

**EMPLOYEE ENGAGEMENT STRATEGIES AND EMPLOYEE
PERFORMANCE: A CASE OF KENYA MEDICAL RESEARCH INSTITUTE-
WELLCOME TRUST RESEARCH PROGRAMME-KILIFI COUNTY**

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DECLARATION

This research proposal is my original work and has not been submitted or presented for a degree in any other university or for any award.

Signed_____ **Date**_____

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I confirm that the work reported in this proposal has been carried out by the candidate under my supervision.

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ABBREVIATIONS AND ACRONYMS

CBA	Collective Bargaining Agreement
HR	Human Resource
IES	Institute of Employee Studies
KEMRI	Kenya Medical Research Institute
KWTRP	KEMRI-Wellcome Trust Research Programme
OCB	Organizational Citizenship Behaviour
RBVT	Resource-Based View Theory
SPSS	Statistical Package for Social Science
UK	United Kingdom

OPERATIONAL DEFINITION OF TERMS

Employee engagement

It is the involvement of the employees by the provision of compensation, conducive work environment, training and career development and giving employees an opportunity to participate in decision making.

Employee performance

It is defined as whether a person executes their duties and responsibilities well

Employee Compensation

This refers to both financial and non-financial rewards to motivate an employee to achieve more.

Training and Career Development

This is the process of helping the employees to improve knowledge and skills hence enhance performance and productivity in an organization

ABSTRACT

Employees are the most important resource in an organization. High performing organizations have remained focused on their employee feedback and thus, have achieved significant business results through enhanced levels of employee engagement. This implies that the organizational success is dependent on human resource and, attractive and competitive organizations constantly work towards increasing the value of their human resource through employee engagement strategies. Employee engagement is therefore done to bring about a situation in which the employee by free choice has an intrinsic desire to work in the best interest of the organization. Employees who are well-engaged give organizations better competitive advantage including higher productivity and lower employee turnover. This study intends to investigate the effect of employee engagement strategies and performance within the Kenya Medical Research Institute-Wellcome Trust Research Programme (KWTRP) being the case study. This study will be guided by the following objectives: to establish the effect of employee compensation, to find out the effect of the work environment, to assess how training influences performance and to establish how employee involvement influence performance. The study will be anchored by the following theories; three-component theory of engagement and resource-based view theory. The research design will use a descriptive survey where 791 members of staff at the KWTRP will participate. The study will use primary data where self-administered questionnaires will be used to collect the primary data used for the research. Descriptive statistics such as means and standard deviation will be used to analyze the data. The data will be ordered, coded and analyzed using SPSS.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee performance helps an organization get better results hence customer satisfaction and increased profits. Moreover, it aligns an individual goal to the objectives of the organization and urges them to maintain corporate core values, empowers desires to be characterized and concurred as far as part obligations and accountabilities what they are relied upon to do; aptitudes which they are required to have; and practices' which they are relied upon to have; gives chances to them to distinguish their own particular objectives and build up their abilities and skills (Armstrong, 2012).

Employees that are devoted, capable, and engaged are a most priceless asset in an organization in the global market platform. Business experts have realized that having a high-performing workforce is fundamental for development and survival of an organization and have perceived that a to a great degree connected with workforce can expand advancement, yield, and execution (Demin, 2003). Aubrey (2005) opines that while most human asset administrators see the need to improve representative engagement, it still seems endless to develop unmistakable approaches to gauge and handle this objective.

Hay group (2012) explains that drew in workers cannot be relied upon to take an individual enthusiasm for authoritative targets unless an association regards them as more than components of creation. With associations progressively compelled to

accomplish more with less, taking advantage of the optional exertion offered by drew in employees' turns out to be much more vital for business achievement.

Employee engagement plans to realize a circumstance in which the worker by free decision wants to work to the greatest advantage of the association. As indicated by Robinson, Perryman and Hayday, (2004) drew in representative goes an additional mile, has faith in and relates to the association, needs to work to improve things, comprehends the business setting and the master plan and regards and helps partners. Alfes, Truss, Soane, Rees and Gatenby (2010) communicated that attracted delegates perform better, more creative than others and stay with the business, acknowledge more unmistakable levels of individual thriving and see their workload to be more sensible than others.

do not work

Khan, Ziauddin, Jam and Ramay (2010), contends that authoritative objectives are specifically relative to the individual objectives of an individual and that hierarchical efficiency can be expanded if representatives are self-propelled towards their work instead of being coordinated. This can be accomplished through worker engagement. A few investigations have noticed that one of the fundamental elements of the human asset chief is to keep the workers happy with their employment (Dent and Holton, 2009; Mani, 2011; Khan, 1990). Workers with large amounts of engagement are likely to perform better and are less inclined to leave the organization which shows engagement is connected to execution. A larger amount of engagement prompts higher execution.

Employee performance is characterized by reference to how well something is finished. Representative execution is basically the results of work, a record of individual's achievements (Seijit and Crim, 2006; Macey and Schneider, 2008). Robinson *et al.*, (2004) characterized execution as conduct and expressed that it ought to be recognized from the results since they can be sullied by frameworks factors. Execution alludes to keeping up plans while going for the outcomes.

The increasing competitive pressures and unpredictable business environment is forcing organizations to continually look for ways to make employees achieve high performance. Performance helps an organization to get better results hence customer satisfaction and increased profits. The competitiveness of any organization is determined by the performance of the employees, who are responsible for delivering value to the customers, generate revenue and at the same keep costs down. According to Tower, (2006) and De Waal, (2007) growing organizations attention is being devoted to investigating how to attain maximum customer satisfaction through improving their internal employees' performance, in response to competitive pressures in the market.

