RELATIONSHIP BETWEEN PERFORMANCE MANAGEMENT PRACTICES AND EMPLOYEE ENGAGEMENT: A CASE STUDY OF SAFARICOM LIMITED

BY

DANSON MUCHIRI

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2017
RELATIONSHIP BETWEEN PERFORMANCE MANAGEMENT PRACTICES AND EMPLOYEE ENGAGEMENT: A CASE STUDY OF SAFARICOM LIMITED

BY

DANSON MUCHIRI

A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2017
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution, or university other than the United States International University in Nairobi for academic credit.

Signed: ______________________   Date: ______________________

Danson Muchiri (STUDENT NO. 645927)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ______________________   Date: ______________________

Dr. James Mark Ngari, PhD

Signed: ______________________   Date: ______________________

Dean, Chandaria School of Business
ABSTRACT

The general objective of the study was to determine the relationship between performance management practices and employee engagement with a focus on Safaricom Limited. The study was guided by the following research questions: How does participative management practice affect employee engagement? How does reward and recognition influence employee engagement? And what is the effect of training on employee engagement at Safaricom Limited?

This study used the descriptive research design. The design was suitable for this study because the factors are quantitative in nature. The study adopted a quantitative approach to analyze the relationship between performance management practices and employee engagement. The dependent variables included participative management practices, reward and recognition, and employee training, and the implications on employee engagement as the independent variable. The target population comprised of 86 Safaricom employees in Safaricom Care Center, Nairobi. Stratified sampling was used to divide the population into two strata. The demographic profiles of the respondents were analyzed using percentages and frequencies. Descriptive statistics was used to establish the mean, reliability and validity of the data. Additionally, inferential statistics was used to test for the relationship between the independent and dependent variables using correlation and regression analysis.

The findings of the study showed that Participative Management Practices were found to be positive and significantly related to Employee Engagement (r = 0.498, p-value=0.000<0.05). Reward and Recognition was found to be positive and significantly related to Employee Engagement (r = 0.504, p-value=0.000<0.05). Employee Training as a management practice was found to be positive and significantly related to Employee Engagement (r = 0.394, p-value=0.000<0.05).

With regards to whether participative management practices affect employee engagement, the findings found that employee involvement in decision making and performance appraisal promotes a sense of belonging among employees leading to improved employee engagement.

On the influence of reward and recognition on employee engagement, the findings suggested that reward and recognition system has significant influence on employees. When a manager to formally rewards or recognizes good employee performance, this leads
to improved employee engagement. In addition, when good performance is recognized and then rewarded, the chances of the good work being repeated are increased.

On the influence of employee training on employee engagement, the research findings indicated that employee training is important for any organization to meet its target. Relevant training builds employee capability and helps increase the productivity of both employees and managers. This provides job satisfaction which eventually translates to improved employee engagement.

The study has recommended that Safaricom Limited should encourage participative management practices as a way to improve employee engagement and subsequently performance. In addition, the organization should reward and recognize high performers as this will improved employee motivation. Finally, the organization should invest heavily in providing relevant training to employees as this will improve employee capability and thereby enhance job satisfaction as employees are able to complete tasks at ease.
ACKNOWLEDGEMENT

I would like to express my heartfelt gratitude to my project supervisor Dr. James Mark Ngare, PhD for giving the opportunity to do this project on the relationship between performance management and employee engagement, a case for Safaricom Limited. This has helped me become a better researcher and report writer besides learning a lot of new things on performance management and employee engagement.

I would also want to thank my family, friends and colleagues who helped me a lot in completing the project under severe time constraint.

Thank you to everyone who played part in helping me complete this project.
DEDICATION

I dedicate this project to God Almighty who is my guide and source of knowledge. I also dedicate this work to my wife Roselyne who has encouraged me even when I felt like giving up. She made me believe I had all it takes to see the project through. To my lovely daughter Elsie who missed daddy’s play time as I worked on the project. Many thanks and God bless you all.
TABLE OF CONTENTS

STUDENT'S DECLARATION ........................................................................................................ ii
ABSTRACT .................................................................................................................................. iii
ACKNOWLEDGEMENT .............................................................................................................. v
DEDICATION .............................................................................................................................. vi
LIST OF TABLES ................................................................................................................ x
LIST OF FIGURES ................................................................................................................ xi

CHAPTER ONE ............................................................................................................................. 1
1.0 INTRODUCTION .................................................................................................................. 1
  1.1 Background of the Problem ............................................................................................... 1
  1.2 Statement of the Problem ............................................................................................... 4
  1.3 Purpose of the Study ...................................................................................................... 6
  1.4 Research Questions ....................................................................................................... 6
  1.5 Significance of the Study .............................................................................................. 6
  1.6 Scope of the Study ....................................................................................................... 7
  1.7 Definitions of Terms .................................................................................................. 8
  1.8 Chapter Summary .................................................................................................... 8

CHAPTER TWO ............................................................................................................................ 10
2.0 LITERATURE REVIEW ....................................................................................................... 10
  2.1 Introduction .................................................................................................................. 10
  2.2 Influence of Reward and Recognition on Employee Engagement .......................... 10
  2.3 Effect of Training on Employee Engagement ......................................................... 15
  2.4 Participative Management Practices and Engagement of Employees .................. 20
  2.5 Chapter Summary .................................................................................................... 25

CHAPTER THREE ..................................................................................................................... 26
3.0 RESEARCH METHODOLOGY ......................................................................................... 26
3.1 Introduction.............................................................................................................................................26
3.2 Research Design......................................................................................................................................26
3.3 Population and Sampling Design........................................................................................................26
3.4 Data Collection Method.......................................................................................................................28
3.5 Research Procedures ..............................................................................................................................29
3.6 Data Analysis Methods .........................................................................................................................29
3.7 Chapter Summary ..................................................................................................................................30

CHAPTER FOUR ........................................................................................................................................32
4.0 RESULTS AND FINDINGS ................................................................................................................32
  4.1 Introduction..............................................................................................................................................32
  4.2 Response Rate ......................................................................................................................................32
  4.3 Demographic Information ..................................................................................................................32
  4.5 Reward and Recognition ....................................................................................................................37
  4.6 Training ................................................................................................................................................41
  4.7 Inferential Statistics ...............................................................................................................................48

CHAPTER FIVE ..........................................................................................................................................52
5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS ........................................................52
  5.1 Introduction..............................................................................................................................................52
  5.2 Summary of the Study ..........................................................................................................................52
  5.3 Discussion .............................................................................................................................................53
  5.4 Conclusion ...........................................................................................................................................58
  5.5 Recommendations ...............................................................................................................................59

REFERENCES..............................................................................................................................................61
APPENDICES...........................................................................................................................................68
  Appendix I: Letter of Introduction ........................................................................................................68
LIST OF TABLES

Table 3. 1: Total Population Distribution ................................................................. 27
Table 3. 2: Sample Size Distribution ............................................................................. 28
Table 4. 1: Response Rate ............................................................................................. 32
Table 4. 2 My Manager’s Fair Feedback Improves my Engagement ............................... 35
Table 4. 3 Constant Communication with Employees Improves Employee Engagement .......................... 36
Table 4. 4 Involvement in Decision Making Processes .................................................... 36
Table 4. 5 Participative Management Programs at Safaricom Limited ............................. 37
Table 4. 6 Views of Junior Employees are Highly Valued ............................................... 37
Table 4. 7 Rewards and Motivation ................................................................................ 38
Table 4. 8 Reward Improves Engagement .................................................................... 38
Table 4. 9 Reward and Timely Completion of Duties ...................................................... 38
Table 4. 10 Reward Through Promotion Influences My Engagement ............................. 39
Table 4. 11 Salary and Benefits are Commensurate to the Work that I Do ...................... 39
Table 4. 12 I am Rewarded When I Achieve Personal Goals ......................................... 40
Table 4. 13 Reliability Analysis ...................................................................................... 49
Table 4. 14 Normality Test for the Study Variables ....................................................... 50
Table 4. 15 Correlation Analysis .................................................................................... 50
Table 4. 16 Regression Analysis ..................................................................................... 51
LIST OF FIGURES

Figure 4.1 Gender of Respondents .......................................................... 33
Figure 4.2 Age of Respondents .............................................................. 33
Figure 4.3 Level of Education ................................................................. 34
Figure 4.4 Number of Years Worked ....................................................... 35
Figure 4.5 Reward and Recognition ....................................................... 41
Figure 4.6 Policy on Training ................................................................. 42
Figure 4.7 Quality of Training Programs .................................................. 43
Figure 4.8 Training and Employee Engagement ....................................... 43
Figure 4.9 Job Analysis Assessment ....................................................... 44
Figure 4.10 Policy on Training ............................................................... 45
Figure 4.11 Diverse Training ................................................................. 45
Figure 4.12 Materials and Equipment at the Work Place ............................ 46
Figure 4.13 Caring Supervisor ............................................................... 47
Figure 4.14 Opportunities to Grow ....................................................... 47
Figure 4.15 Opportunity to Do what I Do Best ......................................... 48
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Performance management is a continuous process of identifying, measuring and developing performance in organizations by linking each individual’s performance and objectives to the organization’s overall mission and goals (Aguinis, 2015). However, there is no single universally accepted model of performance management but different experts have defined the concept differently. Macey et al (2013) described performance management as a cycle that has five elements which suggest how performance management should be implemented in an organization. Salalaman et al (2015) related the expectancy theory to performance management practices as it is believed that performance is influenced by the expectations concerning the future events. This theory is based on proposition that individuals adjust their behavior in the organization on the basis of anticipated reward or satisfaction of valued goals set. As such, individuals tend to adjust their behavior in such a way that will lead to achievement of these goals.

Organizational competitiveness is associated with positive work behaviors adopted by employees who are empowered (Haggett and Mathews, 2015). Employee performance management practices have become a popular management strategy in today's management reforms and a trend in both public and private organizations (Pitts et al. 2015). The concept has become a topic of interest among organizational theory researchers and practitioners (Conger and Kanungo, 2014). In recent years, more than 70% of organizations have adopted some kind of performance management practices in their workforces (Haggett and Mathews, 2015).

Science based firms use their technology to create market opportunities in related area mainly through internal new venturing (Haggett, 2015). For instance Verizon Communications Inc, the largest telecommunication industry in the United States of America adopted employee management practices to influence employee engagement in order to get into and compete in a new business area or an emerging market where there are no established players. Joint ventures as a practice are adopted where a firm sees an opportunity in an employee but is unable to undertake the process of employee engagement.
Many believe that organizations can be shaped to enhance the engagement of members (Peterson & Speer, 2010). Potential benefits of good employee performance management practice identified include stronger task commitment, higher levels of initiative in carrying out role responsibilities, more innovation and learning, higher job satisfaction, and stronger organizational commitment predictive of lower levels of turnover (Spreitzer, 2015).

In today's competitive field, organizations can be successful if they use all of their human resource capacity. Organizations which continue to use traditional patterns of management systems; i.e. hierarchical and prescriptive-based systems, would not go anywhere. Most organizations today have a duty structure. In this structure, the power is concentrated at the head of the pyramid and flows to lower levels. So there is no opportunity for optimal use of intellectual resource and creativity of employees.

Today the main objective of managers is efficiency that is to achieve maximum results with minimum resources. On the other hand, expectations of employees include sense of belonging, having meaningful work, openness and honesty in work, and self-discovery. From this perspective, empowerment is a process through which a leader or a manager tries to divide his or her power among subordinates. (Conger and Kanungo, 2014). Empowerment is a concept that can provide benefits to organizations and make sense of belonging and pride in the staff. Indeed, it creates Win-Win relationship between organizations and employees; something that is ideal to many organizations and their employees. In this regard Harary explains that empowerment is a tool for giving freedom to employees so that they can do what they think is the best without fear of being vetoed by the managers (Kanungo, 2014).

