPSB Records, (2019)

3.5 Data Collection Instrument

Primary data was used in this research study. According to Kothari (2004), in a descriptive type of research data is collected from the respondents in their actual environment. This requires collecting data directly from the respondents hence the use of a questionnaire. The questionnaire consisted of structured and unstructured questions statements of a Likert type. For this study the five scale Likert was used where the respondents were required to indicate their level of agreement with the provided statements. A five scale Liket ranges from 1- strongly disagree to 5 strongly agree. The questionnaires were developed on the basis of the research questions for the researcher to achieve the objectives of the research.

3.6 Pilot study for Instrument

A pilot study is very important for any research as it helps the researcher to sharpen the data collection instrument to be able to meet the needs of the study. Mugenda and Mugenda (2012) suggested a 1%-10% of the sample size as an appropriate sample for piloting the research instruments. For this study therefore 17 ECDE teachers were selected from among the schools to participate in the study. The results of the pilot study were expected to assist the researcher to ascertain whether the instrument is valid and reliable for use in the main data collection process. The pilot also assisted the researcher to make any corrections, remove any statements that are not clear based on the consistency in the responses, check on the language, and eliminate any ambiguity in the question statements. Apart from language simplification of the statements there were no major changes that resulted on the questionnaire after the piloting process hence the questionnaire was used for the actual study after the validity and reliability tests were conducted as discussed below.

3.6.1 Instrument validity

Data collection instrument validity indicates the extent to which an instrument measures the constructs under study. Validity refers to the degree to which data analysis results represent the variables of the study (Mugenda & Mugenda 1999). In this study, the 17 questionnaires used for the pilot were tested for validity in terms of content, face and construct validity. The researcher ensured content and construct validity by ensuring that questionnaires represent all the research variables. Face validity was determined by the researcher ensuring that the questionnaire is feasible, easy for the respondents to read and understand and in the right format. According to Amin (2005), an instrument is

considered valid if the coefficient of validity index is calculated and a value of 0.6 and above obtained. Field (2009) on the other hand recommended that a research instrument was considered valid when the KMO value obtained from the factor analysis is 0.6 and above. For this study KMO value was computed to assess the validity of the instruments as presented in table 3.3.

Table 3.3 : Validity Test

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Chi-Square	Sig.
Overall validity	.772	360.320	.000
Promotion	.641	288.117	.000
Remuneration	.715	317.460	.000
Training	.798	309.537	.000
Recognition	.673	220.451	.000
Engagement	.717	314.582	.000

The results showed that all the tested objectives had a KMO value of more than 0.6 and hence the questionnaire was considered to be valid and suitable for use on the entire sample. A KMO ranging between 0 and 1 has to be higher than the 0.6 factor loading for it to be considered as an acceptable value for a good factor analysis and the Bartlett's test of sphericity the significant level must be smaller than 0.05 (Gallant, 2005).

3.6.2 Instrument reliability

Reliability is the extent to which any data collection instrument produces consistent or the same results on repeated trials. Data collection instrument reliability is achieved if the researcher administers questionnaires to the same respondents two or more times and gets the similar scores (Mugenda & Mugenda 1999). In this study; the internal consistency reliability test was used so as to ensure questionnaire reliability. This was achieved by giving the same questionnaire two times to 17 respondents who had been selected during

the pilot test. Their responses were coded and checked for consistency. This was computed using the statistical package for social sciences version 26 and Excel software where the results were keyed in and a correlation obtained. The instruments were considered reliable if the cronbach reliability coefficient is 0.7 and above is obtained. The results were presented in the table below.

Table 3.4: Reliability Statistics

Objectives	Cronbach's Alpha	N of Items
Overall reliability	.769	33
Promotion	.844	6
Remuneration	.760	6
Training	.731	6
Recognition	.702	6
Employee engagement	.781	6

The results show that all the questionnaire items were reliable since the cronbach alpha reliability coefficient was above 0.7 for all the four objectives including the overall reliability of the entire questionnaire. Saunders, Lewis and Thornhill (2009) and Christensen, Johnson and Turner (2011) found out that, scales of 0.7 and above, shows a reliability that is satisfactory. Therefore, in this study, the statements under each of the independent variables and the dependent variable were found to have adequate internal consistency, hence reliable for the analysis.

3.6 Procedure of Data Collection

An introduction to the pre-school caregivers by the researcher was done and handed to them during questionnaire administration. The researcher requested for permission from the managers and also the teachers to collect the data. The objectives and aims of the research study were explained to the respondent by the researcher during the distribution

of the questionnaires. The researcher personally distributed the questionnaires in every ECDE Centre. However to ensure tough with the respondents she appointed a leader at every centre to assist in reminding the respondents to fill and return the questionnaires for analysis at least within two weeks. However, the exercise was done for at least one months to ensure that the rate of non response was minimized . A text reminder was also sent to the lead respondents in each ECDE Centre weekly requesting him/her to remind the respondents to complete the questionnaires. The process was effectively completed within the one month's set with a return rate of more than 70%.

3.7 Analysis and presentation of data

After data collection was completed the questionnaires were checked for completeness and coded in readiness for the analysis. SPSS version 23 was used to enter data in the computer system. The data was analyzed both quantitatively and qualitatively. Quantitative data was analyzed using both inferential and descriptive statistics. Descriptive statistics of frequencies, means and percentages were analyzed to assess the quantities of responses. This was presented using tables and figures.

For inferential statistics Pearson's correlation analysis and simple linear regression was computed using the Social Sciences Statistical Package (SPSS) version 23. the level of significance was tested at the 5% significance. Tables were used to present the analyzed data. Analysis was used to check the relationship between dependent and independent factors .to test the fitness of the model to explain the relationship between variables, regression and ANOVA were used . The regression analysis indicted the extent to which employee engagement changes with a change in total reward. A linear regression model was used to find out the impact of the four independent variables on employee

engagement levels. The determinants that were considered in this study include: promotion, remuneration, training and recognition. Below is the linear regression model.

$$Y = c + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Y= employee engagement

c= Constant

β = independent variables coefficients.

X_1 =Promotion

X_2 = Remuneration

X_3 = Training

X_4 = Recognition

ϵ = Error term

The scores obtained were correlated with the scores of another variable. The interpretation given in figures between -1.00 and +1.00. where; if the value of $y=0.00$, this indicates the absence of any relationship, if $y=-1.00$, this indicates a perfect negative relationship and if $y=+1.00$, this indicates a perfect positive relationship (Moore, 1983).

The outcome was presented using graphs, pie charts and tables.

3.8 Ethical Considerations

The following values were reinforced during data collection.

3.8.1 Confidentiality

This involves the researcher not disclosing research data to third parties or other parties that may use the data for their own purposes against the respondents. Therefore, confidentiality was reinforced during the data collection. This was achieved by the respondents not giving their names on the questionnaire.

3.8.2 Voluntary and informed consent

Participation of respondents was voluntary and are at liberty to withdraw from the study at any time without any repercussions. The researcher also obtained the respondents' informed consent by communicating to the respondents about the study prior to the start of data collection so as to make them aware. The researcher disclosed the real purpose of the study by providing the respondents with an official letter from the university (Kenyatta University) and assured them that it is for academic purposes.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The data collected using questionnaires was analysed and presented in the chapter. The chapter presents the analysis to indicate whether the response rate was adequate for further analysis. The researcher used SPSS (Statistical Package for Social Science) version 26 as the main tool for analysing data. Means, frequencies and percentage were therefore computed. The researcher also used Microsoft excel software to create and present the charts. To summarise and analyse the demographic data, descriptive statistics were used while inferential statistics were used to explore the relationship between variables.