Rafferty, Maben, West and Robinson (2005) shows that execution assessment is the core of execution administration; and the execution of an individual or an association depends vigorously on every single hierarchical arrangement, practices and configuration highlights of an association. This integrative point of view speaks to a configurationally way to deal with key HR administration which contends that examples of HR exercises, rather than single exercises, are important to accomplish hierarchical goals (Wiley, Kowske, and Herman, 2010; Fernandez, 2007). It is,

therefore, believed that 'employee engagement is one of the key determinants cultivating abnormal amounts of worker execution' (Macey and Schneider, 2008).

Employee engagement is one of the crucial keys to authoritative achievement. It isn't worker joy or representative fulfillment as regularly misconstrued by general administrators. An upbeat and fulfilled worker won't ensure enhanced execution in the work environment. Engagement is the enthusiastic duty an employee has to the association's objectives and qualities. A fulfilled representative may appear for work day by day without dissension however won't put additional exertion all alone (Lockwood, 2007). Employee engagement ought to not be utilized reciprocally with duty.

Affiliations must work to attract representatives and develop a two-course association between the business and worker (Robinson *et al.*, 2004). Attracted delegates are prodded to accomplish more while enhancing their own specific sentiment. Chimento (2004) characterizes engagement as a positive, two-route, connection between a representative and their org; associations must work to draw in the worker, who thusly decides about the level of engagement to offer the business.

Employee engagement is the heightened enthusiastic and scholarly association that an employee has for their activity, association, chief or collaborators that thus impacts them to apply an extra optional push to their work. It is the responsibility of the employee to the association and its objectives. Connected with representatives think about their work and friends subsequently utilize optional endeavors for instance working extra time when required without being requested to do as such.

Ellis and Sorensen (2007) called attention to that employee engagement is tied in with setting up shared regard in the work put for what individuals can do or be. They likewise watched that engagement is two-way; associations must work to connect with an employee, who thus decides about the level of engagement to offer the business. Employee engagement requires a workplace that does not simply request all the more but rather advances data sharing, gives learning openings and encourages an adjust in people groups' lives along these lines making the premise of managed vitality and individual activity (Alfes, Truss, Soane, Rees and Gatenby, 2010). Engagement is very vital at workplace because it determines employees' performance. Engaged employees perform better hence leading to organizational effectiveness and efficiency.

1.1.1 KEMRI-Wellcome Trust Research Programme (KWTRP)

The Kenyan Medical Research Institute (KEMRI) was set up through the Science and Technology (Amendment) Act of 1979, which has since been revised to Science, Technology and Innovation Act, 2013 with the order to complete wellbeing science look into in Kenya (www.kemri.org). The Kilifi-based Center for Geographic Medicine Coast (CGMR-C) is among the 12 KEMRI focuses.

The Wellcome Trust was set up in 1936 by a blessing left by Henry Wellcome in his will. Henry Wellcome was a rich agent and altruist in the UK. He likewise went to Sudan and Egypt, where he appreciated jungle fever control and dispatched a gliding research center on the Nile. The Wellcome Trust keeps on supporting exploration in Africa and was one of the main research foundations to cooperate with the new autonomous Government of Kenya in 1964, making the Wellcome Trust Research

Laboratories in Nairobi. In the 1980s a couple of Wellcome Trust supported researchers including Stephen Oppenheimer and Bill Watkins started working in Kilifi District Hospital in a joint effort with KEMRI. In 1989 the KEMRI-Wellcome Trust Research Program (KWTRP) was framed, driven by Kevin Marsh and Norbert Peshu. Because of the proceeding with development of research exercises in Kilifi, in 1995 KEMRI conceded the Kilifi Station a full Center status as KEMRI Center for Geographic Medicine Research – Coast (KEMRI CGMRC).

The center exercises are subsidized by the Wellcome Trust association to direct incorporated epidemiological, social, lab and clinical research in parallel, which comes about sustaining into nearby and worldwide wellbeing approach. The exploration stages incorporate best in class research centers, a statistic observation framework covering a fourth of a million occupants, the organization with Kilifi County Hospital in medicinal services and healing facility reconnaissance, a clinical trials office, a lively group engagement program and a committed management office.

The growth of KWTRP has been attributed to recruitment and retention of highly skilled employees. The KWTRP has also introduced training and development department to oversee staff training and other social welfare to increase staff motivation hence increased productivity. Despite all this, a look at performance appraisals reveals that the employees don't perform as required. There is need to put in place proper strategies to ensure employees are engaged to perform, hence reduce complains, absenteeism and staff turnover (KEMRI Blog, 2010)

1.2 Problem statement

Employee engagement is relied upon to directly affect enhanced employment execution. This is predictable with May, Gilson, and Harter (2004) and Kahn's (1992) models of mental nearness and Macey *et al.*, (2008) model of the worker engagement esteem chain. A basic part of any association is to give a situation that lifts the capability the of the individual employee which can provide a better platform for formulating effective organizational strategies. Even though KEMRI-Wellcome Trust Research Programme has provided a better-working environment that includes spacious office, well ventilated, high standard furniture and other welfare amenities, the employee performance isn't still at par with the organizational investment. Moreover, its policies for the provision of support and motivation to the staff with the aim of improving the performance are yet to enhance performance.