In many developed countries, performance management practice is exercised in such a way that employees of any organization share their opinions, thoughts and creativity in their entities. In Participative management Ganji Nia, and Isimoya, (2013) stress the need for clear communication from management, choice of giving employees the opportunity toward decision making and their contribution in implementing employee ideas made during the decision making process, Participative management impact employee involvement and interaction between various elements and is very effective in removing bottlenecks and the evolution of organizations and is one of the most important and most complex human resource development medium.
The foundation of any organization is its staff and their knowledge, skills and motivations. Enjoying such a wealth is important, because in the future years, the main source of competitive advantage was not root in technology, but was a function of initiation, creativity, commitment and ability of labor (Haggett and Mathews, 2015). Facing the future challenges, in order to achieve high engagement rate, organizations will have no choice but to draw their employees' support, participation and commitment. Due to fundamental changes have that occurred in the organization and management theories, there should be measures and policies concerning the management to stick particular importance to motivate staff. No doubt, change management and leadership models geared for changes in human resources attitudes, motivation and reinforcement are established practices in human resources. In today's changing world, management has laid behind the traditional thinking about management and has entered in the arena filled up with the communications and information reflecting and contributing to human relations and human resources functions (Davis and Landa, 2011).

The regulatory commission that controls communications in Kenya is the Communications Authority of Kenya. According to Ojukwu (2010), the Communications Authority of Kenya (CAK) is an independent regulator whose objective is to license and regulate telecommunications, radio communication and postal services in the country. Some of the Communication Companies in Kenya are: Safaricom Limited, Access Kenya, Bharti Airtel (formerly Zain, Celtel), Jamii Telecom, Liquid Telecom, Nokia Siemens Networks (NSN), Safaricom (Vodafone), Telkom Kenya, Wananchi Online and ZTE. The national ICT policy which was approved in January 2006 recognizes CAK as the regulator of the whole of the ICT sector (Bernard, 2012). This research focuses on the analysis of performance management practices and its relationship with employee engagement at Safaricom Limited.

According to Perry (2010) dynamics, ambiguity and complexity of today's organizations is accepted as unavoidable. In order to overcome the uncertainty, complexity and dynamic environment, the management is empowering and benefiting from the cooperation and participation of employees through the acquisition of knowledge and skills that quickly becomes obsolete. Among the factors that affect the very survival of organizations is human resources factor. Salalaman et al (2013) additionally related the goal theory to performance management by noting that goals established by an employee play a role in enhancing motivation for better engagement. This is because if the employee fails to achieve the set...
goals, they either improve their performance or review the goals to make them more realistic and thus achievable. Improved performance is a measure that performance management system is achieving its aim.

Research in the telecommunication industry was thus imperative for purposes of analyzing the status of performance management practices; not done before, especially in Safaricom Limited, and ultimately assist the institution to establish workforces that are willing and have initiative of improving the institution’s performance, in line with Vision 2030 policy document.

1.2 Statement of the Problem

According to Pearson (2014), human capital is one of the most critical resources needed for social and economic development of an organization or nation. Successful nations and individual organizations invest heavily on human resource capacity development. Therefore, a critical mass of educated people who are equipped with appropriate knowledge, skills and attitudes is required in order to achieve the country's political, economic and social goals. Performance management practice is a continuous process of identifying, measuring and developing performance in organizations by linking each individual’s performance and objectives to the organization’s overall mission and goals (Aguinis, 2015).

This is contrary to the approach used by most organizations where performance evaluations are conducted once a year without continuous feedback and coaching to enhance performance. This approach thus focuses on highlighting the strengths and weaknesses of individuals which is just a small part of the performance management system rather than a focus on the employees’ activities and outputs that are in line with the organization’s goals and objectives. Effective Performance management helps in minimizing employee complaints. For instance, in almost all management situations, several concerns have been raised by staff among which are the demand for better salaries, benefits, merited promotions and a clearly outlined career structure.

Vodafone Group plc, a telecommunication group of company’s based in the United Kingdom applied adequate performance management practices on employees. From the study, it was evident that the process standardizes setting of goals and objectives and ultimately performance that would enable the organization achieve its objectives (Pearson, 2014). Pearson (2014), added that the positive correction between performance
management practices and employee engagement was very beneficial for organizations. McAdams and Sanchez (2014) further emphasized the need for organizations to align their strategic plan implementation systems.

At organizational level within Safaricom Limited, apart from the lack of capacity and the absence of policy guidelines to assist supervisors on how to run effective performance management, there is little provision for training the supervisors in certain technical areas especially on how to give regular and candid performance feedback. Lack of this capacity and allied resource gaps render high numbers of staff virtually unproductive which has serious implications for the overall quality of service delivery in a telecommunication company.

Wilkins and Ouchi, (2013) in their study on employee performance management practices revealed that employee engagement is said to occur when the management and employees pursue goals of both personal as well as professional growth for their employees. Is there any evidence that performance management practices would influence achievement of personal goals and enhance quality of service delivery in the organization when pursued?

Kihara (2013) a study on the importance of creating a feeling of employee engagement and satisfaction within an organization explains the Flat Organization Model and provides a case study analysis of a small firm which transitioned their employees from a hierarchical organization style to a flat organization style. The research discussed the application of the change within the organization. Though the transition to flat organization may benefit most organizations, it is still a transitional situation that requires special understanding of employee engagement as well as instructions.

According to a study by Muriithi (2011), employee management practice becomes a problem when organization leadership fail to initiate or take action to encourage employee empowerment. It is then up to them to decide if they wish to take advantage of the opportunity or not. However, it is not usual for only a small minority to accept the challenge initially. Also it is very likely that some fraction will never respond. It is the large middle group that must be concerned to practice employee empowerment.

There are a number of issues facing the effective and efficient use of the employee recognition, training and reward system in boosting employee engagement. From a number of studies conducted by Erdogan (2012); Fletcher (2011); Broady-Preston and Steel (2012),
they established that linking employee recognition, training and reward system with performance management practices has an influence on the engagement of employees. Mone and London (2012) study found that unfair evaluation of employee performance makes them feel insecure or discouraged leading to the development of poor relationship between the employer and employee. Caruth & Humphreys (2013) recommends that performance feedback should be fair, timely and specific in highlighting the employees progress in carrying out their responsibilities (Gupta & Upadhyay, 2012) and the feedback should be often (Lee, 2015).

From the above studies, it is evident that there is relatively very little research to support the view that performance management practices have any relationship with the engagement of employees within organizations operating within the Kenyan economy. This study therefore sought to fill this knowledge gap by investigating the relationship between employee performance management practices and employee engagement in Telecommunication industry with special focus on Safaricom Limited.

1.3 Purpose of the Study
The purpose of the study was to establish the relationship between performance management practices and employee engagement among employees at Safaricom limited.

1.4 Research Questions
1.4.1 How does participative management practice affect employees’ engagement at Safaricom Limited?

1.4.2 How does reward and recognition practices influence engagement of employees at Safaricom Limited?

1.4.3 What is the effect the effect of training as a management practice on employees’ engagement at Safaricom Limited?

1.5 Significance of the Study
This study will be a source of knowledge to a variety of stakeholders. These include:

1.5.1 Policy Makers
The government through the Communication Authority of Kenya, telecommunication service providers would benefit from this study. The study will provide useful information on the relationship between performance management practices and employee engagement
and policies on the market dynamics of the communication services. This will help them in making sound polices which promote use of communication services in Kenya among the telecommunication service providers.

1.5.2 Stakeholders and Managers

The findings may be used as a way of maintaining or improving service delivery and efficiency. Stakeholders in the telecommunication industry and other managers, including those of Safaricom may adopt these practices expecting to improve the effectiveness and efficiency of their organizations and accrue benefits similar to those produced or advertised in other industries.

1.5.3 Scholars and Academicians

To the scholars, this study will add value to the existing body of knowledge on the telecommunication industry and act as future reference for scholars and academicians. The information will add more depth to the knowledge they have in human resource management and particularly performance management practices. For future reference and further research, this study will give a strong base of future reference.

1.6 Scope of the Study

The study was limited to one network provider in Kenya, Safaricom Limited. The study dwelt on establishing the relationship between participative management, reward and recognition, training and employee engagement. The researcher encountered quite a number of challenges related to research and most particularly during the process of data collection. There were some respondents who were hard-pressed with their day schedules and did not find time to complete the questionnaire. The study was also faced with time constraints since the researcher was required to work out of his work station during working hours to collect data. In addition, the study was conducted within limited time hence exhaustive and extremely comprehensive research would not be carried on performance management practices? However, the researcher did try to conduct the study within the time frame that was specified.
1.7 Definitions of Terms

1.7.1 Performance management

Performance management practice is a systematic way of communicating to employees on what they are expected to do and what the performance and engagement parameters (Dewhurst, 2010).

1.7.2 Employee engagement

This is a term used to describe an employee mindset of responsibility, accountability, capability, and autonomy. (Kiptugen, 2014). According to Kumar (2015), employment engagement can be measured in five dimensions namely employee satisfaction, employee identification, employee commitment, employee loyalty and employee performance.

1.7.3 Telecommunications

According to Mochella (2013), telecommunications is the exchange of information over significant distances by electronic means and refers to all types of voice, data and video transmission. It is a broad term that includes a wide range of information transmitting technologies such as telephones, wired and wireless, microwave communications, fiber optics, satellites, radio and television broadcasting, the internet and telegraphs.

1.7.4 Organizational performance

Organizational performance refers to the overall firm performance, including engagement, efficiency, profitability, market value, and competitive advantage (Melville, 2013)

1.7.5 Reward management

This is both the strategy and the practice of pay system. Traditionally human resource or personnel section have been concerned with levels and schemes of payments whereat to process a paying employee, the payroll function has been the responsibility of finance department. (Melville, 2013)

1.8 Chapter Summary

This chapter has established the background information on Telecommunication Industry both globally and in Kenya, with special reference to the case study; Safaricom Limited. In this chapter, back ground of the study, problem statement, scope and limitations of the study have been explored. Chapter two will analyze literature study based on the research
questions in chapter one. Chapter three will cover research methodology in terms of the research design, population and sampling design, data collection methods and analysis.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the relationship between performance management practices and employee engagement. The first section determines the influence of reward and recognition on employee engagement, the second section examines effect of training on employee engagement. The third section looks at the effect of participative management practices on employee engagement. The chapter ends with a summary of the literature review.

2.2 Influence of Reward and Recognition on Employee Engagement

2.3.1 Reward Systems and Employee Engagement

Macey, Schneider, Barbera and Young (2013) suggests that the reward systems ought to be fit for recognizing the employees' strengths and weaknesses for upgraded performance. In the event that employees fail to meet the set target, a development plan can be adopted to help employees improve so that they are accommodated in the reward system which in turn will enhance their engagement (Macey and London, 2013). The reward ought to mirror the business goals and the reasonable commitment of employee individual endeavors to accomplish duties. Macey and London (2013) have detailed that those appraised appear to have more noteworthy acknowledgment of the appraisal methods, and feel happier and more engaged with their work, when the procedure is specifically connected to rewards.

Reward frameworks are important for any organization that tries to meet its goals and objectives. This infers that the top management ought to diagram the role of every employee unmistakably and suitably for this to be refined (Schraeder, Becton & Portis, 2014). In each established organization it gets to be distinctly imperative to have the objective and goals obviously expressed implying that business needs to give point by point portrayal of every individual's role (Schraeder, Becton and Portis, 2014), impart that role to them in a compact way (Macey and London, 2010), and sufficiently reward or amend their engagement (Macey, Schneider, Barbera and Young, 2013). The development of reward management can be seen along the lines proposed by Etzioni(2015) as far as coercive (work harder or lose your work), profitable (work harder and get more cash) and regulating (work harder to accomplish authoritative objectives). Such discoveries are a genuine test to the individuals who feel that evaluation results and reward results must be
entirely separated from each other. Randell (2014) reports verifiably that when great performance is observed and afterward rewarded, the odds of it being repeated are expanded, while poor performance is debilitated or even punished to diminish the possibility of its occurrence going forward. Critical issues that help guarantee a fruitful reward process are: reward can be utilized adequately to improve interest and performance; reward does undermine engagement and interest; verbal reward prompt to more noteworthy undertaking interest and performance; rewards enhance motivation when they are offered to individuals for finishing work or for achieving or surpassing determined performance models (Conger and Kanungo, 2014). This in turn leads to increased engagement due to the appreciation that employee’s efforts are appreciated.