The multiple regression assumptions were tested where normality was tested using skewness where values between +1.96 and -1.96 indicated normality of data (Doane & Seward 2011). Linearity was tested using the correlation analysis, the tolerance and the VIF test was used to test Multi-Collinearity, while the Independence of the Error term was tested using Durbin Watson Test.

4.2 Response rate

The study distributed One hundred and seventy-three (173) questionnaires, of which 136 questionnaires were returned and used for the study. This was tabulated in table 4.1.

Table 4.1: Response rate

No. of issued questionnaires	No. of returned questionnaires	Response Rate (%)
173	136	78.6%

Source Survey data (2021)

The researcher issued 173 questionnaires out of which only 136 (78.6%) were returned and hence used for the study analysis. The rest of the questionnaires, 37, were not returned and hence were not considered for the study. Therefore, this was considered appropriate for analysing data since Mugenda and Mugenda (2003) rated a rate of response of 70% to 80% as very good for data analysis and that over 80% as excellent. The 78.6% response rate was therefore appropriate for use.

4.3 Findings of the Study

This section presents the analysed data in three sections, the demographic data analysis, analysis according to the objectives and the inferential analysis of data.

4.3.1 Background Information

demographic data was presented as follows;

4.3.1.1 Gender of the respondents

The gender of the respondents was very important to the study as it helps in understanding employee engagement. The researcher sought to establish the number of female and male that participated in the study. The results were presented in figure 4.1.

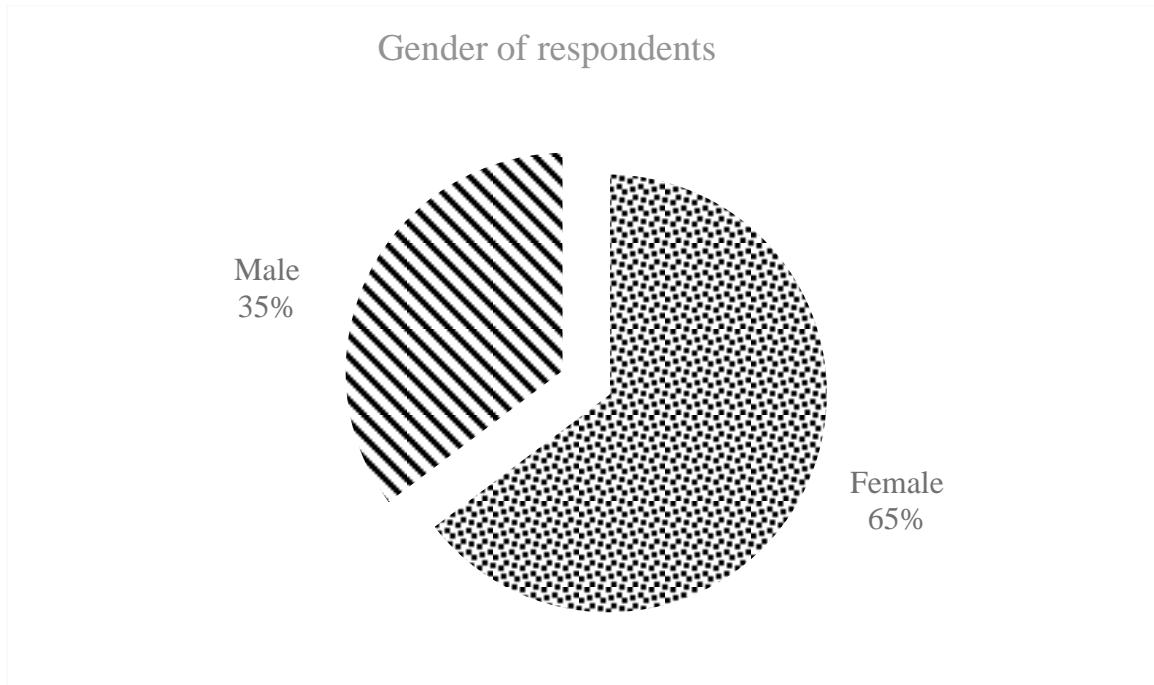


Figure4.1: Gender of the respondents

Source: Survey data (2021)

The results above show that 65% of the respondents were female while 35% were male.

This implies that more females than male were willing to participate in the study.

4.3.1.2 Respondents Age

The study sought to establish the age differences between the respondents because since age has an implication on employee engagement in an organization. The results were presented in figure 4.2.

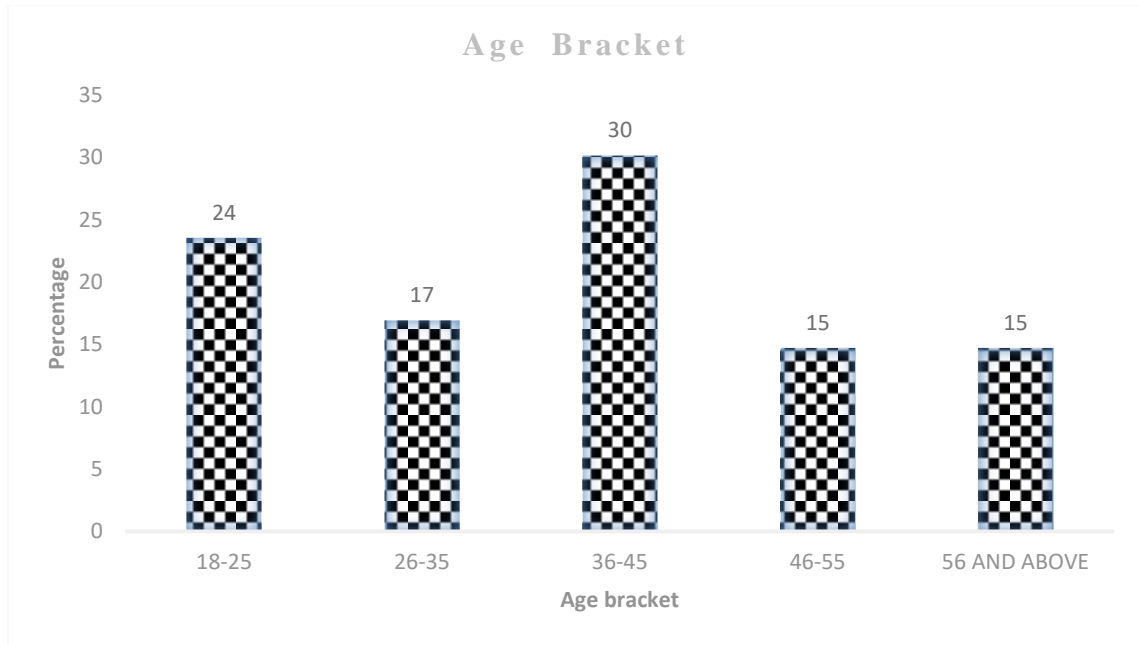


Figure 4.2: Respondents Age

Source: Survey data (2021)

The results show that most of the respondents 30% were aged between 36-45 years, followed by 24% who were 18-25 years, 17% were 26-35 years while the rest 15% were 46-55 years and a similar number is aged above 56 years. This is true reflection of the distribution of the respondents in the Department of Education at Narok County. This implies that most of the ECDE teachers were in their middle age and hence were in a better position to describe their views about the influence of employee engagement in the work place and how it affects their performance.