Several studies related to employee engagement have been conducted globally, which link high levels of employee engagement to increased profitability and productivity (Gallup, 2010). In Kenya, similar studies have been conducted which explored key factors of employee engagement (Ndugo, 2010), positive correlation between employee engagement and commitment (Wachira, 2013) and factors contributing to employee engagement level (Mutunga, 2009). These studies indicate that engaged employees perform better because they are proactive, set higher goals, are intrinsically motivated, show pro-social behavior and are healthy. However, none of these studies have been conducted in a medical research setting to explore the relationship between employee engagement strategies and employee performance; considering the nature and context of work undertaken in a not-for-profit arena. This study, therefore, aims at bridging the existing knowledge gap by answering the

question; what is the relationship between employee engagement strategies and employee performance at KWTRP which is a medical research organization.

1.3 Objectives of the Study

1. To establish how employee compensation influences employee performance at KWTRP.
2. To find out how work environment influences employee performance at KWTRP.
3. To assess how training influences employee performance at KWTRP.
4. To establish how employee involvement influences employee performance at KWTRP.

1.4 Research Questions

This study seeks to answer the following research questions:

1. How does employee compensation influence employee performance at KWTRP?
2. What is the influence of work environment on the employee performance at KWTRP?
3. How does training influence employee performance at KWTRP?
4. What is the influence employee involvement and in employee performance at KWTRP?

1.5. Assumptions of the study

Assumptions allude to occasions or things that are not noticeable or testable and might be out of the scientist's control (Neuman, 2011). This present investigation's

prominent suspicion is that it will add to the adequacy of an educated and connected with the workforce, in this manner, expanding employee execution. One noteworthy method for helping an association address its issues is to have a drawn in the workforce with expanded execution. Authoritative responsibility connects to work results, for example, working environment execution and truancy (Hunter and Thatcher, 2007).

Seeker and Thatcher (2007) furthermore noted obligation affected workplace execution through affirmation and camouflage. Submitted and attracted individuals connect with an affiliation and expect the perspectives and practices grasped to set up a great, self-portraying relationship with it. Further, they viably get a handle on the qualities and destinations of the affiliation and apply effort toward these targets (Hunter and Thatcher, 2007). Representative cooperation has a positive outcome showed up by positive work perspectives and specialist obligation (Brown et al., 2011).

Another assumption of this study is that all participants will answer the survey questions truthfully. Since the questionnaire isn't that long, it is presumed that a significant number of participants would respond and answer all the questions. Additionally, it is presumed that all participants will share information ethically and without restraint.

1.6. Significance and Justification of the Study

The study will be important to Kenya Medical Research Institute management as it will give them insights to the importance of highly engaged employees as this would

lead to better performance, less turnover and increased the loyalty of employees to the organization. The government will also find the study important because they will use the findings to align the HR policies to the organizational objectives to increase performance.

This investigation will add more information to a current collection of writing on the idea of representative engagement and execution. The examination will reveal more insight into the connection between worker engagements rehearses received by associations and representative execution in establishments.

The result of the examination will be valuable to the researchers, academicians and analysts in approving past research, encouraging hypothesis working in worker engagement and hierarchical execution. This will likewise be a wellspring of reference material for future researchers to the individuals who explore in incomparable subject. This examination can likewise be utilized as a premise of further research and in scholars in representative engagement and execution.

1.6 Scope of the Study

The reasonable extent of this examination lies on the effects of employee engagement and employee performance of KWTRP in Kenya. The investigation will focus on the employee from KWTRP in Kilifi, Kenya. This is on the grounds that these are the most helpful staff familiar with the data looked for about the investigation subject which is the relationship of worker engagement and representative execution in Kenya. It is trusted this would give satisfactory data to the examination and thusly give solid outcomes and discoveries.

1.7 Limitations of the study

Limitations of a study as per Orodho (2009) constitute the part of the investigation that the analyst knows may influence the outcomes speculation to the more extensive zone contrarily. A few respondents may not to give data dreading exploitation by the director and in this manner, the researcher will guarantee the respondents that aggregate classification would be seen on their reactions and is utilized for a scholarly reason as it were. The examination will concentrate on KWTRP as an agent of all research organizations in Kenya. This may not really be the situation but rather countless connect with other industry players.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section highlights the literature from different researchers who have done their research in this field of study. The particular regions secured here are theoretical literature, empirical review on employee engagement and employee performance. The chapter also reviews the literature on the existing knowledge and theories that have contributed to the understanding of employee engagement and performance.

2.2 Empirical Review

This section reviews the findings of empirical studies done on the impact of employee engagement strategies on employee compensation, work environment, training and employee involvement.

2.2.1 Employee Performance

Employee performance is characterized in the matter of how well something is finished. It is essentially the results of work, a record of individual's achievements (Seijit and Crim, 2006; Macey and Schneider, 2008). Robinson *et al.*, (2004) characterized execution as conduct and expressed that it ought to be recognized from the results since they can be polluted by frameworks factors. Execution alludes to keeping up plans while going for the outcomes.

An investigation led by Anitha, (2014) found that there was a factual hugeness in utilizing employee engagement to anticipate worker execution. The research found out that employee execution was affected by employee engagement by 59.7 %.

Bakker *et al.*, (2011) additionally found that worker engagement was helpful for representative execution however just for very honest representatives. Bakker and his associates inferred this is because of representatives with little reliability are probably going to require more direction to be roused to perform well not at all like honest workers who definitely comprehend what to do and invest extraordinary push to do those undertakings (Bakker, Demerouti, and Brummelhuis, 2011).