Macey and London (2013) clarifies that the reward given for imagination energize generalized creativity in different assignments; reward frameworks ought to support the new elements of team based organizations and reward the correct sort of team conduct and performance; remuneration frameworks ought to acknowledge both the significance of co-operation and the distinctions in individual performance; issues can occur when remunerate frameworks push individual outcomes despite the fact that individuals have cooperated in groups (Gichuhi, Abaja and Ochieng, 2014). If an organization is quite recently developing its appraisal framework without a standard performance to remunerate in like manner, there is probably going to be an issue from the side of the employee which will influence the performance of the organization. Evaluations are known in the public sectors to reward or perceive employees for a vocation well done. This sort of motivation for better employees additionally fills in as a test for the low entertainers (Disintegrate, 2011).

According to Dewhurst et al. (2010), there are other means to reward employees that do not just target on financial compensation. Some of these include the praise that employees are able to acquire from their managers, the opportunity to take on important programs or tasks, and even leadership attention. The attention granted by the leaders refers to the treatment of the employees by their managers in such a manner that the employees consider being well. For instance when employees perceive their supervisor to care about their wellbeing, appreciate their opinions and encourage their growth and development then employees are likely to feel more engaged.

These three motivators constantly appear on most research studies and are excellent means to encourage the employee to work harder and produce better engagement results. This is
largely due to the fact that the well-rewarded employee feels that they are being valued by the company. They are also encouraged to work harder and better if they are aware that their well-being is taken seriously by their employers, and that their career and self-development are also being honed and taken care of by their company. This is a constant and continuous challenge for companies to really work on understanding what factors contribute to improved satisfaction levels of their employees. Apart from working on satisfying their customers, it is crucial that companies also work on identifying the motivators that boost the engagement of their workforce, and in so doing, make appropriate and sufficient offers for their employees. The rewards provided to employees, regardless of the business sector that they belong to is not limited to financial rewards alone. According to La Belle (2015), different individuals have different perceptions of rewards. For instance, some individuals may consider cash as a sufficient and adequate reward for their efforts at work, while others may consider holidays and material incentives (such as a car) as more rewarding in exchange for their work. Others still, may consider a shift in the treatment that they get from their leaders to be a more rewarding experience (Kanfer, 2010).

For instance, some employees consider being recognized by their leader as more rewarding than financial incentives. In terms of the reward allocation, there are three common allocation rules that must be met. These include 1) equity and 2) equality and need (Deutsch, 2012). Chen (2011) also considers that seniority has to be a fourth allocation and this factor should serve as a principle of importance in improving employee productivity. Kanfer (2010) states that employees are constantly involved in a social interactive process wherein they contribute efforts in exchange for rewards. They also compare the effort or contribution that they put in towards accomplishing a certain task and acquiring rewards in exchange for productivity.

2.3.2 Employee Promotion

It has been a culture in Kenya public divisions that when evaluations are done, they are regularly connected with rewards and not to advancement. Likewise, it was additionally observed that evaluation framework in the Kenya public sectors does not generally guarantee that performing employees are dealt with reasonably concerning both the appraisal and advancements. In developing an appraisal framework for organizations, management needs to thoroughly consider pay increments and promotions (Molder, 2011). Various reviews like Prowse and Prowse (2013); Macey, Schneider, Barbera and Young
(2013) have pointed that employees get motivated to work when they get promotions after appraisal framework in their work put. While some additionally contended that variable, for example, advancement, training and vocation advancement, and thankfulness and enhanced work put condition gives employees more noteworthy open doors and this will either specifically or in a roundabout way impact their fulfillment on the job (Erdogan, 2012). At the point when better exhibitions are recorded for employees, it must be bolstered with a reason for boosts in salary and promotions (Jackson and Schuller, 2012).

In any case, when developing an appraisal framework, the management of people in general sectors needs to consider the organization between the evaluation and boosts in salary or advancements. While performance criticism for advancement/change purposes might be given verbally, a composed synopsis of the individual's work engagement must go with a boost in compensation or development (or downgrade or end) (Derven, 2010). It is vital that the chief consistently report an employee's occupation performance. Then again, employee promotions may really serve to abatement of engagement because of an absence leading to strained motivations.

The potential for enhanced engagement might be restricted once an objective is accomplished on the grounds that there is little motivation to keep improving their engagement (Derven, 2010). Elements, for example, employee identity and level of respectability assume a vital role in continued or enhanced engagement (Conger and Kanungo, 2014). At times, for example, when the employees do not have a feeling of inside inspiration, they may get to be distinctly unwilling to enhance their engagement (Erdogan, 2012). It is in this manner basic for administrators to search for methods for inspiring the employees to constantly enhance their efficiency.

2.3.3 Performance- Based Pay

One broadly acknowledged idea for improving individual engagement is pay based on an employee’s performance keeping in mind the end goal is to expand engagement (Swiercz, 2014). Performance based pay is a framework which particularly tries to reward employees for their commitment as people or as a piece of a gathering, or to reward employees because of the organizations general constructive performance (De Silva, 2013). There are different sorts of plans which fall inside the description of performance based pay. Be that as it may, every one of them are intended to impart to or disperse to employees the financial after effects of hierarchical performance. The plans fall into the accompanying general classes:
individual-based motivating force plans, benefit sharing, increase sharing, employees share choice plan or expertise/ability based pay.

The performance based pay approach has turned out to be effective in improving an organizations achievement. As indicated by Banket (2011) for instance the performance of an organization in a performance based pay arrangement demonstrate the attraction and retention of more beneficial employees. This choice impact happens in light of the fact that a performance based remuneration contract can go about as a screening gadget that urges less beneficial employees to leave and that rouses more profitable employees to join or stay with the organization. Moreover, plans should be put in place to ensure the remaining employees to persistently enhance their profitability. This exertion impact happens in light of the fact that a performance based arrangement propels employees to take in more profitable approaches to play out their assignments (Zingheim and Schuster, 2013).

De Silva (2013) includes that further advantages of performance related pay to management and employees are that: (1) where performance or benefits increment, higher profit collect to employees, (2) employees distinguishing proof with the accomplishment of the business is improved, and (3) varieties in pay prompt to employees turning out to be more acquainted with the fortunes/hardships of the business. A few creators are not that persuaded of the viability of performance based pay.

Solmon and Podgursky (2010) contend that performance based remuneration programs energize rivalry instead of cooperation. Since everybody is worried to secure their own particular achievement, and in this case, his reward, helping other people to succeed may not be valuable for an individual. A related study concerning the propensity undermine participation is perceived by contends that individual engagement is regularly hard to gauge impartially, and a solely individual engagement related framework can harm collaboration. Rather, De Silva (2013) proposes team based criteria in situations where individual engagement is hard to gauge, or where there is a requirement for a corporate culture to advance team qualities and collaboration, or where the roles of people are more adaptable, or where the normal engagement depends more on group, as opposed to individual endeavors. Then again, Davis and Landa (2011) express that cash will purchase just a base level of duty. This is recognized outer and inside responsibility or inspiration. The remotely dedicated employee works at the level important to fulfill the requests of their leaders. Additionally De Silva (2013) contends that performance related pay, if utilized insolation,
has little effect on motivation or performance. As such, this may subsequently have little or no influence to employee engagement.

2.3 Effect of Training on Employee Engagement

2.3.1 Influence of Training on Employee Engagement

An engaged team of employees are those who possess the necessary skills, knowledge and expertise is crucial for any organization who wants to achieve high levels of business success. In our current challenging and competitive business environment, training has never been more important as a means to keep employees engaged and maintain that competitive advantage. Training is a systematic way concerned with organizational activity aimed at enhancing employees’ abilities and performance. It is expected to encourage and improve learning among employees and in especially coordinated at gaining work aptitudes. Quick changes in innovation and globalization of business have impelled the development of training programs. Individuals can't be enabled in the event that they are not contended at their employment. They have to comprehend what they are doing, why and how it fits into the more extensive procedures of the organization (Mullins 2012).

It does not bode well to engage employees to settle on choice or perform or start activity on the off chance that they are not appropriately able. Ganji Nia, and Isimoya, (2013) refers to the significance of training in which employees are acquainted with how their occupations fit into upstream and downstream exercises. Dobbs (2013) said that specialized preparation, decision making aptitudes, amass handle abilities, are all required if empowerment is to be acknowledged and deliver comes about. Employee training depends on the conviction that creating abilities inside is a decent venture. The best contenders who grasp empowerment use training and development practices to enhance the capacity of the workforce to actualize their business methodology since improving fitness of workforce is one way that makes an upper hand.

Parker conducted a study which evaluated the personal traits of participants, performance of participants and the organization and investment return on training Kirkpatrick’s four-level training evaluation model is the most universally known in performance evaluation. It covers reactions, learning, behaviors and results (Kirkpatrick, 2013). Reaction level evaluates the feelings and reactions of trainees on education training. It covers satisfaction of trainees on training arrangement, courses, instructors, teaching materials, and teaching
methods; learning level aims at understanding trainees’ comprehension of instruction, principles, ideas, knowledge and skills; behavior level evaluates trainees’ changes of behaviors after training to measure how trainees apply the what is learnt in actual work; result level focuses on influence of trainees’ behaviors on training results (Lin, et al, 2011). There is no doubt that there is a strong relationship between training and development and employee commitment from the above information.

The impact of training development may have a negative or positive impact on employee commitment depending on how the training programme is designed. The negative result could be if the employee does not get enough support from management, if their needs are not satisfied, if the employee leaves the organization due to job dissatisfaction and if there is lack of trust between employees and employers. The positive result of training and development to employee commitment could improve performance which leads to achieving organizational goals, more developed way to solve organizational problems, employee’s promotions within the organization and willingness to participate in future organizational training (Zingheim and Schuster, 2013).

The noteworthy target of enabling employees is to make more noteworthy utilization of their insight, aptitudes and capacities of the workforce and this must be accomplished through preparation. In this way, the procedure of empowerment involves developing the social abilities important to do assignments. Training and development programs can support employees’ certainty to act in a more engaged way (Covey 2012). If done efficiently, employee training will then provide the means to motivate and engage employees like never before. The employees will feel valued for their contribution and they will understand that the organization supports them to be the best that they can be (Whitener, at al. 2011).

2.3.2 Development Programs for Employees

Effective training and development contributes to employees' profitability, quality, adequacy, development and the availability of capacity to attempt the change and development process. Moreover training enhances the level of decision making, arranging, control and authoritative aptitudes, capacities, competencies and limits with the outcome being an aggressive edge for an organization with expanded prospects of hierarchical survival, development and flourishing Togia, at. al. (2014). At the point when considered vital with long terms introduction, and constant in structures, satisfactory yet similarly
complete programs that are adaptable yet participative in characters training brings about positive practical and ideal engagement among the employees (Whitener, at al. 2011).

Then again when pronounced to be short terms and non-strategic, less satisfactory, non-complete, unbending and occasional training brings about more useless conditions for an organization related with diminished inspiration, interests, responsibilities and expanded clashes, contrary state of mind and identity, stress and discernment about the organization programs. Boela and Torrington (2012), observed that a more key, nonstop and adaptable training and development frameworks when offered in an organization contribute to more positive impacts on employees performance, with expanded instances of better and long haul connections, correspondence, decision making and investment in the duties of the organization. Togia, at. al. (2014), expressed that developing a more reaching training and development program with an adaptable family might test too little and medium organization and also the general population bodies regarding resources exhausted, redesign and initiative programs and capacities.

In the perspectives of Koontz (2012), a strategic training framework with its trademarks on extraordinary adaptability and congruity gives ground to positive engagement standards. Strategic plans of training and development which additionally takes into consideration partner participation and that is client centered empowers the procurement of the important aptitudes, capacities, and skills for now and the future and would be perfect for the development endeavors of any organization (Storey, 2015). Dominant role of public sector organization today still lean toward the strategic training approach with its elements of short terms measurements, inflexible programs and intermittent endeavors and non-contributions of the preparation members in the development of the programs and the frameworks.