4.3.1.3 Education level

The study also sought to find out the education level of the respondents because the study was concerned about the education teachers at the county. The results were presented in table 4.2

Table 4.2: Education level of the respondents

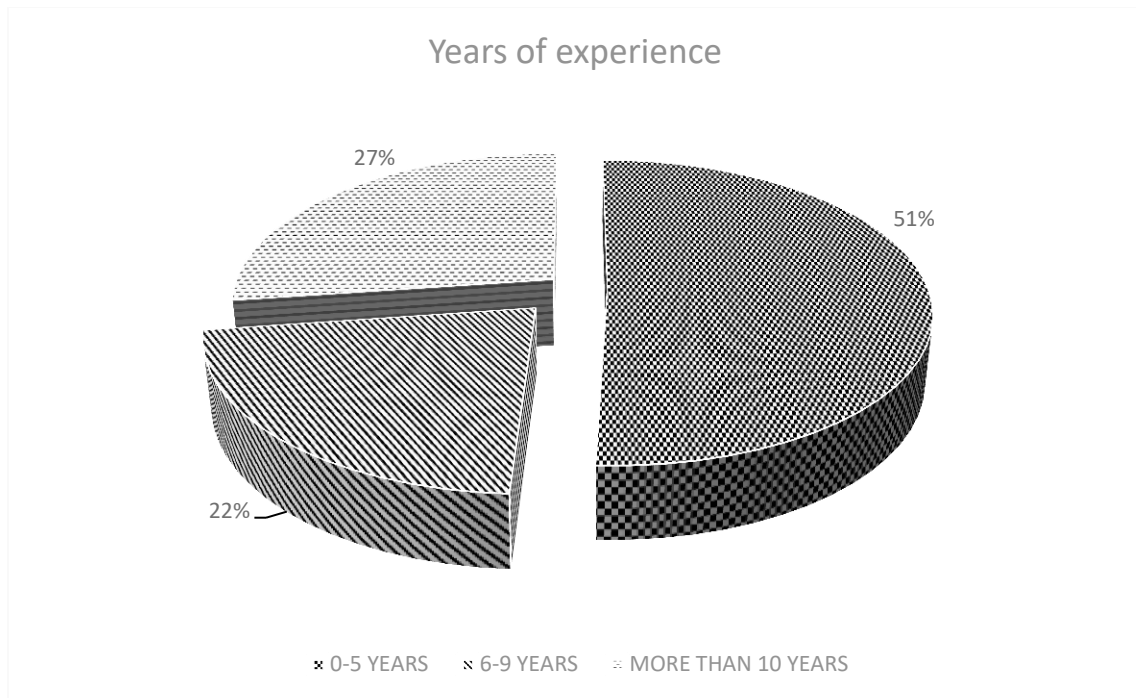
Education level	Frequency	(%)
Primary	7	5.1
Secondary	22	16.2
Certificate	39	28.7
Diploma	45	33.1
Bachelors and Above	23	16.9
Total	136	100.0

Source: Survey data (2021)

Diploma holders were, 33.1%, were followed by 28.7% who are certificate holders, Bachelor's degree holders were 16.9 % while those who had secondary education were 16.2%. Those with only primary school education were 5.1% of the total number of the study's respondents. This implies that majority of the Pre-school caregivers are trained and hence have the required skills in undertaking their duties as ECDE teachers.

4.3.1.4 Respondents' Years of experience

The study also sought to find out the respondents' years of experience. The results were shown in figure 4.3.



Source : Survey data (2021)

Figure 4.3: Years of experience of the respondents

The results show that 51% of the ECDE teachers, who were the majority, had worked for less than 5 years, 27% 10 years and over while 22% had worked between 6-9 years. This implies that most respondents understood what drives employee engagement and how it influences their work performance.

4.4 Descriptive Analysis

In this section, the results were presented based on the study objectives. The descriptive analysis was done using mean, skewness, and percentages. A five-point Likert scale, was used by the respondents were to rate the various statement items as a measure of their level of agreement or disagreement with the statements where, 1= Strongly disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly agree.

4.4.1 Influence of Promotion on employee performance

The first objective of the study sought to address the effect of promotion on employee engagement in the Education Department at the County Government of Narok. The Pre-school caregivers were required to give their opinion on the various statements that defined the relationship between promotion and employee engagement. The results were analysed and summarised in the table below.

Table 4.3: Promotion employee performance

No.	Statement	1	2	3	4	5	Mean	Skewness
1.	Through promotion, I have been granted greater responsibilities	13.2%	7.4%	5.9%	42.6%	30.9%	3.71	-1.003
2.	I am promoted to a higher position on a regular basis	16.2%	3.7%	8.8%	32.4%	39.0%	3.74	-.986
3.	I am involved in making critical decisions in my department	22.1%	23.5%	10.3%	12.5%	31.6%	3.08	.012
4.	Promotion in my department is based on work experience	11.8%	9.6%	6.6%	40.4%	31.6%	3.71	-.942
5.	I am satisfied with the promotion policy in Narok County	8.1%	0	0	52.9%	39.0%	4.15	-2.010
6.	I have a clear understanding of my career progression or promotion path	9.6%	3.7%	0	47.8%	39.0%	4.03	-1.599

Source: Survey data (2021)

According to the results above, most of the respondents 42.6% agreed and 30.9% strongly agreed that through promotion, they have been granted greater responsibilities while 13.2% strongly disagreed and 7.4% disagreed with the statement. The results also show that the mean response was 3.71 on the Likert scale indicating that more than 75% of the respondents agreed with the statement. The results also show that the skewness was -1.003 which is between +1.96 and - 1.96. This indicates that the results show normal distribution. The results imply that the respondent have greater responsibilities since being promoted.

The results also show that most of the respondents 32.4% and 39.0% agreed and strongly agreed respectively, that they are promoted to a higher position on a regular basis as compared to 16.2% who strongly disagreed and 3.7% who disagreed with the statement. The mean response was 3.74 on the Likert scale and the skewness was more than -1.96 but less than +1.96 therefore, data was normally distributed around the mean. This implies that the employees who responded had been promoted to higher positions in the department.

On whether the respondents are involved in making critical decisions in my department, the results indicated that 31.6% strongly agreed while 22.1%strongly disagreed and 23.5%disagreed with the statement. The mean response was 3.08 which was 75 % on the Likert scale. This indicated that the employees are promoted. The data was normally distributed since the skewness was .012. This implies that the employees at the education department at the county are involved in decision and this enhances their engagement in critical decision making.

The study also sought to establish whether Promotion in the department is based on work experience. The results show that most of the respondents 40.4% and 31.6% agreed and strongly agreed with the statement while only 11.8% and 9.6% strongly disagreed and disagreed with the statement. The average mean was 3.71 which indicated that most respondents agreed with the statement. The results also show that the results were normally distributed since the skewness was computed as -.942 and is between -1.96 and +1.96. This implies that most respondents agreed that promotion in the department is based on the work experience.

On whether the respondents are satisfied with the promotion policy in Narok County, The results show that 52.9% of the respondents agreed, 39.0% strongly agreed with the statement while those who strongly disagreed with the statement were only 8%. The mean response was 4.15 which indicates that the data was normally distributed since the z value was -2.010, this implies that the employee at the department were satisfied with the policy.

The researcher also attempted to find out whether the respondents have a clear understanding of their career progression or promotion path, the results showed that 47.8% agreed 39.0% strongly agreed with the statement 9.6% strongly disagreed and 3.7% disagreed with the statement. The mean response was 4.03 and the results indicated normal distribution since the skewness was -1.599. This implies that most of the employees in the department clearly understand their career progression and promotion path. And hence this affects the level of employee engagement in the department. The findings of the study are in line with these of Gupta, (2011), Koskey and Sakataka, (2015) and Waithira, (2010) who noted that effective promotion of staff in any

organization has an influence on their level of engagement and commitment at the workplace. They indicated that organizations with an effective promotion policy are likely to increase the level of engagement of employees in the organization which boosts their morale and hence improves organizational performance.