As indicated by meta-investigation performed by Halbesleben (2010) on work engagement and its association with work results. From his investigation, he found that engagement had a solid connection on execution with an estimation of 0.30.

Demerouti and Cropanzano (2010) audit proposed that there is a connection between worker execution and engagement. They found that work engagement may prompt expanded execution, yet it does as such in different ways. The analysts recommended

that the connection amongst engagement and execution is "most likely not clear and straightforward".

Wilson, Zeithaml, Bitner, and Gremler (2008) sets that an unpredictable mix of procedures is expected to guarantee that administration workers are eager and ready to convey quality administrations and that they remain propelled to perform in client situated, benefit disapproved of ways. This suggests human asset chief's choices and techniques ought to be gone for inspiring and empowering representatives to convey client situated guarantees effectively. Further, Wilson *et al.*, (2008) likewise express that building a client situated requires an administration disapproved of the workforce by enlisting the correct individuals, creating them to convey the benefit, giving the required emotionally supportive networks and holding the best individuals.

To expect more from your employees, there is need to have service competencies that involve skills and knowledge necessary to perform the job. Acquiring these will enable employees to work timely and deliver service promptly and enhances competition among them.

2.2.2 Employee compensation and Employees Performance

Kariuki (2007) opines that pay is one factor that decides worker engagement. Pay propels a worker to accomplish increasingly and thus concentrate more on work and self-awareness. It includes both monetary and non-money related prizes. Appealing remuneration involves a mix of pay, rewards, other money-related rewards and also non-budgetary prizes like additional occasion and voucher plans.

Anitha (2014) states that prizes and acknowledgment, both of formal and casual nature are noteworthy factors in representative engagement. Medlin and Green (2014) finished up from their examination that associations that offer mental rewards, for example, acknowledgment and support to their representatives on a successive premise have expanded employment fulfillment and engagement.

Concentrates by Alan and Rotman (2006) and Ram and Gantasala (2011) revealed that affirmation and prizes are essential forerunners of specialist engagement. They saw that when specialists get prizes and affirmation from their affiliation, they will feel obliged to respond with bigger measures of engagement. Kahn (2010) also noted that an agent's engagement level is a part of their perspective on the preferences they get. Bhatla (2011) on his study of delegates and how their quality can improve the progress and work viability of the entire affiliation. He moreover based on specialist execution as one of the challenges looked by the HR boss to upgrade delegate engagement for the survival of an organization. In this way, paying little heed to the sort of reward, it is the laborer's impression of a comparable that chooses his/her substance and in this way one's engagement in the movement.

Robinson *et al.*, (2004) described the importance of feeling regarded or important and noted this as a driver of laborer engagement. Inside this umbrella, there are a couple of parts including pay that effect how much the specialist will feel regarded, included and thus secured. Robinson *et al.*, (2004) communicated this can be a useful pointer to relationship towards those parts of working life that require bona fide thought if engagement levels are to be kept up or pushed ahead. These construes, it twists up clearly key for an organization to display sufficient standards of remuneration and

affirmation for their agents, if they wish to fulfill a strange condition of engagement. Right when an affiliation compensates or sees a laborer or gathering, they are bestowing viably what sorts of activities and accomplishments the affiliation regards. By yielding this affirmation, the affiliation is reinforcing what kind of effort and what sorts of practices it should need to see reiterated by various delegates. Affirmation and prizes are in like manner a method affiliation use to impact specialists to feel respected and regarded (Byne, 2012).

2.2.3 Work environment and Employee Performance

Work environment is another huge factor that decides the engagement level of a worker. Engagement requires a workplace that does not simply request all the more but rather advances data sharing, gives learning openings and encourages an adjust in individuals' lives, consequently making the reason for managed vitality and individual activity (Macey *et al.*, 2009). A few researches have analyzed how the general workplace and the representative's discernment or hierarchical help impacts on employee engagement (Anitha, 2014; Rich, Lepine and Crawford, 2010). Rich and his colleagues (Rich, Lepine and Crawford, 2010) demonstrated that associations supporting workers' prosperity positively affected engagement. Besides, Ünal and Turgut (2015) expressed that connected with workers put a more elevated amount of exertion and vitality when the association has more noteworthy esteems.

A research conducted by Harter (2000), exhibits that employee engagement results from the various parts of the workplace. The organization which develops a solid work environment frequently demonstrates stress for employee needs and slants, provides positive feedback and urges them to voice their stresses, to develop new

aptitudes and to get it done related issues. As needs be, a critical workplace condition that aids delegates for focused work and social congruity is a key determinant of specialist engagement.

Expanding worldwide rivalry and move from assembling to benefit economy implies that businesses should be more adaptable, less fatty and focused (O'Byrne, 2013). High performing organizations have remained focused on employee feedback, economic environment, and thus, have achieved significant business results through enhanced levels of employee engagement. Attractive and competitive organizations constantly work towards increasing the value of their human resource (Guillory, 2000).