Dessler at al. (2015), conceded that in spite of the disregard of the strategic training and development approach it predicts positive advancements now and again with low costs, normality, and sufficiency of resources and conditions, while conceding to the prevalence of the strategic training and development framework regarding the abilities, aptitudes and learning procurement and advancements (Shore and Shore, 2015). Dessler pronounced that such framework are excessively costly, tedious and inclined making it impossible to adopt. He advocates for the appropriation of an incorporated training and development programs
considering the monetary and different resources imperatives postured via training and development programs (Storey, 2015).

Okechuku at al. (2013), through a review led at the shell organization at the Niger delta, Nigeria on the impacts of training and development programs among the employees in the oil sector, agreed that the strategic training frameworks, that is ceaseless, adaptable and long terms however client situated in middle gives a greater number of advantages than the strategic, inflexible and here and now yet less client middle frameworks. Strategic training framework gives long terms and maintainable advantages as far as creation, efficiency, aggressiveness, and quality and management plans. Such frameworks guarantee high and long terms duties, devotion, positive remarks and distinguishing proof with the organization (Shore and Shore, 2015).

The review discoveries however uncovered that the strategic training and development structures and programs are less costly, require less resources and might be hierarchical particular Rowley, (2014). In this way the review reasoned that despite the nearness of the vital training and development endeavors and its related advantages, it may not be the answer for every single hierarchical issue and should be overhauled. The review prescribed for the selection of the double approach of both the strategic and strategic framework in the preparation and development noticing that this will deal with the authoritative long terms and here and now needs in equivalent measure. Gut (2012), through a diary from the general electric Chicago plant advocates for the selection of the integrative training and development framework through the amalgamation of the strategic and vital programs as method for empowerment influences (Porter and Lawler, 2015).

Taking note of that by its exceptional nature, vital programs of training gives abnormal state of aptitudes, capacities, competencies and limits but remains on a very basic level costly, while the strategic training framework just give short terms, the selection of the integrative training and development framework would accommodate the great use of assets (Perrin, 2015). He inferred that this organization that give large amounts of training with a more strategic concentration have a tendency to be more effective in their engagement programs yet remains exceedingly defenseless against financial limitations and that the plans of training and development with strategic introduction brings about less costs and profoundly shortages aptitude and information advancements Gut (2012).
A more created empowerment programs requires large amounts of adaptability, sufficient assets, authoritative top management duties, supported and nonstop endeavors and strategic considering. A preparation and development program composed along the strategic measurements would give elevated amounts of participation, coordinated effort, and expanded learning capacity. Such framework significantly stays past the range of numerous organizations because of time resources, monetary and administrative abilities, (Kacmar, 2011). She observed that an integrative training and development framework is very effective in spite of the fact that it requires vast organizations resources use and administrative abilities. A limit on the above would bring about perplexity, poor training and development results (Osterman, 2010).

2.3.4 Employee Training and Development and Engagement of Employees

Empowerment assumes a crucial role in encouraging a learning culture (Hossein et al, 2012). Employee empowerment is accomplished through proper and applicable training in connection to particular occupations to be performed by the employees. Training and development are regularly used to close the crevice between current exhibitions and expected future performance. Namusonge et al (2012); Hossein (2012) and Wang et al (2013) take note of that preparation; regardless of whether individual or organization supported is a type of human capital venture to grant employees with particular aptitudes or remedies, insufficiencies in their exhibitions while development is a push to furnish employees with capacities required by the organization in future.

As indicated by Ganji Nia et al (2013) the reason for training is to improve relationship amongst employees and administration, employees' support in institutional programs to enhance work inspiration. Employees carry on in pretty much enabled courses relying upon their level of self-regard, aptitude development and encompassing conditions (Ogutu and Oloko, 2014). Isimoya and Bakarey (2013) and Ganji Nia et al (2013) additionally contend that employees who are encouraged and bolstered in the development of their abilities through fitting preparing are better situated to play out their business to meet clients' fulfillment and enhance relationship amongst employees and management and, ensuing participation in institutional programs to enhance work inspiration. Thompson (2013) remarks that educative endeavors not just empowers employees to construct information, aptitudes and capacities to improve additionally, this gives them a chance to find out about abilities and the economies of the bigger organization. Furechi (2015) reasons that
preparation and development means that the organizations responsibility bringing about mental holding with organization and readiness to buckle down and increment organization adequacy. Legitimately created process and employees have their occupation competencies upgraded, appreciate more trust in settling on employment related choices and will probably be trusted by management to delegate decision making energy to them (Wang et al, 2011).

2.4 Participative Management Practices and Engagement of Employees

2.4.1 Participative Programs and Employee Engagement

According to Rowley (2014) there has been level headed discussion among the researchers and management experts increasingly those researchers and master from African, the Caribbean and the Asian continents on the impacts of employee interest programs on employee performance. Majority of these researchers and management specialists have been of the view that despite its accomplishment in the western nations and the greater American and somewhere in the range of a few nations in Asia all the more so Japan and Singapore, investment programs have recorded less achievement in Africa and the Caribbean (Perrin, 2015). Where it has been utilized effectively employee participation program have brought about expanded duties, self-development, motivation and team working practices. However when connected erratically, employee motivation programs have been in charge of abnormal amounts of contentions, protests, disrupt and diminished endeavors, yield engagement and spirit (Ojukwu, 2010). He clarified that employee participation programs exists in the full and total inclusions as in such practices as management by targets, quality circles, self-ruling work gatherings and collective choice making procedure, or halfway contributions as in employee designation, team assignments and recommendation plans (Osterman, 2010).

As indicated by Mondy (2012), majority of organization programs with freedom, regard for individual rights and perspectives and acknowledgment of gifts have been the trademarks for more prominent efficiency, quality, adaptability, responsibilities, development and better client service by employees (Gichuhi, Abaja and Ochieng, 2014). He stated that the halfway programs however extremely modest and simple to direct have not given exceptionally fruitful and prominent with many structures, such programs like designation still assumes the liability and the responsibility ideas of the work far from the
employees and limits the decision making, engagement and arranging capacities. Farington (2012) observed that the total employee inclusion programs require more resources to institute implementation and may need proper control standards, elements, he takes note of that are fundamental in the employee engagement properties. He upheld for the selection of the fractional projects, contending that little and medium organizations might not have the resources and the privilege to foundation such programs in view of total flexibility self-rule and autonomy (Milkovich and Newman, 2014).

McKinney at al. (2013) through a review led at the General Motors in New Jersey on the importance of employee participation programs on the employee and authoritative strengths and client management programs delivered blended outcomes. The discoveries of the review clarified that the utilization of total contributions and investment programs have been extremely fruitful with more elevated amount framework employees as administrators, directors and officials however less famous with the lower unit employees as specialized workers and agents. The discoveries from the review additionally noticed that numerous organizations in the underdeveloped nations lean toward the incomplete programs and would be open to utilizing the ideas related with appointment, recommendation plans and uncommon task bunches. While taking note of the high rate of use of the total organizations frameworks, ponder forecasts that such programs stay past the span of the typical organization as far as expenses and coordination (Milkovich and Newman, 2014).

Khumalo (2013) through a comparative review directed at the Vodafone in Pretoria attested that total inclusions and participation programs have been the accepted procedures among enormous and built up firms however hurriedly includes that its usage and control remains a bad dream for a similar organization. Working an organization through a public and total employee contributions and participative programs gives space to pointless pressure, role strife and role equivocalness and might be the wellsprings of stress and poor relations. This has hazardous and useless outcomes (Gupta and Upadhay, 2012). The review attested that in numerous public sector organizations with bureaucratic structures the halfway inclusions programs through the use of designation and recommendation plans have been the significant practices. The review however concurred that in those organizations where the total support programs has been used, more positive development for example expanded advancement, creativity, quality, duties and positive distinguishing proof with the organization have been achieved (Hall, 2014).
As indicated by Kihara (2013), the popularity of the participation regardless of its consequences for engagement among Western and Japanese companies can be credited to the authoritative wellbeing, climate, structure and mechanical development. Though fractional programs particularly delegation and suggestion schemes stay less costly, they may not speak to the employees and alternate partners. In this way he noted that the present baseline in numerous organizations both in private and public part is to embrace the total programs related with quality circles, team working game plans, and cooperative decision making process which has been found to teach positive promotions for the employees and the organization (Pastner, 2013). He declared that despite the fact that those total investment frameworks look extravagant strategic loaded and requests as far as resources and administrative time they predict an unrivaled operations framework for any organization (Gichuhi, Abaja and Ochieng, 2014).

2.4.2 Employee Empowerment to Enhance Employee Engagement

Farrington (2011) suggests that modern organizations are based on their significance and criticalness of the empowerment programs. He noticed that most dynamic firms and organization construct their needs and techniques in light of the standards and statutes of employee empowerment and the development of programs reverberating with the strengthening. He depicted employee empowerment as the procedures, programs techniques and exercises intended to build the equity of the employee in the social, mental and monetary health in the organization and the general public (Frankel and Wallen, 2015). He gave the programs used to raise the employee levels as containing the employee rewards, training and development programs and openings, employee inclusions and interest programs. He noticed that when such programs are directed appropriately with due respects to the authoritative and natural prerequisites empowerment programs contribute to high employee commitments and competencies.

Graham (2012) battled that the viability in engagement and other administrative commitment of an organization operations and procedures is dependent upon the baseline of employee empowerment programs. He noted that those organizations with complete employee empowerment programs do record large amounts of accomplishment in performance, arranging, coordination and control work than those organizations without such projects. Empowerment enhances an employee limit and competency levels, development and duties traits and is related with predominant connections, decision making
and expanded endeavors within the organization. He inferred that most empowerment programs make the employee grow high assurance motivation and faithfulness towards the organizations' objectives and goals. As indicated by him such programs that work to advance employee standings in the organization incorporate the pay, connections, development and limit building activities (Frankel and Wallen, 2015).

Komen (2013) through a study led at Moi college on the role of employee empowerment on authoritative engagement among the state funded colleges in Kenya gave that the development of ambitious empowerment programs empowers the fulfillment of high development, success, intensity, gaining and income and better management conveyances that peak at the best consumer loyalty. The review depicted the program as containing the employee advancements, incorporation and investment, remuneration and rewards and correspondence frameworks and belief systems. He recognized that the development of effective empowerment programs remain a fantasy for some organizations because of colossal assets, time and training required in actualizing and controlling them (Bodner and Hammer, 2011). The discoveries from the review suggested that all organization both in the management and item plans be involved in constants employee empowerment in the event that they need to record amazing performance, restrain negative attention and thought by the partners and contend adequately in the business condition.

Song (2011) portrayed empowerment as the related programs important in an organization working, management and life. The diary stated that empowerment enables the development of best practices, moral practices and works on keeping with present and future circumstances and gives space to employee dependability, solace and coherence inside the organizations. While conceding that empowerment is basic to the employees long terms remain with the organization, he noticed that empowerment makes the organization and the employees more adaptable, inventive, focused on partner administrations and the objectives and methodologies and prompts to predominant commitments of the employee. The diary gave the rundown of the employee empowerment programs in a regular organization as including the provision of financial and non-financial related rewards on focused premise, ceaseless training and development frameworks and honest to goodness employee contribution programs. The diary agreed that the reception of more satisfactory and modern empowerment programs contributes to a firm growth, competitiveness and survival rate, propensity and engagement antinodes (Bodner and Hammer, 2011).
2.4.3 Participative Decision-Making

In employee strengthening, decision making process is not constrained to employees with formal power but rather extend from first-line workers, supervisors, middle supervisors to top administration. The impact of supervisors and employees could be shared at any stage extending from distinguishing identification of problem to election of decisions, implementation or modification (Del Val, 2013). Remarkably, employees at lower levels in organizations are involved in decision making and their influence impact both abnormal state vital and operation choices. Decision making for encouraged employees in lower units is done at operating level whereby employees are offered opportunity to settle on decisions about calendars, methods and how to take care of business related issues, subsequently impact when and how the employment is completed making them feel most esteemed (Isimoya and Bakarey, 2013). Involving employees in decision making process through practices like consultation and application of suggestion schemes makes employees more dependable, upgrades decision making process, enhances operations, lessens the cost and improves organization engagement (Ganji Nia et al, 2013). Employee participation is considered a key element in the successful implementation of new management strategies and plays an important role in determining the degree of job satisfaction (Harber, Mariottetet al, 1991; Ardichvili, Karanges, et al., 2014). This in turn, increases the commitment of the employee as well as their motivation. Furthermore, Higgins (1982), argues that participation is a mental and emotional reflection that will lead to the fulfillment of individual and organizational goals, especially if supported by the organization’s climate.