4.4.2 Influence of Remuneration on employee performance

The second objective of the study sought to address the effect of remuneration on employee engagement among the education department employees at the county government of Narok. The pre-school care givers were expected to give their views on the various statements that defined the relationship between remuneration and employee engagement. The analysed results were and presented in the table below.

Table 4.4: Remuneration employee performance

No.	Statement	1	2	3	4	5	Mean	Skewness
i.	My basic salary is satisfactory.	9.6%	8.1%	13.2%	13.2%	55.9%	3.98	-1.055
ii.	The benefits and allowances that I receive satisfy me.	20.6%	22.1%	30.9%	16.2%	10.3%	2.74	.192
iii.	The remuneration package is within the market rates	11.0%	19.1%	16.2%	22.1%	31.6%	3.44	-.362
iv.	The remuneration package is attractive	8.1%	3.7%	10.3%	32.4%	45.6%	4.04	-1.347
v.	I am comfortable with the remuneration system in Narok County	8.1%	2.2%	22.1%	48.5%	19.1%	3.68	-1.087
vi.	The remuneration package makes me more satisfied with my job	16.2%	8.1%	35.3%	22.1%	18.4%	3.18	-.286

Source: Survey data (2021)

The results show that 55.9% of the pre-school caregivers strongly agreed, 13.2% agreed with the statement that their basic salary is satisfactory as compared to only 9.6% and 8.1% who disagreed with the statement. The mean response was measured on the 5 scale Likert at 3.98 this indicated that most of the respondents were satisfied with their basic salary. The value of skewness indicated that the results were normally distributed. This implies that the basic salary is a contributory factor to employees' engagement at their workplace.

The results also revealed that most respondents 20.6% and 22.1% indicated that they were not satisfied with their allowances with only 16.2 and 10.3% agreeing with the statement that the benefits and allowances that we receive are satisfactory. The mean response of 2.74 also indicate the same. The skewness of .192 shows a normally distributed data. This implies that the benefits and allowances that the employees receive are not satisfactory to them and this might influence their level of engagement.

On whether the remuneration package is within the market rates, the results also revealed that most of the respondents 22.1% and 31.6% agreed and strongly agreed with the statement while 11.0% and 19.1% strongly disagreed and disagreed with the statement. The mean response of 3.44 justifies the response while the skewness of -.362 shows that the data meets the normality test. This implies that the remuneration package is within the market rates and hence it contributes to employee engagement at their workplace.

The results also indicated that most respondents 32.4% and 45.6% agreed and strongly agreed with the statement that the remuneration package is attractive while 8.1% and

3.7% disagreed with the statement. The mean value was 4.04 and a skewness of -1.347 which indicated that the respondents find the remuneration package satisfying.

On whether they were comfortable with the remuneration system in Narok County, the results revealed that 48.5% and 19.1% agreed with the statement while 8.1% and 2.2% disagreed with the statement. The mean response was 3.68 on the likert scale indicating a high degree of response and the skewness value of -1.087 indicating normality of the data. This implies that the remuneration system at Narok county is satisfying and hence contributes to employee engagement.

The study also attempted to find out if remuneration package makes gives employees more job satisfaction. The results revealed that 22.1% agreed and 18.4% strongly agreed with the statement while 16.2% and 8.1% disagreed and strongly disagreed with the statement. The mean response was 3.18 with a skewness value of -.286. The results therefore showed that majority of the employees in the education department at the county government of Narok are satisfied with the remuneration package offered and this has an influence on their engagement at the workplace. The overall results indicate that remuneration of employee at the Narok county government has an influence on employee engagement in the department of education.

The results of the study supports the findings of other scholars such as Onyango, (2014), Kamal, (2014), Chidiebere, Kevin & Karina (2017) who conducted their studies in different contextual setting but established that remuneration package has a very significant influence on the level of engagement of the employees. The results also

indicated that organizations that equitably pay their employees have a high chance of being more committed and engaged to their work.

4.4.3 Influence of Training on employee performance

The study's also sought to assess whether training had an impact on employee engagement in the Education Department at the County Government of Narok. The pre-school caregivers who were the study's respondents were required to give their opinion on the various statements that defined the relationship between training and employee engagement. The results were analysed and summarized in table 4.5.

Table 4.5: Response on influence of Training on employee performance

No.	Statement	1	2	3	4	5	M	SK
1.	Training has led to my career growth	2.2%	7.4%	6.6%	16.2%	67.6%	4.40	-1.735
2.	My career development path is clear	0	10.3%	5.1%	11.0%	73.5%	4.48	-1.735
3.	Through training, I have acquire new skills and knowledge	0	4.4%	6.6%	20.6%	68.4%	4.53	-1.771
4.	Training opportunities in my departments are offered on a regular basis	0	34.6%	13.2%	19.1%	33.1%	3.51	-.039
5.	The training offered is relevant to my work.	0.7%	30.9%	18.4%	14.0%	32.4%	3.57	.048
6.	Through training, my performance and productivity at work has improved	2.2%	0	2.9%	25.7%	69.1%	4.60	-1.751

Source: Survey Data (2021)

The above results revealed that most respondents 67.6% strongly agreed and 16.2% agreed with the statement that training has led to their career growth while 2.2% strongly disagreed and 7.4% disagreed with the statement. The mean response was 4.40 while the skewness was computed at -1.735. This implies that the test of normality of the data was achieved. This implies that training has led to career growth by most of the employees. And this has an influence on their engagement at the department.

The results also revealed that most respondents 73.5% strongly agreed and 11.0% agreed with the statement that employees career development path at the county is clear while only 10.3% strongly disagreed and 5.1% disagreed with the statement. The mean response was 4.48 measured against the five scale Likert show extremely high level of agreement and the skewness of -1.735 shows high level of normality of the results. This implies that majority of the respondents felt that the career development path at the county was clear, and this influence their level of engagement.

The results also show that majority of the respondents 68.4% strongly agreed and 20.6% agreed that training has enabled them acquire new skills and knowledge and this has enhanced their level of engagement at the county. Only 4.4% strongly disagreed and 6.6% disagreed with the statement. The mean response was 4.53 while the skewness was -1.771. This shows a high level of agreement with the statement, and it shows that the data achieved a high level of normality based on the skewness.

On whether training opportunities in the departments are offered on a regular basis the results indicated that 33.1% of the respondents strongly agreed and 19.1% agreed with the statement while 34.6% disagreed with the statement. The mean response was 3.51 and

the skewness was $-.039$ indicating a high level of normality. This implies that most respondents felt that the training opportunities in the department are offered on a regular basis and this enhances the level of engagement in their work.

It was also important to establish whether the training offered is relevant to my work that is done at the department. The results showed that most respondents 32.4% strongly agreed and 14.0% agreed with the statement while 30.9% disagreed and 0.7% strongly disagreed. The mean response of 3.57 shows that the statement was agreed on by most respondents. The skewness of $.048$ indicated a high level of normality. This implies that 69.1% of the respondents strongly agreed and 25.7% agreed with the statement that training, their performance, and productivity at work has improved, only 2.2% strongly disagreed. The mean response was 4.60 measured on a Likert scale of five indicates a high level of agreement with the statement, the level of skewness on the other hand of -1.751 indicates that the data meets the normality test. The overall results indicate that training has an effect on employee engagement as it helps them to develop their skills and their career paths.

Other scholars who also attempted to find out whether training affects employee performance did make similar observations and found out that, training has a significant effect on employees' performance in an organization. Scholars such as Onyango (2014), Kibe, (2010), Hameed & Waheed (2011) HR trends, (2017), Kimuli, Bananuka and Muganga, (2018) concurred with the findings of this study that employees' training has an effect on their level of commitment and engagement in organizational tasks. This therefore implies that organizations that seek to enhance the level of engagement of their employees should effectively ensure that employees are trained.