2.2.4 Training and Employee Performance

Karatepe (2013) notes that training and vocation are often considered as key drivers of employee engagement. Training is an important dimension which helps employees to improve knowledge and skills hence enhance performance and productivity in an organization. Training straight forwardly enhances work execution, which prompts the worker having more trust in their capacity, which specifically identifies with work engagement (Anitha, 2014). Karatepe (2013) proposes that preparation and strengthening lead to superior work rehearses through more noteworthy worker engagement. Kahn (2010) recommended that exceedingly connected with representatives can facilitate their work and themselves well, put their own physical quality, subjective, feeling into work and make an interpretation of them without hesitation, making work execution in the work procedure. In light of the point of the close association that representatives perform in work, the researchers (Saks, 2006)

concluded that training is a strategy for employee engagement and makes an organization more competitive. This implies that when employees are trained and have a well-structured career progression plan, they feel more valuable and often give their best to work. Training, in this manner, enhances benefit exactness and subsequently impacts benefit execution and representative engagement.

Research by Koontz (2007) which focused on the satisfaction of employees' needs is dependent upon on the opportunity men watch to be and is most totally and advanced toward getting to be they can". The employment way venturing stool through getting ready and change ought to be given noteworthiness by organization which will incite advantageous open entryways for improvement and headway. This upgrades normally the engagement level. Additionally, a specialist that encounters getting ready, and learning progression programs creates confide in their work and are more awakened and involved with their action.

Bakker *et al.*, (2010) view occupation and individual assets as imperative components related to employee engagement. An organization that provides resources to its members and matches them to their needs which includes providing career growth makes its employees have a sense of obligation in their hearts, and make a positive feedback and rewards the organization (Hakanen *et al.*, 2008). This social trade hypothesis gives the premise of preparing and profession improvement as a technique of worker engagement. Butterfield *et al.* (2008) likewise detailed many profession improvement exercises with a learning center, including "proceeding with instruction courses, educational cost repayment, vocation advancement abilities preparing, open doors for advancement and inner professional success, training, coaching, and

initiative advancement programs is a decent indicator of worker engagement. Preparing prepare representatives to prevail inside the present working environment, perceived how work obligations might change, effectively react by creating required abilities, and distinguish different positions inside the association where their aptitudes could be put to best utilize (Munyeki, 2010).

2.2.5 Involvement and Employee Performance

Involvement of the employees is very critical in determining the employee engagement. Various affiliations are looked at the troubles of supervising and empowering their employees to adequately appreciate the fundamental initiative. In this current money related condition, affiliations require innovative and creative specialists who can advance up, get a handle on change, energize progression and adjust to high defenselessness in the market. Truss *et al.*, (2006) found out that one of the major drivers of employee engagement is for workers to have the opportunity to show their points of view and considerations to the best organization.

The likelihood of reinforcing incorporates the employees being outfitted with a critical level of chance and flexibility to settle on decisions relating to work without facilitating the relationship of the best organization. Employee's affiliation thus contributes fundamentally to how affiliations settle on the decision and keep up their associations (Tower, 2006). The boss should accordingly have vitality to persuade delegates to incorporate into settling on the decision and completing the step by step leap forward affiliation progress and focuses to manufacture specialist's assurance. It is key that the affiliation makes an area to all agents with the open feedback to guarantee that laborers are treated with measure up to conditions (Tower, 2006).

At the point when employees are given the chance to introduce their perspectives and assessments to the best administration, they feel a feeling of having a place and dependable thus connected with to their work, drew in with their kindred workers lastly the association objectives will be accomplished. Finnegan and Taylor, (2004) suggests that worker engagement should be seen as an authoritative procedure that cut over all levels of the association and requires the commitment and inclusion of every employee (Robinson *et al.*, 2004).

2.3 Theoretical Review

2.3.1 Three Component theory of Engagement

This theory was progressed by Shaufeli and Bakker in 2004 (Shaufeli and Bakker, 2004). They noticed that work is a satisfying condition of the psyche described by power, commitment and retention. Representatives with life have elevated amounts of vitality and mental flexibility. Commitment relates to sentiments of centrality, motivation, pride and energy. Ingestion infers being completely submerged in one's work. Shaufeli and Bakker (2004) noticed that drew in representatives take more prominent activity and create their own particular positive input.

This infers connected with representatives have more noteworthy vitality and eagerness about their work. Shaufeli and Bakker (2004) additionally discovered proof for a positive connection between three occupation assets these are execution criticism, social help, and supervisory instructing; and work engagement which incorporates power, commitment, and assimilation among four distinct specimens of Dutch representatives. Also, they utilized basic condition displaying examinations to demonstrate that activity assets do not work requests solely anticipated engagement,

and that engagement is a go-between of the connection between work assets and turnover expectations (Shaufeli and Bakker, 2004).

Shaufeli and Bakker (2004) further developed their own tool for measuring work engagement and the items to be measured included vigor, dedication, and absorption. Together with other scholars, they developed the Utrecht Work Engagement Scale (Shaufeli & Bakker, 2004; Shaufeli, Salanova, Gonzalez & Bakker, 2002). Using this instrument, Shaufeli and colleagues tested the relationship between employee engagement and job performance on Dutch employees which indicated a positive correlation between work engagement and in-role performance, extra-role performance and innovativeness. This study will use the same theory advanced by Shaufeli and Bakker (2004) to try and find out the employee engagement drivers at KEMRI-Wellcome Trust Research Programme.