From a quick observation, one of the dominant fundamental factors in the success or failure of any organization is the influence of its people, and how well that influence is mobilized and concentrated towards meeting the organization’s objectives (Beatson, 2014). This constitutes the concept of employee involvement. It signifies a reliable process of enabling employees to participate in professional decision-making and organizational development activities suitable to their ranks in the organization (Kahn, 2013).

The approaches to decision making such as Rational Decision-Making approach. This view of decision making suggests that decision-makers follow a specific process where goals are decided upon, alternatives are developed in accordance with such goals, and then the most efficient alternative is implemented (Baker, et al. 2011; Rainey, 2003; Gupta, 2013). The
contingency decision-making approach where some scholars assert that rational decision-making can only occur under stable, clear, simple conditions (Rainey, 2013). Because these conditions often are not present, decision-makers must use judgment and intuition, and undertake in bargaining and political steering in their decision-making process.

In incremental Decision-Making approach, Instead of choosing an alternative that a rational decision-making process would predict, decision-makers choose to make less controversial, transitional decisions to ensure some degree of success of achieving vague goals presented. The Garbage Can Decision-Making approach the idea comes from the opinion that “decisions are made in organizations when precise decision-making opportunities or requirements arise” (Rainey, 2013).

Lawson (2012) has observed that employees may now perform their duties and meet set goals notwithstanding when they are not involved in settling on choices since they will not have the start and enthusiasm in executing the errands. Subsequently it is helpful to include employees in lower units as they have one of a kind view of issues they handle and issues confronting the organization at their levels. This places them in a better position to effectively react to rising issues in suitable way (Kahn, 2013).

2.5 Chapter Summary

This chapter has reviewed literature on the relationship between performance management practices and employee engagement: The first section determined influence of reward and recognition on employee engagement the second section examined effect of training on engagement of employees and the third section investigated how participative management practices impact on engagement of employees the next chapter deals with the research methodology.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
The chapters cover the research design used in the study, population and sampling design in the study. Also, it provides research information on data collection technique and the reasons why a particular technique was used. The research procedures are discussed as well as the data analysis method. The chapter ends with a summary.

3.2 Research Design
The study sought to use descriptive research design by analyzing the relationships between the variables. As Backlund and Suikki (2015) explained, descriptive research design, the researcher aims to determine the aspects of the problem which are crucial for a thorough analysis. With descriptive research design, the researcher had the opportunity to have a clear view of the problem from other related sources and narrow the research around these important items. In this case, the researcher adopted a technique that leads to an exact or almost detailed fact when carrying out the research. Therefore, the study adopted a quantitative approach to determine the relationship between performance management practices and employee engagement.

3.3 Population and Sampling Design
3.3.1 Population
Population refers to the group to which the results of the research are intended to apply (Frankel and Wallen, 2000). They stated that a population is usually the individuals who possess certain characteristics or a set of features a study seeks to examine and analyze. Kumekpor (2002) also emphasized this by defining a population as the total number of all units of the issue or phenomenon to be investigated into which is “all possible observations of the same kind”. Population can be defined as the total group of people or entities from which research information was intended to be obtained. The total population comprised of 86 Safaricom employees based at Safaricom Call Center, Nairobi.

This population of interest had the potential of providing the relevant information regarding the relationship between performance management practices and employee engagement.
Table 3.1: Total Population Distribution

<table>
<thead>
<tr>
<th>Companies respondents</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff at Safaricom Call Center, Nairobi</td>
<td>86</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>86</strong></td>
</tr>
</tbody>
</table>

Source: (Safaricom Ltd. Resources Division, 2017)

3.3.2 Sampling Design and Sample Size

3.3.2.1 Sampling Frame

A research sampling design is that part of the research plan that indicates how cases are to be selected for observation. The design therefore maps out the procedure to be followed to draw the study’s sample. A sampling frame is a list of elements from which the sample is actually drawn and is closely related to the population under study (Cooper & Schindler, 2003). In this study, the sampling frame will constitute of employees Safaricom Limited. The list of employees was obtained from the Human Resource Department head office, Safaricom Call Center, Westlands, Nairobi.

3.3.2.2 Sampling Techniques

The population under study was heterogeneous in nature. Therefore, stratified random sampling was used to stratify the population into strata’s with homogenous characteristics. From the strata’s, simple random sampling was used and every respondent had a chance of being selected for data collection. Simple random sampling is the process of selecting the number of individuals from the population so that the population contains elements representative of the characteristics found in the entire group (Orodho & Kombo, 2012).

3.3.2.3 Sample Size

The sample size is a smaller set of the larger population (Cooper and Schindler, 2013). Cooper and Schindler argue that the sample must be carefully selected to be representative of the population and the need for the researcher to ensure that the subdivisions entailed in the analysis are accurately catered for. This study was based on a sample. For this case, the sample size was based on a population of 86 respondents. The total number of respondents who were sampled were issued with questionnaires and was believed to be large enough
for the study given the purpose and goals of the research. The figure below shows the representation.

**Table 3. 2: Sample Size Distribution**

**Required Sample Size**

<table>
<thead>
<tr>
<th>SAMPLE SIZE</th>
<th>CONFIDENCE LEVEL= 95%</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MARGIN OF ERROR= 5%</td>
<td></td>
</tr>
<tr>
<td>71</td>
<td>86</td>
<td>82.6%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>71</td>
<td>86</td>
</tr>
</tbody>
</table>

The formula used for these calculations was:

\[
X^2 \cdot N \cdot P \cdot (1-P) \\
\]

\[
\frac{n}{(ME^2 \cdot [N-1]) + (X^2 \cdot P \cdot [1-P])} \\
\]

Where:

- \(n\) = sample size
- \(X^2\) = chi-square for the specified confidence level at 1 degree of freedom
- \(N\) = population size
- \(P\) = population proportion (86 in this table)
- \(ME\) = desired margin of error (expressed as a proportion)

**Source: The Research Advisors (2006).**

The sample size of this study was 71 employees based at Safaricom Care Center, Nairobi.

**3.4 Data Collection Method**

The data collection technique that was used for the study included the use of structured questionnaires. A questionnaire is defined as a formalized schedule or form, which contains an assembly of carefully, formulated questions for information gathering (Wong, 2013). The questionnaires were used for the collection of data from the respondents. The questionnaire had open ended questions for randomly selected members of the various groups. A survey questionnaire is designed to apply to a heterogeneous sample selected from the large population of respondents (Burns, 2012). The questionnaire was structured in three broad areas that include general information, a rating on the influence of participative management practice on employee engagement, the influence of reward and
recognition on employee engagement and the influence of training on employee engagement.

The variables on the key objectives of the study was measured in interval scales on a five point Liker scale (1–representing strongly agree to 5–Strongly disagree) to determine respondents’ agreement with impact of performance management practices on employee engagement. The researcher delivered the questionnaires to the respective respondents and collected them after three days.

3.5 Research Procedures
The respondents was requested for their time prior to sending the actual questionnaire. A pilot test involving 10 respondents was carried out to evaluate the completeness, precision, accuracy and clarity of the questionnaires. This ensured the reliability of the data collection instruments to be used. After the amendment of the final questionnaire, the researcher explained the purpose of the research and sought permission from Safaricom to carry out the actual research. Additionally, an introduction letter from USIU-Africa was sent to Safaricom to assist seek the approval. Thereafter, the final questionnaires were distributed to the respondents with the help of research assistants. This helped enhance the speed of data collection. Each completed questionnaire was treated as a unique case and a sequential number given to each. The filling of the questionnaire took approximately 10 minutes. The collected data was then be entered into the Statistical Package for the Social Sciences (SPSS) software for analysis.

3.6 Data Analysis Methods
Since the instrument of decision for this research was structured questionnaire, data analysis had both quantitative and qualitative analysis. The quantitative analysis was done to build up the measures of central tendency that would incorporate the mean, mode, and middle highlighting the strategic discoveries.

Descriptive analysis begins with summaries of continuous variables in form of means for the continuous variables. Tables of frequencies (percentages) were created for the categorical variables and presentation using graphs or charts as appropriate. Correlation analysis was done to assess for any linear relationships among the variables, reporting the coefficients and respective P-value.

All identifiers including names were deleted before the start of data analysis. The questionnaires were pre coded; the coded answers from the questionnaires were entered
onto Statistical Package for Social Sciences (SPSS) data sheet which was used for data capture. Strata version 12 was used for the descriptive and multivariate statistical analysis. Descriptive statistics was used to describe the characteristics of the data in a study through simple graphics. Tables of frequencies (percentages) were created for the categorical variables and presentation using graphs or charts as appropriate.

Correlation analysis was done to test the strength of the relationship between variables i.e. to asses for any linear relationships among the factors, reporting the coefficients and respective P-values. The coefficients and their 95% confidence interval was reported as well as P-values. Univariate analyses was done using Linear Regression models that fit to assess the aggregated contribution of the participative management practices, reward systems and training on employee engagement. The coefficients and their 95% confidence interval was reported as well as P-values. Lastly, the regression model was presented as follows:

Translated into a statistical model below:

\[ Y = a + \beta X_1 + \beta X_2 + \beta X_3 + \epsilon \]

Where \( Y \) = Employee Engagement,
\( a \) = Constant (Regression coefficient)
\( \beta X_1 \) = Participative Management
\( \beta X_2 \) = Reward System
\( \beta X_3 \) = Employee Training

The data collected was then coded and established from which suitable statistical techniques such as working out the mean responses was presented using tables.

3.7 Chapter Summary

This chapter has introduced descriptive research design that was used. It has also shown quantitative approach on the relationship between performance management practices and employee engagement. The target population comprised of 86 Safaricom employees in Nairobi, Kenya. This was then reduced to a sample of 71 employees. The chapter has also clarified on stratified sampling used to divide the population. The last bits of the chapter have explored on the data collection methods, research procedure and data analysis.
methods used. The next chapters; four and five will cover data findings, analysis, interpretations, discussions, conclusions and recommendations.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
The purpose of the study was to establish the relationship between performance management practices and employee engagement among employees at Safaricom limited. The research particularly aimed to establish how participative management practices affects employee engagement, whether reward and recognition practices influence employee engagement and the effect of training as a management practice on engagement of employees at Safaricom Limited? The chapter therefore presents data analysis results, interpretation and presentation.

4.2 Response Rate
A total of 71 questionnaires were administered to respondents. Out of the 71, 59 were returned thus giving a response rate of 83%. This number of response was sufficient enough to proceed with data analysis. The following table illustrates the response rate.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>59</td>
<td>83%</td>
</tr>
<tr>
<td>Did not Respond</td>
<td>12</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>71</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: (Safaricom Ltd. Resources Division, 2017)

4.3 Demographic Information
This section discusses the results of the general information about the respondents including the gender, age, education level and number of years worked in the organization.

4.3.1 Gender
From the general information, it was found that 42% of the respondents were male while 58% were female. Thus the majority of the respondents were female as shown in the figure 4.1 below.
4.3.2 Ages

From the general information provided on the age bracket of the number of respondents, it was found that age 18-25 years represents 12%, ages 26-35 years represents 46%, ages 36-45 represents 36% while ages 46 and above years represent 6%. Thus the majority of the respondents were of ages between 26-35 years as shown in the graph below.

Figure 4. 1 Gender of Respondents

Figure 4. 2 Age of Respondents
4.3.3 Level of Education

From the questionnaires completed on the general information, the level of education of the respondents that hold diploma or certificates represent 16%, degree holders are 54% of the respondents while 30% of the number of respondents have post graduate qualifications. Therefore, the majority of the respondents are graduates as shown in the graph below.