4.4.4 Influence of Recognition on employee performance

The study also had an objective of investigating the effect of recognition on engagement levels of employees. The respondents were asked to rate various statement that sought to assess and measure the link between recognition and employee engagement among the employees in the education department at Narok county government. The respondents were asked to rate the statements on a likert scale of 1-5. The results were presented in Table 4.6.

Table 4.6: Response on influence of Recognition on performance

No.	Statement	1	2	3	4	5	M	SK
i.	My supervisor praises me for a job well done	1.5%	0	7.4%	50.0%	41.2%	4.31	-.756
ii.	My department offers awards to those teachers who perform best at work	0.7%	28.7%	21.3%	13.2%	33.1%	3.58	.032
iii.	Teachers who perform consistently well are given higher titles.	2.2%	3.7%	0	18.4%	75.7%	4.62	-1.813
iv.	I am satisfied with the current recognition programme in my department.	0	2.2%	6.6%	36.8%	54.4%	4.43	-1.232
v.	Recognition would make me more committed to my work	0	3.7%	5.9%	37.5%	52.9%	4.40	-1.323
vi.	Recognition in my department is regular	2.2%	21.3%	38.2%	19.9%	18.4%	3.31	.161

Source: survey data (2021)

The results on the table show that most of the employee 50.0% agreed and 41.2% strongly agreed with the statement that their supervisor praises them for a job well done as compared to only 1.5% who strongly disagreed with the statement. The mean response was 4.31 indicating that majority of the respondents agreed with the statement while the skewness of -0.756 shows that the data was normally distributed. This implies that the respondents are recognized by their seniors through praises for job well done.

On whether the department offers awards to those teachers who perform best at work most of the respondents 13.2% agreed and 33.1% strongly agreed with the statement while only 0.7% strongly disagreed and 28.7% disagreed. The mean response was 3.58 indicating high level of agreement while a skewness of $.032$ indicates that the data was normally distributed and hence the results indicated that most respondents felt recognized as they were given awards for a good performance.

The study also sought to assess whether the teachers who perform consistently well are given higher titles, the results show that majority of the respondents 75.7% strongly agreed with the statement and 18.4% agreed while only 2.2% strongly disagreed and 3.7% disagreed with the statement. The mean response was 4.62 indicating a high level of agreement while the skewness of -1.813 indicated that there was normality in the data. this implies that performing teachers felt recognized as they were rewarded by being elevated to higher positions.

The results also indicated that most respondents 54.4% strongly agreed and 36.8% agreed that they were satisfied with the current recognition programme in the department of education while only 2.2% disagreed with the statement. It was further noted that the

mean response 4.43 shows that majority of the preschool-care givers were satisfied with the recognition programs in the Department of Education. The data was noted to have met normality since the skewness level was -1.232. this implies that teachers were satisfied with the current recognition programs in the department of education at Narok county.

On whether recognition would make them more committed to their work, the study also established that most respondents 52.9% agreed strongly and 37.5% agreed with the statement. Only 3.7% disagreed with the statement. The study established that the highest number of the respondents agreed with the statement as a mean of 4.40 and a skewness of -1.323 was established. This implies that recognition would make the employees at the education department more committed to their work.

On whether recognition in the department is regular, the results indicated that most of the respondents 19.9% agreed while 18.4% strongly agreed with the statement. Only 2.2% strongly disagreed and 21.3% disagreed. The mean respondents of 3.31 indicates that the most respondents agreed, and the data was normally distributed as the level of skewness of .161. This implies that recognition plays a critical role in enhancing employees' level of engagement in an organization. Overall results indicate that recognition of employees at the workplace plays a role in enhancing their engagement. The results show that employees in the education department of the county government of Narok felt that they are recognized and this has influenced their level of engagement.

The results agrees with other scholars who considered the effect of recognition on employees in other similar settings. Studies by King, (2008), Waithira, (2010), Kibe,

(2010) and King ,(2017) all concur with the findings of this study as they indicated that recognition of employees in the organization has a statistical significance with employees engagement.

4.4.6 Employee Engagement

The dependent variable of the study was employee engagement. The respondents were asked to rate various statements on employee engagement at the education department at the Narok County Government. A five Point- Likert Scale was used by the respondents to rate the statement where; 1) strongly disagree 2) Disagree 3) Agree 4) strongly agree.

The results were presented in Table 4.7.

Table 4.7: Response on Employee Engagement

No.	Statement	1	2	3	4	5	Mean	Skewness
i.	I am very happy at work	2.2%	3.7%	8.1%	15.4%	70.6%	4.49	-1.006
ii.	Given a chance, I would reapply my current job	0	14.7%	0.7%	23.5%	61.0%	4.31	-1.410
iii.	I am committed to my work	5.1%	4.4%	18.4%	14.0%	58.1%	4.15	-1.240
iv.	I would refer a someone to apply for the same job in Narok County?	6.6%	13.2%	3.7%	8.8%	67.6%	4.18	-1.319
v.	My performance at work is very good	6.6%	8.1%	22.1%	63.2%	0	4.42	-1.492
vi.	I am proud of my job	3.7%	12.5%	5.1%	20.6%	58.1%	4.17	-1.292

Source: survey data (2021)

The results show that 70.6% strongly agreed and 15.4% agreed with the statement that they were happy at the workplace. While 2.2% strongly disagreed and 3.7% disagreed with the statement. The results also show that the mean response was 4.49 and the skewness of -1.006 indicated normality of the data. The results imply that most respondents were happy at their workplace, and this contributed to their work engagement.

The results also indicate that most of the pre-school care givers 61.0% strongly agreed that if given a chance, they would reapply to their current only 14.7% disagreed with the statement. The study also established a mean response of 4.31 which implied that most of the ECDE teachers, agreed with the statement. The normality test was tested using skewness and a value of -1.410 was obtained indicating that the data was normality distributed. The results imply that majority of the respondents would reapply for the job.

The results further found out that most of the ECDE teachers, 58.1%, agreed strongly and 14.0% agreed with the statement indicating that they were committed to their work . While only 5.1% and 4.4% disagreed with the statement. The mean response was 4.15 indicating a very high rate of agreement. The skewness was -1.240 which indicated that the data was normally distributed. This therefore implies that the highest number of the ECDE teachers agreed that they were committed to their work which is a sign of high level of engagement.

The study also established that 67.6% strongly agreed with the statement indicating that they would refer someone to apply for the same job in Narok County Government at the Department of Education. The results also indicated that 6.6% strongly disagreed with

the statement. The mean value of 4.18 indicated that the highest number of the respondents agreed. The normality of the data was tested using skewness where a value of -1.319 was computed indicating that the data was normally distributed.

On whether the performance at work is very good among the employees at the education department, majority of the respondents 63.2% strongly agreed with the statement and 6.6% agreed with the statement. It was also noted that 8.1% strongly disagreed with the statement. The mean response was 4.42 indicating that majority of the respondents agreed with the statement. The study established that the data was normally distributed since the skewness for the study was -1.492. This implies that performance at the work is good among the respondents indicating that they were committed and hence showed high level of engagement.

It was also noted that most of the pre-school caregivers 58.1% strongly agreed that they were proud of their job at the education department at the county. The high mean value of 4.17 indicates a high degree of agreement on a five scale Likert. The data was normally distributed given that the skewness was -1.292. The results implied that of the pre-school caregivers strongly agreed with the statement, and they were satisfied with their work as most of them indicated they were very proud of their work. The overall results indicated that majority of the respondents indicated that they were fully engaged in their work and that they felt that promotion, remuneration, training and recognition were contributing factors to employee work engagement.