2.3.2 Resource-Based View Theory

Resource-Based View Theory (RBV) proposes that interior hierarchical assets that are significant, uncommon, matchless and without a substitute are a wellspring of reasonable upper hand (Hallberg and Shaufeli, 2006; Price, 2007), and in this way improve execution. The Resource-Based View Theory recommends that execution is driven by the benefit profile of the firm, while the wellspring of unrivaled execution is embedded in the proprietorship and sending of specific resources that are difficult to reflect (Wernerfelt, 1984). This speculation puts that associations fulfill reasonable high ground in case they have certain key resources and in case they enough send these advantages in their picked markets (Barney, 2007). O'Case (2004) contend that an organization's particular attributes are equipped for creating center assets that are

hard to mirror and which decide the execution variety among contenders. The Resource-Based View Theory additionally says that the central sources and drivers of a company's upper hand and predominant execution are chiefly connected with the traits of their assets and capacities, which are uncommon, significant, hard to emulate and not substitutable (Fotopoulos, Kafetzopoulos and Psomas, 2009).

This study will employ the Resource-Based View (RBV) theory by formulating questions that seek responses concerning whether the organization provides the resources required for them to comfortably work. This will also include questions on whether they are able to recommend people to work for the organization as well. The inclusion of these questions will help in determining whether the organization is highly competitive and informs the management of what kind of resources they need to marshal to employees to increase the level of engagement. Moreover, this theory is relevant to this study because employee engagement practices are a resource for creating quality image, which an organization uses to improve the firm's performance.

2.4 The Conceptual Framework

A conceptual framework is an essential structure that includes certain hypothetical pieces which address the observational, the experiential and the indicative parts of a method or structure being envisioned. It is a course of action of wide musings and benchmarks derived from pertinent enquiry fields and used to structure a resulting presentation. The interconnection of free and ward factors completes the structure for certain typical outcomes. Employee engagement strategies and employee

performance is greatly involved in employee compensation, work environment, career development and employee involvement and participation.

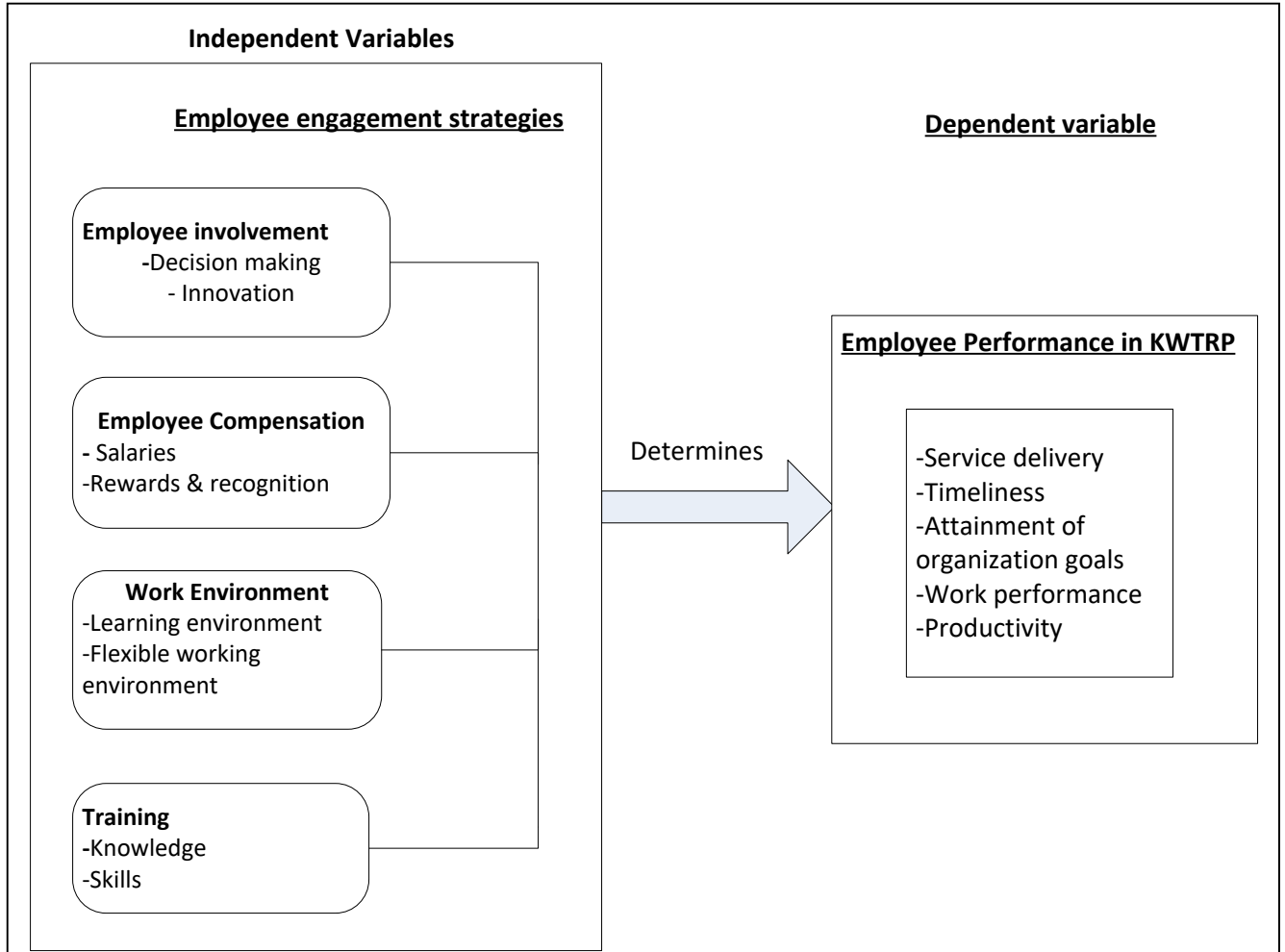


Figure 2.1: The Conceptual Framework

Source: Researcher 2017

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design, the target population, data collection techniques and the procedures and techniques for data analysis and presentation.