Figure 4.3 Level of Education

4.3.4 Number of Years Worked

From the general information provided on the number years worked, it was found that those who had worked for less than five years were 41%, 6-10 years were 12%, and 11-15 years were 21% and those who had worked for 15 years and above represent 26%. Thus the majority of the respondents had worked for less than 5 years shown in the graph below.
4.4 Participative Management Practices

This section presents data on employee feedback, communication, decision making process, participative programs and the view on junior employee.

4.4.1 Employee Feedback Improves Engagement

Research was done to investigate the opinion that continuous feedback by line managers can improve employee engagement with their duties, it was found that 22.1% of the respondents disagreed with the opinion, 25.4% of the respondents were neutral while those who strongly agreed with the opinion while 52.5%. Thus the majority of the respondents strongly agreed that provide fair feedback hence improving their duties as shown in the table 4.2 below.

Table 4. 2 My Manager’s Fair Feedback Improves my Engagement

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>13</td>
<td>22.1%</td>
</tr>
<tr>
<td>Neutral</td>
<td>15</td>
<td>25.4%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>31</td>
<td>52.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
4.4.2 Constant Communication with Employees Improves Employee Engagement

Research was done to investigate the opinion that Constant communication with employees improves employee engagement; it was found that 33% of the respondents agreed while 66% strongly agreed with the opinion. Thus, the majority of the respondents strongly agreed that Constant communication with employees improves employee engagement the table 4.3 below.

Table 4.3 Constant Communication with Employees Improves Employee Engagement

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>20</td>
<td>33%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>39</td>
<td>66%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

4.4.3 Involvement in Decision Making Processes

Research was done to investigate the opinion that staff are always involved in decision making, it was found that 10.1% of the respondents disagreed with the opinion, 23.2% of the respondents were neutral, those who agreed with the opinion where 55.6% while 11.1% of the respondents strongly agreed. Thus the majority of the respondents agreed that they are always involved in decision making process as shown in the table 4.4 below.

Table 4.4 Involvement in Decision Making Processes

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>6</td>
<td>10.1%</td>
</tr>
<tr>
<td>Neutral</td>
<td>14</td>
<td>23.2%</td>
</tr>
<tr>
<td>Agree</td>
<td>33</td>
<td>56.0%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>6</td>
<td>10.7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

4.4.4 Participative Programs at Safaricom Limited

Research was done to investigate the opinion that participative programs at Safaricom Limited. It was found that 44.1% of the respondents strongly agreed with the opinion, 23.7% of the respondents were neutral while those who agreed with the opinion where 32.2%. Thus the majority of the respondents agreed that there are participative programs as shown in the table 4.5 below.
Table 4. 5 Participative Management Programs at Safaricom Limited

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral</td>
<td>14</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>59</td>
</tr>
</tbody>
</table>

4.4.5 Views of Junior Employees are Highly Valued

Research was done to investigate the opinion that Views of junior employees are highly valued, it was found that 13.5% of the respondents strongly disagreed with the opinion, 30.5% of the respondents were neutral with the opinion, 11.8% of the respondents strongly agreed while those who agreed with the opinion where 44.2%. Thus the majority of the respondents agreed that views of junior employees are highly valued as shown in the figure 4.6 below.

Table 4. 6 Views of Junior Employees are Highly Valued

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>8</td>
</tr>
<tr>
<td>Neutral</td>
<td>18</td>
</tr>
<tr>
<td>Agree</td>
<td>26</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>59</td>
</tr>
</tbody>
</table>

4.5 Reward and Recognition

This section presents data on employee reward and recognition, motivation, salaries and benefits and personal goals.

4.5.1 The Rewards Provided by my Organization Motivate Me to Give my Best

Research was done to investigate the opinion that rewards provided by the organization motivate employees to give their best. It was found that 64.6% of the respondents strongly agreed with the opinion while 35.4% agreed. Thus the majority of the respondents strongly agreed that the rewards provided by the organization motivate them to give their best as shown in the table 4.7 below.
Table 4. 7 Rewards and Motivation

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>24</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>59</td>
</tr>
</tbody>
</table>

4.5.2 The Rewards Provided by my Organization Serve to Improve on my Engagement

Research was done to investigate the opinion that rewards provided by the organization serves to improve on the employee’s engagement, it was found that 66.7% of the respondents strongly agreed with the opinion while 33.3% agreed. Thus, the majority of the respondents strongly agreed that the rewards provided by the organization improve the employees’ engagement as shown in the table 4.8 below.

Table 4. 8 Reward Improves Engagement

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>21</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>38</td>
</tr>
<tr>
<td>Total</td>
<td>59</td>
</tr>
</tbody>
</table>

4.5.3 The Rewards Provided by my Employer Motivate Me to be Timely in Completing my Duties.

Research was done to investigate the opinion that rewards provided by the employer motivates the employees to be timely in completing their duties, it was found that 66.7% of the respondents strongly agreed with the opinion while 33.3% agreed. Thus, the majority of the respondents strongly agreed that the rewards provided by the employer motivate them to complete their duties in time as shown in the table 4.9 below.

Table 4. 9 Reward and Timely Completion of Duties

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>20</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>39</td>
</tr>
<tr>
<td>Total</td>
<td>59</td>
</tr>
</tbody>
</table>
4.5.4 My Organization Influences my Engagement by Rewarding me through Job Promotion

Research was done to investigate the opinion that My organization influences my engagement by rewarding me through job promotion, it was found that 16.9% of the respondents strongly disagreed with the opinion, 25.5% of the respondents were neutral with the opinion, 16.9% of the respondents strongly agreed while those who agreed with the opinion where 40.7%. Thus the majority of the respondents agreed that the organization influences their engagement by rewarding them through job promotion as shown in the table 4.10 below.

**Table 4. 10 Reward Through Promotion Influences My Engagement**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>10</td>
</tr>
<tr>
<td>Neutral</td>
<td>15</td>
</tr>
<tr>
<td>Agree</td>
<td>24</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
</tr>
</tbody>
</table>

4.5.5 Salary and Benefits are Commensurate to the Work that I do.

Research was done to investigate the opinion that my salary and benefits are commensurate to the work that I do, it was found that 11.8% of the respondents strongly disagreed with the opinion, 11.8% of the respondents were neutral with the opinion, 33.3% of the respondents agreed while those who strongly agreed with the opinion where 44.2%. Thus the majority of the respondents agreed that their salary and benefits are commensurate to the work they do as shown in the table 4.11 below.

**Table 4. 11 Salary and Benefits are Commensurate to the Work that I Do.**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>7</td>
</tr>
<tr>
<td>Neutral</td>
<td>7</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
</tr>
</tbody>
</table>
4.5.6 When I Achieve my Personal Goals, I am Rewarded and this Motivates me to Strive and Achieve Organization Goals

Research was done to investigate the opinion that when employees achieve their personal goals. They are rewarded and this motivates them to strive and achieve organization goals. It was found that 23.7% of the respondents were neutral with the opinion, 22.1% of the respondents strongly disagreed with the opinion while 54.2% of the respondents agreed. Thus the majority of the respondents agreed when they achieve personal goals they are rewarded and hence motivating them to achieve organizational goals as shown in the table 4.12 below.

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral</td>
<td>14</td>
</tr>
<tr>
<td>Agree</td>
<td>32</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td><strong>59</strong></td>
</tr>
</tbody>
</table>

4.5.7 How do you Rate the Reward and Recognition to the Employees Who Meet the Targets set in the Performance Management Practices?

Research was done to investigate how employees rate the reward and recognition to employees who meet the targets set in the performance management practices, it was found that 8% indicated non-satisfactory, 15% of the respondents rated the reward and recognition as very satisfactory, 32% of the respondents rated the reward and recognition as Moderately satisfactory while 45% rated the reward and recognition as satisfactory. Thus the majority of the respondents were moderately satisfied by the reward and recognition offered to who meet the targets set in the performance management practices as shown in the figure 4.2 below.
4.6 Training

This section presents data on training policies, training programs, job analysis, training evaluation and different level of management in employee training.

4.6.1 There is a Training Policy in my Organization

Research was done to investigate the opinion that there is a training policy in my organization, it was found that 8% strongly disagree with the opinion, 14% of the respondents were neutral with the opinion, 33% of the respondents agreed with the opinion while 45% of the respondents strongly agreed. Thus the majority of the respondents strongly agreed that there is training in their organization as shown in the figure 4.6 below.
4.6.2 The Quality of the Training Programs is very Effective in Driving Employee Engagement

Research was done to investigate the opinion that the quality of the training programs is very effective in driving employee engagement, it was found that 10% of the respondents were neutral with the opinion, 35% of the respondents strongly agreed with the opinion while 55% of the respondents agreed. Thus the majority of the respondents agreed the quality of training is very effective in employee’s engagement as shown in the figure 4.7 below.
4.6.3 The Training Received is Relevant to my Work

Research was done to investigate the opinion that the quality of the training programs is very effective in driving employee engagement; it was found that 33% of the respondents was neutral with the opinion while those who agreed were 42% and strongly agreed were 25%. Thus the majority of the respondents agreed with the relevancy of the training received were equal as shown in the table 4.8 below.
4.6.4 The Organization Conducts Need Job Analysis Assessment to Pre-Empt the Skills Gaps in Employees

Research was done to investigate the opinion that the organization conducts need job analysis assessment to pre-empt the skills gaps in employees, it was found that 11% of the respondents disagreed with the opinion, 11% of the respondents strongly agreed with the opinion ,33% of the respondents agreed with the opinion while those who were neutral were 44.4% .Thus the majority of the respondents neither agreed nor disagreed with the way the organization conducts need job analysis as shown in the figure 4.9 below.

![Job Analysis Assessment](image)

**Figure 4.9 Job Analysis Assessment**

4.6.5 Training Evaluation is Critical as Mandated by the Professional Rank

Research was done to investigate the opinion that training evaluation is critical as mandated by the professional rank, it was found that 11% of the respondents disagreed with the opinion, 22.2% of the respondents strongly agreed with the opinion while 67 % of the respondents strongly agreed. Thus the majority of the respondents agreed with the opinion that training evaluation is critical as shown in the figure 4.10 below.
4.6.6 Different Levels of Management use Diverse Training

Research was done to investigate the opinion that the organization uses diverse training for the different levels of management, it was found that 11.1% of the respondents disagreed with the opinion, 22.2% of the respondents were neutral while those who agreed and strongly agreed were 33.3% each. Thus, the number of respondents who agreed and those strongly agreed with the use of diverse training in different levels of management were equal and the majority as shown in the figure 4.11 below.
4.6.7 Materials and Equipment at the Work

Research was done to investigate the opinion that employees have materials and equipment’s to do work, it was found that 44.4% of the respondents agreed with the opinion while those who strongly agreed were 55.6% each. Thus, the number of respondents who strongly agreed with the opinion that they have the materials and equipment to do work as shown in the figure 4.12 below.

![Materials and Equipment at the Work](image)

**Figure 4.12 Materials and Equipment at the Work Place**

4.6.8 My Supervisor at Work Seems to Care about Me as a Person

Research was done to investigate the opinion that my supervisor at work seems to care about me as a person, it was found that 11.1% of the respondents disagreed, a similar percentage was neutral with the opinion, 22.2% of the respondents agreed with the opinion while those who strongly agreed were 56.6% each. Thus the number of respondents who strongly agreed that their supervisor at work seems to care about me as a person as shown in the figure 4.13 below.
4.6.9 In the Last Year, I had Opportunities at Work to Learn and Grow

Research was done to investigate the opinion that in the last year, I had opportunities at work to learn and grow; it was found that 22.2% of the respondents was neutral, 33.3% of the respondents agreed with the opinion while those who strongly agreed were 44.4%. Thus, the number of respondents who strongly agreed that had an opportunity at work to learn and grow in the last one year as shown in the figure 4.14 below.

Figure 4. 13 Caring Supervisor

Figure 4. 14 Opportunities to Grow
4.6.10 At work I have the Opportunity to Do what I do Best Everyday

Research was done to investigate the opinion that at work employees had the opportunity to do what they do best every day, it was found that 11.1% of the respondents were neutral, 33.3% of the respondents agreed with the opinion while those who strongly agreed were 55.6%. Thus, the number of respondents who strongly agreed that they had an opportunity to do what they do best everyday as shown in the table 4.15 below.