4.5 Correlation Analysis

The nature of the relationship between total reward and employee engagement in the Education Department in Narok County was established. Cohen, West and Aiken, (2013) correlation coefficients were used to test this. Correlation analysis helps to test the Linearity of the study variables in order to make inference. The study used Pearson correlation (r) to test whether the relationship between the variables was significant or not at 95% level of confidence. The relationship between the two variables was considered significant if the p value was less than 0.05. It was considered to be weak if the correlation (r) is less than ($<$) 0.5 and it was considered to be strong if the correlation (r) was greater than ($>$)0.5. The results are presented on Table 4.8.

Table 4.8: Correlation Analysis

		Promotion	Remuneration	Training	Recognition	Engagement
Promotion	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	136				
Remuneration	Pearson Correlation	-.159	1			
	Sig. (2-tailed)	.065				
	N	136	136			
Training	Pearson Correlation	.118	-.225**	1		
	Sig. (2-tailed)	.172	.009			
	N	136	136	136		
Recognition	Pearson Correlation	.171*	-.328**	.678**	1	
	Sig. (2-tailed)	.047	.000	.000		
	N	136	136	136	136	
Engagement	Pearson Correlation	.261**	-.158	.800**	.647**	1
	Sig. (2-tailed)	.002	.067	.000	.000	
	N	136	136	136	136	136

Source: survey data (2021)

The results in Table 4.8 show that all the independent variables promotion, remuneration, training and recognition linearly correlated with employee engagement. Three of the variables promotion, training and recognition positively and significantly correlated with the dependent variable, employee engagement. From the table promotion is seen to have a weak but very significant positive correlation ($r = 0.262$; $p < 0.05$) indicating that when employees' promotion plan is very clear to them and as the organization improves the plan the level of employee engagement also improves. This implies that the Narok government should ensure that they develop an appropriate promotion plan that will enhance employee engagement and hence improve their performance. This agreed with the findings of other scholars such as Xanthopoulou (2009), who established a correlation between promotion and employees performance. The results are also supported by the findings of Fatini and Zulhafiza (2015) who noted that there was a strong positive correlation between Compensation and Work Engagement.

The results also show that training has a very strong and significant relationship with engagement ($r = .800^{**}$; $p < 0.05$). This implies that as the department organizes to have their employees trained it helps to enhance their level of engagement in their workplace. Hence the county government of Narok needs to ensure that their employees are trained to enhance their level of commitment to their job. This agreed with the findings of Koskey, & Sakataka, (2015) who noted that upward mobility opportunities be identified for employees to be able to perform higher duties thus utilizing their newly acquired skills. To add to that, job-rotation should be adopted, and where promotion opportunities do not exist, the employer should practice job enrichment.

The study also noted that there is a strong positive correlation between recognition and engagement ($r = 0.647^{**}$; $p < 0.05$). This indicates that employees who feel recognized at their workplace by their supervisors and their other seniors develop a potential of high engagement to their duties than those employees who are not recognized. This implies that Narok county Government has a duty to ensure that they recognize the effort by their employees to develop their level of engagement.

Remuneration was noted to have a linear correlation which was weak and negative ($r = -.158$; $p > 0.05$) indicating that though salary and other allowances are important to employees by they do not influence their level of engagement positively. The results indicates that employees might not develop commitment to their work just by being given a good salary. This implies that paying employees a good salary without training, recognition and promotion might not lead to engagement in their work. The results support the work of Beninato & Ludlow, 2016; Boone, Staver & Yale, 2014; Holmefur, Sundberg, Wettergren & Langius-Eklöf, 2015, who indicated that total reward system has a very significant correlation with engagement of employees at their work place and this has an influence on the performance of the employees.

4.6 Regression Analysis

Further, the researcher analyzed the combined relationship between the variables of the study to establish how they influence employee engagement. This was done by computing the regression analysis. The study results were presented in Table 4.9.

Table 4.9 : Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	Df1	Df2	Sig. F Change
1	.830 ^a	.689	.679	.491	.689	72.392	4	131	.000

Source: survey data (2021)

The results show that there was a strong correlation positive and significant correlation ($r = .830^a$; $p < 0.05$) between total reward variables and employee engagement at the county government of Narok. This implies that when the four variables are combined effectively, they improve engagement of the employees by a great percentage as shown by the R square. ($R^2 = 0.689$). This implies that a one percentage change in the variables of total reward leads to a 68.9% change on the level of engagement of the employees. This is in line with the results of research conducted by Nunung and Ristiana (2012). There is a positive and significant influence on employees work engagement, implying that the more comfortable the employees feel about their remuneration is likely to affect their level of engagement at the work place employee.

Further, the study assessed the effectiveness of the model in predicting employee engagement at the department of education at the county government of Narok. This was tested using Analysis of Variance (ANOVA) as presented in Table 4.10.

Table 4.10: Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	69.670	4	17.418	72.392	.000 ^b
	Residual	31.519	131	.241		
	Total	101.189	135			

Source: survey data (2021)

The results show that the F statistic was significant at 5% level of significance implying that the model is a suitable predictor of the relationship between total rewards and employee engagement. This was established by comparing the F- calculated and F-critical values. The results show that the F calculated, $F_{0.05}=72.392.$, was greater than F-Critical, $F_{0.05} = 5.0$;this implies that the model fits well in explaining the relationship between the variables and hence answering the research questions. In order to test the contribution of each variable to the model of the study, the regression coefficients were computed and presented in Table 4.11.

Table 4.11: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.957	.434		-2.205	.029
Promotion	.151	.046	.162	3.262	.001
1 Remuneration	.083	.053	.082	1.572	.118
Training	.792	.079	.667	10.060	.000
Recognition	.278	.099	.194	2.818	.006

Source: survey data (2021)

Using the standardized beta values which have been corrected for any errors in the data, the results show that the four variables that defined total reward (promotion, remuneration, training and recognition) are good predictors of employee engagement at the County Government of Narok. The results show that a unit change in promotion will increase the level of engagement at the County by 16.2%. The change is seen to be statistically significant and does not only occur by chance given that the t statistic is $> +2$. With a P value < 0.05 .

The results also show that a unit change in the remuneration will affect the employee engagement level by 8.2%, however the change is seen to occur by chance implying that it is not a stable change to the organization since the t statistic $< +2$ and the p value > 0.05 . Remuneration might therefore not be a good predictor of employee engagement in the county government of Narok.

The results further indicated that a unit change in training of employees significantly influences engagement level by 66.7%. This change is seen to be statistically significant because the t statistics is $> +2$ and the p value < 0.05 . This implies that training is very critical to any employees and therefore any organization must put more emphasis on the aspects of training to enhance the engagement of the employees to their work.

Finally, the findings of the research study indicate that a unit change in recognition influence employee engagement by 19.4%. This change is statistically significant and does not occur by chance in the sense that the t statistic is $> +2$ and the p value < 0.05 . The results indicate that the four indicators are critical in enhancing the level of engagement of preschool employees at the county government. It is noted that, holding

the study's variables constant, employee engagement at the department of Education in Narok County government will be -0.957. The findings of this study agree with the findings of Boone, Staver & Yale, 2014; Holmefur, Sundberg, Wettergren & Langius-Eklöf, 2015 who indicated that there is a strong statistical relationship between various selected factors and employee engagement and in an organization. The variables strongly contribute to the level of employee engagement in the organization.