3.2 Research Design

This study will employ a descriptive research design to describe the employee engagement strategies and employee performance at the KEMRI-Wellcome Trust Research Programme. This design defines a subject, frequently by making a profile of a gathering of issues, individuals or occasions through accumulation of information and arrangement of frequencies on investigate factors or their collaboration (Cooper and Schindler, 2003). This design will be used to describe various aspects of the study subject and the characteristics and/or behavior of the sample population and is suitable for analysis of qualitative data which cannot be quantified on figures. It will involve administering survey questionnaires randomly to the study population to collect information on employee engagement strategies and employee performance.

3.3 Population of Study

The population for this study will comprises all employees of KEMRI-Wellcome Trust Research Programme (KWTRP). The organization has a total staff

establishment of 791 based at the Head Quarters in Kilifi County, Kenya. This will include both management and staffs. The population characteristic is as summarized in table 3.1.

Table 3.1: Study Population

Sections	Population
Management staff	21
Assistant department heads	159
Staff	611
Total	791

Source: KWTRP (2017)

3.4 Sample Design

The sampling plan portrays how the sampling unit, sampling outline, sampling techniques and the sample size for the investigation was touched base at. Cooper and Schindler (2003) indicate that sampling outline depicts the rundown of all populace units from which the specimen will be chosen. Stratified random sampling procedure will be utilized since populace of intrigue isn't homogeneous and could be subdivided into gatherings or strata to get a delegate test. From the extent of 791 populace, a specimen of 10% will be chosen on the populace utilizing stratified random sampling. Mugenda and Mugenda (2003) defines a representative test is one that is no less than 10% of the number of inhabitants in intrigue. Along these lines, the specimen of 10% will be representative sample. The distribution of sample size is tabulated as shown in table 3.2.

Table 3.2: Sample Size

Sections	Population (Frequency)	Sample Ratio	Sample
Upper management staff	21	10%	2
Assistant department heads	159	10%	16
Staff	611	10%	61
Total	791		79

Source: Researcher, 2017

Out of the entire population of the 791 employees, 79 will be selected according to each stratum. The rationale for selecting 79 members was to guarantee adequate information for the examination. The members comprised of people with at least 3 years of work with KWTRP. Intentional determination includes choosing members who meet certain criteria. Deliberate choice is reasonable for the investigation since members are required to meet the criteria of having background and information about working environment execution. The chosen populace is fundamentally unrelated and is relied upon to give answers that will be remarkable to the subject of the examination.

3.5 Data Collection

The study will use primary data which will be obtained through administration of questionnaires and face to face interview. The survey will be designed to measure various engagement strategies at KWTRP and will be divided into three categories. The first category will be asking general questions about the respondent's department, position, gender, age, level of education and years of service at KWTRP. The second category consists of questions asking about job performance while the third section houses questions on four main employee engagement strategies:

compensation, working environment, training and career development and employee involvement and participation. Questionnaires will be used because it is easy to administer to respondents as well as allowing them to express their feelings, motivations, and attitudes.

To enhance a high response rate, the researcher will personally deliver the questionnaire to the respondents in their departments/offices and they will be required to complete the survey within 48 hours. Collection of the completed questionnaires will be personally done by the researcher.

3.6 Validity and Reliability of the instrument

Kothari (2004) revealed that validity measures the exactness of the instruments in acquiring the foreseen information that can meet the goals of the investigation. Gay (1992) says it is built up by experts' judgment. The researcher will look for the master conclusion to survey the procedure used to build up the test and the test itself, and afterward influence a judgment about how well things to speak to the expected substance region. Pre-testing of the exploration instruments will be finished utilizing three subjects arbitrarily drawn from the populace before the field gathering of information to decide the validity. The consequences of the pilot testing will be utilized to figure out what should be incorporated or avoided amid the examination.

3.7 Data Analysis and Presentation

Descriptive statistics like mean, standard deviation frequencies, and tables' will be employed to analyze the study's data because it provides an efficient summary to the data collected making it easier to draw conclusions. The completed questionnaires will be reviewed for completeness and consistency before being analyzed. The data

from the questionnaires will be coded. This will be helpful in grouping responses into categories to aid analysis. The SPSS software will be used to analyze the coded data from questionnaires. The open-ended questions from the questionnaires will be analyzed through content analysis. In the analysis of open-ended questions, the researcher will look for occurrence or co-occurrence of themes. Moreover, multiple regression analysis will be carried out using the formula shown below to determine the relationship between employee engagement and employee performance.

The regression equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$): Whereby

Y = Employee Performance of KWTRP

X_1 = Employee Compensation

X_2 = Work environment

X_3 = Training and Career Development

X_4 = Employee involvement and participation

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression Coefficients

ε = Error term

3.8 Ethical considerations

The researcher will search for approval to coordinate the research from the University. Furthermore, the consent will be gotten from each one participant selected. Those not willing to share in the examination will be under no sense of duty regarding do all things considered. Respondents' names or any kind of character won't be exhibited wherever in the data gathering gadgets for mystery and information amassed may be used for the explanations behind this insightful examination. The

key research experts will be guided and assent permitted. The researcher will ensure that nothing can be taken after back to any of the respondents should the disclosures of this examination be conveyed.