![Opportunity to do what I do best](image)

**Figure 4.15 Opportunity to Do what I Do Best**

4.7 Inferential Statistics

4.7.1 Reliability Analysis

After the data collection, all questionnaires were subjected to overall reliability test to evaluate internal consistency. The reliability test used Cronbach alpha as a coefficient of internal consistency. Internal consistency measures the correlations between different items on the same test (or the same subscale on a larger test) that is, how closely related a set of items are as a group and to check the dimensionality of the scale using factor analysis. Nunnally (2014) in his Psychometric theory provided the following rules of thumb: >0.9 – Excellent, >0.8 – Good, >0.7 – Acceptable, >0.6 – Questionable, >0.5 – Poor and <0.5 – Unacceptable. The acceptable value of 0.7 was used as a cut-off of reliability for this study. Factor analysis narrowed out the questions that do not have 0.4 coefficients and below. Bartlett’s test was used to check that the original variables are sufficiently correlated.
The results of pilot study reveal that all the variables had alpha values of more than 0.7; which indicated a significant degree of internal consistency. All items that return a Cronbach’s alpha coefficient of 0.7 or more have been considered reliable. Using Cronbach’s alpha, it was assumed that the questions were only measuring one latent variable or dimension. The following Table 4.13 shows the overall Cronbach’s alpha is 0.84 which indicates a high level of internal consistency with the sample used.

**Table 4.13 Reliability Analysis**

<table>
<thead>
<tr>
<th>Variables</th>
<th>No of items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participative management practices</td>
<td>5</td>
<td>0.676</td>
</tr>
<tr>
<td>Reward and recognition</td>
<td>10</td>
<td>0.898</td>
</tr>
<tr>
<td>Training</td>
<td>9</td>
<td>0.896</td>
</tr>
<tr>
<td>Employee engagement</td>
<td>9</td>
<td>0.896</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>33</strong></td>
<td><strong>0.84</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2017)*

**4.7.2 Normality test**

This study used skewness and kurtosis to establish normality of data (Kline, 2015). The results of the normality test of the study variables indicated skewness and kurtosis in the range of -1 and +1. A variable with an absolute skew-index value which is greater than 3.0 is extremely skewed while a kurtosis index greater than 8.0 is an extreme kurtosis. Cunningham (2008) stated that an index smaller than an absolute value of 2.0 for skewness and an absolute value of 7.0 is the least violation of the assumption of normality This implies that the assumption of normality was satisfied. The table below illustrates the normality test.
Table 4. 14 Normality Test for the Study Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Statistic</th>
<th>Std. Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participative management practices</td>
<td>Mean</td>
<td>-.0160</td>
</tr>
<tr>
<td></td>
<td>Std. Deviation</td>
<td>.5632</td>
</tr>
<tr>
<td></td>
<td>Skewness</td>
<td>.499</td>
</tr>
<tr>
<td></td>
<td>Kurtosis</td>
<td>-.296</td>
</tr>
<tr>
<td>Reward and recognition</td>
<td>Mean</td>
<td>.0010</td>
</tr>
<tr>
<td></td>
<td>Std. Deviation</td>
<td>1.00827</td>
</tr>
<tr>
<td></td>
<td>Skewness</td>
<td>.493</td>
</tr>
<tr>
<td></td>
<td>Kurtosis</td>
<td>-.186</td>
</tr>
<tr>
<td>Employee Training</td>
<td>Mean</td>
<td>.0000</td>
</tr>
<tr>
<td></td>
<td>Std. Deviation</td>
<td>1.00426</td>
</tr>
<tr>
<td></td>
<td>Skewness</td>
<td>.290</td>
</tr>
<tr>
<td></td>
<td>Kurtosis</td>
<td>-.283</td>
</tr>
<tr>
<td>Factors affecting Employee engagement</td>
<td>Mean</td>
<td>.0020</td>
</tr>
<tr>
<td></td>
<td>Std. Deviation</td>
<td>1.10325</td>
</tr>
<tr>
<td></td>
<td>Skewness</td>
<td>-.490</td>
</tr>
<tr>
<td></td>
<td>Kurtosis</td>
<td>-.489</td>
</tr>
</tbody>
</table>

4.7.3 Correlation Analysis.

Participative management practices were found to be positive and significantly related to Employee Engagement (r = 0.498, p-value=0.000<0.05). Reward and Recognition was found to be positive and significantly related to Employee Engagement (r = 0.504, p-value=0.000<0.05). Training as a management practice was found to be positive and significantly related to Employee Engagement (r = 0.394, p-value=0.000<0.05) as indicated on Table 4.15 below.

Table 4. 15 Correlation Analysis

<table>
<thead>
<tr>
<th>Employee Engagement</th>
<th>Participative Management</th>
<th>Reward and Recognition</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>.498**</td>
<td>.504**</td>
<td>.394**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>59</td>
<td>59</td>
<td>59</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

4.7.4 Regression Analysis.

The regression equation on the relationship between performance management practices and employee engagement had a strong regression. In the model summary, the R² is 0.823 indicating that the management practices causes 82.3 percent variation in employee engagement.
engagement, while the remaining 17.7 are attributable to other variables considered in the study and one error term. This is outlined in Table 4.16 model summary below.

Table 4.16 Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R²</th>
<th>Adjusted R</th>
<th>Std. Error of the estimates</th>
<th>Δ R²</th>
<th>Δ</th>
<th>F1-f₀</th>
<th>F₀</th>
<th>F₁</th>
<th>F₂</th>
<th>Sig. fΔ</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.9072</td>
<td>0.823</td>
<td>0.698</td>
<td>0.688</td>
<td>0.57</td>
<td>12.26</td>
<td>10</td>
<td>67</td>
<td></td>
<td>0.00</td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant): Participative Management, Reward and Recognition, Training
b. Dependent Variable: Employee Engagement
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This section provides discussion on the findings of the research as compared to the findings in the literature review, the summary of the study and recommendations for further study on identifying the measures to be taken in investigating the relationship between performance management practices and employee engagement. The research is guided conclusions drawn from the research objectives.

5.2 Summary of the Study
The general objective of the study was to determine the relationship between performance management practices and employee engagement with a focus on Safaricom Limited. The study was guided by the following research questions: How does participative management practice affect employees’ engagement at Safaricom Limited? How does reward and recognition practices influence engagement of employees at Safaricom Limited? What is the effect the effect of training as a management practice on employees’ engagement at Safaricom Limited?

This study considered the descriptive research design. The study also adopted a quantitative approach on the effects of performance management practices on employee engagement. The dependent variables included participative management, reward and recognition and training and the implications on employee engagement as the independent variable. The target population comprised of 86 Safaricom employees. Stratified sampling was used to divide the sample population into two strata. Descriptive statistics was utilized as a data analysis tool. The demographic profiles of the respondents were analyzed using percentages and frequencies. Inferential statistics such as correlation and regression analysis established the relationship between dependent and independent variables.

In regards to how participative management practices influence employee engagement, the findings suggested that participative management leads to improved engagement. Participative management gives the staff the opportunity to express their ideas and expectations for meeting the strategic goals of the company. Participative management could be an effective source of management information in decision making. An effective participative management system can enhance the interest and engagement of the
employees leading to timely completion of tasks and thereby leading to attaining or exceeding specified performance goals.

In regards to the influence of reward systems on employee engagement, the findings suggested that employees can be rewarded to meet target engagement levels. The opportunity by the manager to formally recognize good employee engagement leads to work motivation. Reward and recognition opportunities encourage staff to be creative and innovative. The use of reward system has been an essential factor in any company's ability to meet its goals. When good performance is observed and then rewarded, the chances of it being repeated are increased, while poor performance is discouraged to decrease the chance of it happening again. Rewards in the form of bonuses leads to greater task interest and performance. Job promotion can also improve the employee engagement in the organization.

In regards to the influence of training on employee engagement, the findings indicated that effective training is essential for any organization to meet its target. Effective job training will lead to improved performance which then translates to improved employee engagement. Training enables the employees to be aware of what exactly is expected from them. It is essential to train and clearly explain the purpose of the training process for enhanced engagement. An effective training reflects the contribution of the individual employee engagement and their level of efficacy in the attainment of the organization goals. Effective training between employees and supervisors is the key to successful organization engagement and ventilation. Adequate training builds accountability, since employees and supervisors participate in developing goals, identifying competencies, discussing career development and employee motivation.

5.3 Discussion

5.3.1 Influence of Participative management on Employee Engagement

The results generally reflected that participative management has a positive influence on employee engagement. Participative management practices are focused on employee contributions to the organizational goals. Similarly, Derven, (2010) suggests that the outcomes of participative management can lead to improvements in work performance and therefore overall business performance through improved employee engagement.
Malcolm and Jackson (2012) add that the benefits of participative management practices are the identification of high performers and poor performers as well as the identification of strengths and development areas. A significant proportion of the respondents agreed that the participative management makes them understand what they should be doing. With participative management, the employees’ can find what is expected from them and the consequences of their performance. Ideally they receive a fair and analytical training for their performance. Similarly, Derven (2010) explains that participative management helps to rate the employee engagement and evaluate their contribution towards the organizational goals as well as to align the individual performances with the organizational goals and also review employees’ performances. A large number of the respondents agreed that with participative management they perform better than what can be expected without appraisal. Similarly, Mullins (2009) suggests that participative management takes into account the past employee engagement and focuses on the improvement of the future employee engagement.

This means that participative management is valuable to employee engagement in the organization. Mullins (2009) adds that participative management can help to identify inefficient work practices or reveal potential problems, which are restricting the progress of the company. Derven (2010) and Mullins (2009) suggest that participative management can help the organization to identify the talented employees and future leaders in the company. This can directly increase the profitability of the company. Majority of the respondents agreed that participative management was used as a decision making tool for increasing employee performance. Decision making is separate but linked to the appraisal system. A large number of the respondents agreed that they were satisfied with the current participative management system in the organization. This suggests that effective appraisal can positively impact on employee engagement in the organization.

Similarly, Brown and Benson (2013) suggest that participative management can be linked to performance improvement process and the decision to identify training needs and potential, agree on future objectives, support a career development plan and resolve existing problems.

Randell (2014) reports implicitly that when good performance is observed and then rewarded, the chances of it being repeated are increased, while poor performance is discouraged or even punished to decrease the chance of it happening again.
However, a proportion of the respondents agreed that they don’t agree with participative management score as there is an appeal process. This may mean that performance appraisal underscores the importance of employee involvement and participation in the ratings of the performance. An effective appraisal system can enhance the interest and performance of the employees leading to the completion of specified targets and attainment of specified performance goals. This means that the lack of a fair appraisal score may make the employees work at a normal pace or work below expectation due to how it is conducted.

5.3.2 Influence of Reward and recognition on Employee Engagement

Over 60% of the respondents agreed that the reward system have a significant influence on employee engagement. The reward and recognition positively caused major variation in employee engagement. This means that there is an appropriate reward system.

Similarly, Derven (2010) suggests that rewards through participative management gives an opportunity to the manager to formally recognize good performance and this would lead to motivation. Jackson and Schuller (2012) adds that the provision of rewards in participative management indicates a clear job target, the standards and priorities to ensure more trust in the identification of strengths and the improvement of employee engagement.

A significant proportion of the respondents agreed that the appreciation by managers increases their success at work. The opportunity by the manager to formally recognize good employee performance leads to work motivation (Derven, 2010). It is important to recognize employees’ efforts rather just only results. Supervisors should focus on rewarding positive behaviors and results (Derven, 2010). Also, tangible rewards enhance motivation when they are offered to people for completing work or for attaining or exceeding specified performance goals. A number of the respondents agreed that varied rewards encourage employees to be creative. Similarly, Mone and London (2010) explains that the rewards given for creativity encourage generalized creativity in other tasks; reward systems should support the new dynamics of team-based organizations and reward the right kind of team behavior and performance; reward systems should recognize both the importance of co-operation and the variances in individual performance. Gichuhi, Abaja and Ochieng (2014) however warn that problems can occur when reward systems stress individual results even though people have worked together in teams. Majority of the
respondents agreed that bonuses increases employee performance. Rewards in the form of bonuses leads to greater task interest and performance.