The multiple linear regression can be modeled as follows for all the four variables.

$$Y = -.957 + .162X_1 + .082X_2 + .667X_3 + .194X_4 + \epsilon$$

Y = employee engagement

X₁ = Promotion

X₂ = Remuneration

X₃ = Training

X₄ = Recognition

4.7 Regression Assumptions Test

This section was presented to check whether the regression assumptions of normality, Linearity, Multi-Collinearity, and Independence of the Error term were tested.

4.7.1 Normality of the Variables

The study sought to test whether the data was normally distributed around the mean or not. For this study the normality was tested using Skewness as proposed by Leech, Baumgartner, Larsen-Price, & Rutledge, (2011). The results indicated that the overall skewness of the data was -0.822 which was more than -1. As rule of thumb, the value of Skewness should be between + 1 and -1 (Leech, *et. al.* 2011). This implies that the data

was normally distributed since the standard deviation was less than 1. Hence the assumption of normality was met in the study.

4.7.2 Linearity and Multi-Collinearity and independence of error term

For linearity, independence of error term and multi-collinearity the results were presented in Table 4.12.

Table 4.12: Test statistics for linearity, multi-collinearity and independence of error term

Model	Pearson correlation	Collinearity Statistics		Durbin Watson Test
		Tolerance	VIF	
Promotion	.261**	.959	1.043	1.847
Remuneration	-.158	.881	1.134	1.769
Training	.800**	.540	1.851	1.603
Recognition	.647**	.503	1.987	2.111

Source: survey data (2021)

The results show that all the coefficient values of Pearson product moment correlation for testing the correlation. Since all values were less than 1, then the study indicates that the assumption of linearity among the variables was met.

The study tested for multi collinearity among the predictor variables, variance-inflation factor (VIF) and tolerance were applied. Tolerance values of less than 1 and VIF values of less than 5 indicates that there is no multi-collinearity among the predictor variables (Ott and Longnecker, 2001). The results of the study therefore indicates that there is no multi-collinearity in the study variables since all the tolerance values were less than 1 and the VIF values are less than 5.

The Durbin Watson Test was used to determine the independence of errors. Durbin Watson Test value statistics ranges from 0 to 4 (Hair *et al*, 2010). For this study the values were all within the expected thresh hold of 0 to 4. This indicates that there was independence of error terms in the data.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS TO THE STUDY

5.0 Introduction

This chapter presents the summary of the findings, conclusions and recommendations for the study. It further provides areas for further research based on the analysis of the data. The purpose of the study was to ought to analyse how total reward influences engagement of employees in County Governments in Kenya, with reference to Narok County Government, Education Department. The specific objectives of the study were ; to explore the effect of promotion on employee engagement, to examine how remuneration influences employee engagement, to find out whether training influences employee engagement and to analyse the effects of recognition on employee engagement in Narok County Education Department. The study used both descriptive and inferential statistics to analyze and interpret the data.

5.1 Summary of findings

This was summarized as follows.

5.1.1 Promotion and Employee Engagement

The first objective of the study sought to address the effect of promotion on employee engagement among the education department employees at the county government of Narok. The results showed that most of the pre-school caregivers agreed that promotion has granted them greater responsibilities which indicate that they have greater responsibilities since they were promoted, and this makes them enhance their level of engagement at the workplace. The researcher also established that majority of the pre-school care givers agreed that they are promoted regularly, it was also noted that the

respondents were involved in making critical decisions in my department, this implies that the employees at the education department at the county are involved in decision and this enhances their engagement in critical decision making. The study also found out that most ECDE teachers were promoted based on the work experience. The respondents were satisfied with the promotion policy in Narok County which implies that the employees at the department were satisfied with the promotion policy in the county. It was also found out that, the highest number of the respondents have a clear understanding of their career progression or promotion path, which implies that most of the employees in the department understand how promotion affects their engagement in the department. The results helped to answer the research question on How does promotion impact on employee engagement in Narok County?

5.2.2 Effect of Remuneration and employee engagement

Secondly, the study addressed the effect of remuneration on employee engagement among the education department employees at the county government of Narok. The results showed that most respondents agreed with the statement that their basic salary is satisfactory. They also noted that remuneration package is within the market rates. The results also established that majority of the respondents were comfortable with the remuneration system in Narok County and it was also noted that most respondents indicated that remuneration package makes the employees more satisfied with their job. This implied that most of the employees in the education department at the county government of Narok are satisfied with the remuneration package offered and this has an influence on their engagement at the workplace. The overall results indicate that remuneration of employees at the Narok county government has an influence on

employee engagement in the department of education. The research question on what effect does remuneration have on employee engagement in Narok County? was therefore answered.

5.2.3 Effect of training on employee engagement

Thirdly, it was also assessed whether training on employee engagement among the education department employees at the county government of Narok. The results presented show that most of the respondents agreed that training has led to career growth which has influenced their level of engagement at the department. It was also noted that majority of the respondent agreed with the statement that employees career development path at the county is clear, and that training has enabled them to acquire new skills and knowledge, and this has enhanced their level of engagement at the county. On whether training opportunities in the departments are offered on a regular basis the results established that the highest number of the respondents agreed with the statement. Similarly, majority of the respondents indicated that the training offered is relevant to my work that is done at the department, and it enhanced their performance, and productivity at work. The overall results indicated that training influences employee engagement as it helps them to develop their skills and their career paths. The research question was therefore answered that training influences the engagement of the employees at the county government.

5.2.4 Recognition and employee engagement

Lastly, this study assessed recognition and how it affects employee engagement. It was established that most of the employee agreed with the statement that their supervisor praises them for a job well done. The study also established that most teachers agreed that

the department offers awards to those teachers who perform well at their work and that the teachers who perform consistently well are given higher titles. This implies that performing teachers felt recognized as they were rewarded by being elevated to higher positions. The results further established that most respondents agreed that they were satisfied with the current recognition programme in the department of education and that recognition would make them more committed to their work. The overall results implied that recognition plays a critical role in enhancing employees' level of engagement in an organization. Overall results indicated that recognition of employees at the workplace enhances their level of engagement plays a role in enhancing their engagement. The research question was therefore addressed because the results indicated that recognition influence the engagement of the employees at the county of Narok. The overall results indicated that majority of the respondents indicated that they were fully engaged in their work and that they felt that promotion, remuneration, training and recognition were contributing factors to employee work engagement.

Further, correlation analysis as well as regression analysis was conducted and the outcomes was that promotion, training, and recognition were positively and significantly correlated with employee engagement. Remuneration had a positive but insignificant correlation with employee engagement. This was further evaluated using regression analysis whereby the F statistic showed that the relationship between total reward and employee engagement at the county government of Narok was well predicted by the regression model. The results also showed that training and recognition had the highest contribution to the level of engagement of the employees indicating that most employees preferred training and recognition more than any other factor of total reward.

remuneration had the lowest contribution to engagement indicating that though the pay was important, but it did not have statistical significance in enhancing engagement of the employees.

5.3 Conclusion

The aim of the study was to analyze the extent to which total reward influences employee engagement in Kenyan County Governments. Total reward was conceptualised as promotion, remuneration, training and recognition. Based on the results the conclusions were made based on the objectives.

The first objective of the study sought to explore the impact promotion may have on employee engagement in the education department in Narok County. Based on the results the study concluded that promotion is a very important factor in enhancing employee engagement. In this study promotion of employee was noted to have had a significant effect on employee engagement.

The second objective sought to examine how remuneration influences employee engagement in the education department in Narok County. The results obtained from the study revealed that remuneration had an influence on employee engagement although the effect was not significant. The study therefore concluded that though remuneration did not have a significant effect on engagement of employees at the county government of Narok

The study's third objective was to investigate whether training affects employee engagement in the education department in Narok County. The results indicated that training significantly affects the engagement level of employees. The study therefore

concluded that training is a critical factor in enhancing employees' engagement at their place of work.