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APPENDICES

Appendix I: Introduction Letter

Project Title: Employee engagement strategies and Employee Performance at KEMRI-Wellcome Trust Research Programme (KWTRP)

Investigator:

Faith Namanga,
School of Social Sciences and Humanities, Kenyatta University,
Tel: +254721271138

RE: PARTICIPATION IN A MASTERS RESEARCH PROJECT

Dear Participant,

You are invited to participate in a master's degree research project being conducted through Kenyatta University, which will take approximately 5-10 minutes to complete. This research aims to better understand employee engagement strategies and their effect on employee performance at KWTRP.

Please note that your participation is entirely voluntary and your consent will be required for you to participate and can still withdraw from the project at any time without giving a reason. There is no direct benefit for participating in the study, but your input will provide vital information which is beneficial to the study.

Your privacy and confidentiality will be strictly maintained in such a manner that you will not be identified in the thesis report or any publication and study results will be made available upon request and will be reported in a thesis to be submitted for Ms. Namanga's master's degree. Should you have any queries or concerns regarding the completion of this survey, please do not hesitate to contact the undersigned.

Thank you very much for your contribution to this research.

Yours sincerely,

Faith Namanga,

Reg No: **C153/OL/MSA/26472/2015**

Phone: +254721271138

Email: fnamanga@gmail.com

Research Supervisor: Dr. Jane Njoroge, PhD

School of Humanities & Social Sciences, Kenyatta University.

Appendix II: Research Questionnaire

Employee Engagement and Satisfaction Survey

We recommend that you do not include your name or other identifying remarks in your responses throughout this survey.

SECTION A: General Information

1. Which department do you work in? (Please tick one)

Administration HR Labs Finance

Clinical Fieldwork Transport Maintenance

Other: _____

2. Which of the following best describes your position in the organization?

Top Management Middle management Lower level employees

3. What is your sex? Male Female

4. Which of the following describes your age group?

Under 20 years 21-30 years 31-40 years 41-50 years

Above 50 years

5. Which of the following describes your highest level of education?

Postgraduate Graduate Diploma Certificate O level

Other _____

6. For how long have you been working at KEMRI-Wellcome Trust?

Less than 2 years 3-5years 6-10 years Over 10 years

Please tick the appropriate box for the following statements relating to employee Performance & Employment strategies in the Likert scale 1 to 5 with 1: indicating strongly disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree.

B.	Employee Performance	Rating scale					
		1	2	3	4	5	Comment (If any)
1	Attainment of organizational goal						
	Given a chance, I would still choose to work for my employer						
	I am happy with the values, policies, procedures, and systems of this organization and the ways in which it conducts its business						
	Performance measures are evaluated on an annual basis						
2	Timeliness	1	2	3	4	5	
	I am able to meet deadlines						
	I always perform my duties and responsibilities professionally						
	I am able to manage time effectively						
3	Service delivery	1	2	3	4	5	
	The organization focuses on providing excellent customer service						
	There is effective use of resources						
	I am held accountable for achieving specific results						
C	Employee Engagement strategies						
1.	Employee compensation:	1	2	3	4	5	

	I am well compensated for the work I perform						
	The leaders of this organization care about their employees' well being						
	This organization gives me enough recognition for work that is well done						
	There is equity of salary with others with similar qualifications						
	I'm confident in the manner in which promotions are awarded						
2.	Your work environment:	1	2	3	4	5	
	My physical working conditions are good						
	I have a clear understanding of my job role						
	I would recommend working here to a friend						
	I am able to maintain a reasonable balance between work and my personal commitment						
3.	Training	1	2	3	4	5	
	There is training of employees by the organization						
	I get lots of opportunities to use and develop my skills and career in this job						
	I have excellent interpersonal and communication skills						
	There are continuous learning and performance improvement at workplace						
	I'm confident of promotions						

4.	Employee Involvement	1	2	3	4	5	
	I am involved in decision making management at work place						
	This organization treats me like a person, not a number						
	I feel part of a team working toward a shared goal						
	The leaders of this organization are open to input from employees						
	I have the autonomy to decide when to start and finish tasks.						

In your own opinion, what other factors would promote employee engagement in KWTRP?

In your own opinion, suggest ways in which performance can be increased at KWTRP.

THANK YOU FOR YOUR TIME

Appendix III:

Key informative interview guide

1. What is it about you that helps you to be engaged? Can you give me an example?
2. What is it about your job that helps you to be engaged? Can you give me an example?
3. What is it about the management that helps you to be engaged? Can you give me an example?
4. Do you think the organization is providing room for employee engagement?
5. What are the challenges within the organization that affect employee engagement?
6. Which strategies have been implemented to enhance employee engagement?

Appendix IV: Time Plan

ACTIVITIES	1 ST Month	2 nd Month	3 rd Month	4 th Month	5 th Month	6 th Month
Formulation of the proposal						
Preparation, drafting and consultation						
Editing of the project and approval of the project by the supervisor						
Data collection and sampling						
Data analysis						
Presentation of findings, writing the final report and submission of the research report to the supervisor						

Appendix V: Research Budget

Type of Cost	Total Cost (Kshs)
Printing Services	50,000.00
Data collection Travelling / cost of telephone cards	40,000.00
Miscellaneous(Stationery)	10,000.00
Total cost	100,000.00
10% contingency	10, 000.00
Grand Total	110,000.00