Similarly, Randell (2014) reports implicitly that when good performance is observed and rewarded, the chances of it being repeated are increased, while poor performance is discouraged. Most of the respondents also agreed that the rewards provided by the organization sometimes serve to improve their engagement. Important issues that help ensure a successful reward process are used effectively to enhance interest and performance without undermining the performance and interest of the employees. However, small proportion of the respondents agreed that the rewards were varied and satisfactory. Mone and London (2010) suggest that employees should be adequately rewarded for exceptional performance using varied rewards.

A significant number of the respondents agreed that the organization influenced their engagement by linking the reward on job promotion. This suggests that job promotion can improve the employee engagement in the organization (Jackson and Schuller, 2012). This also means increased employee motivation. A small proportion of the respondents agreed that the rewards motivate them to timely complete their duties. This may mean that performance trainings is delayed and not timely delivered. Few respondents agreed that their wage level was equitable and satisfactory to the degree of their performance. This means that the employees may not be motivated to give their best. Mone and London (2010) study found that that unfair evaluation of employee engagement makes them feel insecure or discouraged leading to the development of poor relationship between the employer and employee.

5.3.3 Influence Training on Employee Engagement

There was a significant relationship between participative management and employee engagement. The findings indicated that the employee training positively caused major variation in employee engagement. Effective training is essential for any organization that has the intention of meeting its target.

Effective training on performance measurement may translate to improved employee engagement. Regular training helps employees focus on their work activities to achieve the organizational goals (Solmon and Podgursky, 2010).
Similarly, Derven (2010) suggests that training enables the employees to be made aware of what exactly is expected from them and Armstrong (2016) recommends that the appraisal method must be simple and easily understandable for all people in the organization. A large proportion of the respondents agreed that they enjoy discussing about their performance with people outside. It is essential to communicate and clearly explain the purpose of the appraisal process for enhanced engagement. Derven (2010) recommends that employee training should be clearly and timely communicated to the employees for enhanced engagement. Also, the rater may affect the engagement of the employees.

A large number of the respondents agreed that their manager give them fair training to enhance their engagement. On the other hand, many errors based on personal bias like stereotyping, halo effect may affect the training process. Dzinkowski (2010) suggests that for enhanced engagement the rater is supposed to exercise objectivity and fairness in evaluating and rating the employee engagement.

A significant number of the respondents agreed that the training they receive agrees with what they have actually achieved. This means that the organization has formal evaluation systems and the managers to apply the systems in place. Effective employee training reflects the contribution of the individual employee performance. A number of the respondents agreed that the current employee training in the organization was fair and unbiased. Bannister and Balkin (2010) recommends that performance appraised training should have greater acceptance of the appraisal process and makes the employees feel more satisfied with their performance.

Over 55% of the respondents agreed that they always get adequate training which helps improve their performance. Effective employee training between employees and supervisors is the key to successful organization engagement. Similarly, Jackson and Schuller (2012) suggests that adequate training builds accountability, since employees and supervisors participate in developing goals, identifying competencies, discussing career development and employee motivation. Banket (2011) explains that although a few managers may intentionally hold back employee training, many are overwhelmed with other management tasks that take up their valuable time. A large proportion of the respondents agreed that they were satisfied with the way their organization provides them with training.
Hall, Postner and Hardner (2009) suggest that some organization participative management has been criticized to have discrepancy between the theory and the practical implementation. In addition, very few respondents agreed that their organization seems more engaged in providing positive training for good performers than criticizing the poor ones.

Mone and London (2010) adds that another portion of criticism comes with the fact that participative management increases the dependency of the employees on their superiors. Where the process is conducted by managers who are often not trained to be appraisers, the genuine training is obstructed because it includes subjectivity and bias of the raters, which leads to incorrect and unreliable data regarding the performance of the employee (Jackson & Schuller, 2012).

5.4 Conclusion

5.4.1 Influence of Participative Management on Employee Engagement

The findings suggested that participative management practices leads to improved employee engagement. Performance reviews are focused on employee contributions to the organizational goals. Participative management gives the staff the opportunity to express their ideas and expectations for meeting the strategic goals of the company. An effective appraisal system can be achieved through participative management in turn leads employee motivation and improved performance of the employees leading to the completion of specified work or for attaining or exceeding specified performance targets.

5.4.2 Influence of Reward and Recognition on Employee Engagement

The findings suggested that employees can be rewarded to meet target engagement levels. The opportunity by the manager to formally recognize good employee engagement leads to work motivation. Reward opportunities encourage staff to be creative and innovative. The use of reward system has been an essential ingredient in any company's ability to meet its goals.

When good performance is observed and then rewarded, the chances of it being repeated are increased, while poor performance is discouraged to decrease the chance of it happening again. Rewards in the form of bonuses leads to greater task interest and performance.
In addition, other rewards for example Job promotion also improve the employee engagement in the organization.

5.4.3 Influence of Employee Training on Employee Engagement

The findings indicated that effective training is essential for any organization to meet its target. Effective training on performance measurement may translate to improved employee engagement. Training enables the employees to be aware of what exactly is expected from them. It is essential to communicate and clearly explain the purpose of the appraisal process for enhanced engagement. An effective employee training reflects the contribution of the individual employee engagement and their level of efficacy in the attainment of the organization goals. Effective employee training between employees and supervisors is the key to successful organization engagement. Adequate training builds accountability, since employees and supervisors participate in developing goals, identifying competencies, discussing career development and employee motivation.

5.5 Recommendations

5.5.1 Recommendation for Improvement

5.5.1.1 Influence of Participative Management on Employee Engagement

The study recommends that the participative management should be optimized to improve the employee engagement. Performance reviews should be focused on the contributions of the individual employees to meet the organizational goals. Participative management should be encouraged among the employees to express their ideas and expectations for meeting the strategic goals of the company. Participative management can make the employees’ to be aware of what is expected from them and the consequences of their performance. Performance appraisal should lead to improved employee performance. Participative management should be optimized for effective decision making. This can lead the employees being able to complete their specified work and exceeding their normal work performance.

5.5.1.2 Influence of Reward and Recognition on Employee Engagement

The study recommends that the organization should reward the employees for enhanced engagement levels. For every opportunity possible, the manager should formally recognize good employee efforts for enhanced work performance. The reward system should be
varied to encourage the staff to be creative to meet the organization goals. This will increase the chances of the performance to be repeated and increased, while pointing out that poor performance was discouraged. Bonuses should be used to enhance greater task interest and performance. Job promotion can also be used to improve the employee engagement in the organization. In addition, there should be a fair evaluation process to make the employee feel secure for enhanced engagement.

5.5.1.3 Influence of Employee Training on Employee Engagement

The study recommends that effective training should be used by an organization to meet the organization target. There should be an effective employee training that would translate into improved employee engagement. Training enables the employees are aware of what exactly is expected from them. It is important to communicate and discuss employee performance and pre-empt skill gaps and put employees in relevant training programs for enhanced engagement. Employee training must be free from errors based on the personal bias like stereotyping to have a positive effect on employee engagement. An effective employee training should reflect in the contribution of the individual employee performance.

There should be a formal evaluation system and the managers to apply the systems in place to accept the performance scores. Adequate employee training should build accountability for enhance employee engagement.

5.5.2 Suggestions for Further Studies

The study suggests that future research can conduct a research on the effect of performance management practices on organizational culture. Also, it is suggested that future researchers can conduct a research in performance management practices in public institutions for comparison with the findings.
REFERENCES


Del Val, J. (2013). Effective Performance Appraisal: A Study into the Relation between Employer Satisfaction and Optimizing Business Results. A Master’s Thesis Submitted to Erasmus University Rotterdam at the Faculty of Economics of Business Department of Economics.


Lawson. A. & Kourkonda (2012). *Impact of Reward and recognition Programs on Employee's*


Orodho, H. & Kombo, T. (2002). Toward a Theory of Organizational Culture and Effectiveness. Organization Science 6(2), 204-223


APPENDICES

Appendix I: Letter of Introduction

April, 2017

Dear respondent,

I am a student at United States International University Africa (USIU-Africa) pursuing a Masters of Business Administration program. In partial fulfillment of my course work, I would like to conduct a research project to assess THE RELATIONSHIP BETWEEN PERFORMANCE MANAGEMENT PRACTICES AND EMPLOYEE ENGAGEMENT. A CASE OF SAFARICOM LIMITED.

Therefore, kindly complete the attached questionnaire with as accurate information as possible. This research will be used entirely for academic purposes while observing utmost confidentiality.

Your assistance is highly appreciated. Thank you in advance.

Yours faithfully,

DANSON MUCHIRI
Appendix II: Questionnaire

Kindly respond to the following questions by ticking on the appropriate box (✓) or filling the answers in the blank spaces

SECTION 1: DEMOGRAPHIC INFORMATION
You are requested to fill out your personal information in the spaces below. Please tick only one response.

1. Gender Male: [ ] Female: [ ]
2. Age? 18-25 [ ] 26-35 [ ] 36-45 [ ] 46 and above [ ]
3. Highest Level of education Certificate/Diploma [ ] Degree [ ] Postgraduate [ ]
4. Number of years worked in this company?
Less than 5 years [ ] Between 6 and 10 years [ ] Between 11 and 15 years [ ] Above 15 years.

SECTION II: COMPANY INFORMATION: SAFARICOM LIMITED
PART A: PARTICIPATIVE MANAGEMENT PRACTICES
5. Indicate the extent to which participative management practice influence engagement of employees in your company (Place a check mark in the appropriate square bracket).

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>My manager providing me fair feedback improves engagement with my duties</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant communication with employees improves employee engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am always involved in decision making processes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There are participative programs at Safaricom Limited</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Views of junior employees are highly valued

**PART B: REWARD AND RECOGNITION**

7. Indicate the extent to which reward and recognition as a strategy affect employee engagement in your company? (Place a check mark in the appropriate square bracket).

Strongly Agree (5) Agree (4) Neutral (3) Disagree (2) Strongly Disagree (1)

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>The rewards provided by my organization motivate me to give my best.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The rewards provided by my organization serve to improve on my engagement.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The rewards provided by my employer motivate me to be timely in completing my duties.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization influences my engagement by rewarding me through job promotion.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My salary and benefits are commensurate to the work that I do.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>When I achieve my personal goals I am rewarded and this motivates me to strive and achieve organization goals.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

How do you rate the reward and recognition to the employees who meet the targets set in the performance management practices? Please indicate by ticking

a. Very Satisfactory ( )
b. Satisfactory ( )
c. Moderately Satisfactory ( )
d. Non Satisfactory ( )
PART C: TRAINING

6. Please rate how strongly you agree or disagree with each of the following statements on aspects of training as a management practice at Safaricom Limited.

Segmentation based on the following: Strongly agree (5) Agree (4) Neutral (3) Disagree (2) Strongly disagree (1)

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a training policy in my organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The quality of the training programs is very effective in employee engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The training received is relevant to my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In my opinion, training has helped improve my job engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional training is required to enhance my engagement and productivity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have undergone several trainings at Safaricom that have enabled me to engage more in my work and to improve my engagement.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization conducts need job analysis assessment to pre-empt the skills gap in employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training evaluation is critical as mandated by the professional rank</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Different levels of management use diverse training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART D: EMPLOYEE ENGAGEMENT

8. Please rate how strongly you agree or disagree with each of the following statements on aspects of training as a management practice at Safaricom Limited.

Segmentation based on the following: Strongly Agree (5) Agree (4) Neutral (3) Disagree (2) Strongly Disagree (1)

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know what is expected of me at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At work my opinion counts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have the materials and equipment to do my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My supervisor at work seems to care about me as a person</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the last six months someone has talked to me about my progress at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the last year, I had opportunities at work to learn and grow</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My manager inspires me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am proud to tell people where I work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At work I have the opportunity to do what I do best everyday</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

THANK YOU