Finally, the effect recognition has on employee engagement in the education department in Narok County was also established. The summary of the results indicated that there is a very significant effect of recognition on level of employee engagement based on the results the study concluded that recognition is an important factor affecting employee engagement at the county government of Narok. The overall conclusion is that total reward plays an import role in enhancing employee engagement at the Narok county government. In order to improve the performance of the department of education at the county there is need to enhance the level of employee engagement by ensuring that there is effective promotions, remunerations, training and recognition in the education department.

This study has added important knowledge to the literature regarding total reward and employee engagement. Most previous studies have focused only on one aspect of the total reward which did leave a lot of gaps in the literature regarding how a combination of the total rewards indicators influenced the level of engagement. Additionally most studies in the area of education have been linked to performance as the independent variable, therefore by considering the level of engagement in this study adds knew knowledge to the existing and forms a new basis upon which further studies can be conducted.

5.4 Recommendations

The Narok County Education Department should enhance policy of promotion of employees as it plays an important role in enhancing the level of engagement of the

employees. Most employees have a feeling that they are not rewarded effectively when it comes to promotion at the county government.

This study noted that though remuneration was seen to have weak effect on engagement but it is very critical contributing factor to the motivation of any employee and hence improves the level of engagement. Remuneration includes basic salary, bonuses and benefits such as; pension plan, medical plans and company car. It is therefore recommended that the county government should seek to improve its remuneration strategies to ensure that it becomes a basis for enhanced engagement among the employees.

The study also recommends training is very important in enhancing employee engagement therefore the county governments have a duty to develop appropriate policies that support the training of the employees in order to enhance their level of engagement. There is need to ensure that the employees are equipped with skills that will lead to changes in , behaviour and attitudes which are important in enhancing organizational and employee goals. Therefore, employees need training as a tool to enhance their level of engagement to handle their current jobs hence improved employee engagement.

The study also recommends that county governments should place a lot of emphasis on improving how employees are recognised for their efforts and hard work in order to enhance the level of engagement. There is need to have both informal and formal employee recognition strategies that are very critical in improving employee performance

at work due to improved employee engagement at work. Therefore having a policy that will enhance recognition is very critical.

5.5 Areas for further study

The study was based on only one department, that is, the Education department in Narok County, there is therefore need for further studies to be carried out at the entire County Government departments. The researcher also found the need for the study to be conducted in the Country, Kenya, at large in order to get a broader perspective on the total reward and employee engagement. This study should also be conducted in the private sector in order to establish the significance of total reward and employee engagement.

Future researchers should also conduct further literature review of existing literature in relation to total reward systems and employee work engagement. This would enable them identify and discuss those other factors not covered in this study that were seen to contribute to the other percentage in the regression analysis model.

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APPENDICES

Appendix I: Questionnaire

The researcher is a Master of Business Administration (MBA), student at Kenyatta University. The major purpose of this questionnaire is to collect data on the impact of total reward on employee engagement in the Education Department in Narok County. Participation in this study is voluntary in that, one is free to withdraw from participating at any time without any repercussions. Any kind of information obtained will be kept confidential. Please do not write your name. Please tick appropriately in the boxes provided and also give a brief explanation of your information in the spaces provided.

PART ONE

1. Gender

Female

Male

2. Age

18-25

26-35

36-45

46-55

56 and above

3. Which is your highest education level?

Bachelor's Degree

Diploma

Certificate

Secondary

Primary

Others, specify.....

4. For what period have you been working in this County as a pre-school caregiver?

0-5 years

6-9 years

10 years and above

PART TWO

SECTION A: PROMOTION

Please use the following numbers to show your degree of disagreement or agreement with the statements below 1) strongly disagree 2) Disagree 3) not sure 4) Agree 5) strongly agree

No.	Statement	1	2	3	4	5
i.	Through promotion, I have been granted greater responsibilities					
ii.	I am promoted to a higher position on a regular basis					
iii.	I am involved in making critical decisions in my department					
iv.	Promotion in my department is based on work experience					
v.	I am satisfied with the promotion policy in Narok County					
vi.	I have a clear understanding of my career progression or promotion path					

7. What do you suggest to be improved in terms of promotion of employees?

.....
.....

Do you have any problem with the employee promotion policy in Narok County?

.....
.....

SECTION B: REMUNERATION

Please use the following numbers to show your degree of disagreement or agreement with the statements below 1) strongly disagree 2) Disagree 3) not sure 4) Agree 5) strongly agree

No.	Statement	1	2	3	4	5
i.	My basic salary is satisfactory.					
ii.	The benefits and allowances that I receive satisfy me.					
iii.	The remuneration package is within the market rates					
iv.	The remuneration package is attractive					
v.	I am comfortable with the remuneration system in Narok County					
vi.	The remuneration package makes me more satisfied with my job					

1. What do you feel should be improved on in terms of employee remuneration?

.....

SECTION C: TRAINING

Please use the following numbers to show your degree of disagreement or agreement with the statements below 1) strongly disagree 2) Disagree 3) not sure 4) Agree 5) strongly agree

No.	Statement	1	2	3	4	5
i.	Training has led to my career growth					
ii.	My career development path is clear					
iii.	Through training, I have acquire new skills and knowledge					
iv.	Training opportunities in my departments are offered on a regular basis					
v.	The training offered is relevant to my work.					
vi.	Through training, my performance and productivity at work has improved					
vii.	Training makes me more satisfied with my job					

7. What do you feel should be improved on in terms of training in Narok County?

.....

SECTION D: RECOGNITION

Please use the following numbers to show your degree of disagreement or agreement with the statements below 1) strongly disagree 2) Disagree 3) not sure 4) Agree 5) strongly agree

No.	Statement	1	2	3	4	5
i.	My supervisor praises me for a job well done					
ii.	My department offers awards to those teachers who perform best at work					
iii.	Teachers who perform consistently well are given higher titles.					
iv.	I am satisfied with the current recognition programme in my department.					
v.	Recognition would make me more committed to my work					
vi.	Recognition in my department is regular					
vii.	Individual employee recognition is important to me.					

vii. Do you feel valued at work? Briefly explain

.....

 What changes do you think should be made in terms of employee recognition in your department?

SECTION E: EMPLOYEE ENGAGEMENT

Please use the following numbers to show your degree of disagreement or agreement with the statements below 1) strongly disagree 2) Disagree 3) not sure 4) Agree 5) strongly agree

No.	Statement	1	2	3	4	5
i.	I am very happy at work					
ii.	Given a chance, I would reapply my current job					

iii.	I am committed to my work					
iv.	I would refer a someone to apply for the same job in Narok County?					
v.	I love my job.					
vi.	My performance at work is very good					
vii.	I am proud of my job					

1. If you were to quit your job tomorrow, what would be your reason?

.....
.....

2. How comfortable do you feel giving upward feedback to your supervisor? Briefly explain

.....
.....

Appendix II: letter of Authorization from Kenyatta University



KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100

NAIROBI, KENYA

Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/37129/2016

DATE: 8th September, 2020

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR FAITH NERANTO D53/CTY/PT/37129/2016

I write to introduce Ms. Faith Yiamat Neranto who is a Postgraduate Student of this University. She is registered for M.B.A degree programme in the Department of Business Administration.

Ms. Neranto intends to conduct research for a M.B.A Project Proposal entitled, "Total Reward and Employee Engagement in the Education Department in Narok County, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

EK/nn

Appendix III: NACOSTI Permit Letter

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 754563	Date of Issue: 24/December/2020
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