

**EFFECT OF HUMAN RESOURCES PRACTICES ON EMPLOYEE
ENGAGEMENT IN INTERNATIONAL DEVELOPMENT AGENCIES IN
KENYA: A CASE OF UNITED NATIONS DEVELOPMENT PROGRAMME,
GIGIRI BRANCH, NAIROBI.**

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**AN APPLIED RESEARCH PROJECT PROPOSAL SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER
OF BUSINESS ADMINISTRATION DEGREE IN THE BUSINESS SCHOOL
OF AFRICA NAZARENE UNIVERSITY**

MAY 2022

DECLARATION

I declare that this document and the research that it describes are my original work and that they have not been presented in any other university for academic work.

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DEDICATION

I dedicate this proposal to my father Dr. Edward Odhiambo, who is a dedicated humble, strong, disciplined but firm dad who believed in education especially for his children for a brighter and better future.

ACKNOWLEDGEMENT

I wish to acknowledge my supervisor Dr. Kimani Gichuhi who over the time has tirelessly corrected and guided me in the formulation and execution of the whole process of completing this proposal. To my classmates at the Africa Nazarene University, thank you for the assistance throughout my studies and Fredrick Obunga my research assistant for his tearless support. It would not have been easier without the online discussions, e-mails and phone calls. I also acknowledge the Almighty God for his Mercy, Strength and Grace he has given me.

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ABSTRACT

Successful organizations know that employee satisfaction, performance and employee engagement are considered crucial aspects in the day-to-day operations. The Research seek to offer a significant aspect to the organization to have a competitive edge. The purpose of the study therefore was to establish the effects of Human Resources Practices on employee engagements in International Development Agencies in Kenya a case of United Nations Development Programme in Kenya. The specific objectives of the study was to find out the effect of staff development on employee engagements, to determine the effect of staff wellness on employee engagements and effects of strategic orientation on employee engagement. The study was guided by Herzberg's Motivation Theory and William Kahn's employee engagement theory. The study adopted descriptive research design. The study target population was 200 employees in the United Nations Development Programme which included senior managers, middle managers, supervisory staff and junior staff as unit of observation. The study used a sample of 133 respondents. Data collection was primary and therefore administration of questionnaires was an effective tool for the respondents. A pilot test of the questionnaire was undertaken before administration to the respondents. Both reliability and validity test was carried out on the data collection instruments. Data was analyzed using descriptive statistics version 26 of the SPSS program. The findings of the data was in the form of percentages, means and standard deviation which addressed the study variables. Data analysis results was presented in tables, graphs and figures. On the other hand, correlation and regression was done to analyze the existing relationship between independent variable (staff training, staff welfare and strategic orientation) and dependent variable (employee engagement). The findings of the study revealed that there is a positive effect of training and employee engagement with a coefficient of determination (R) of 0.438. This is because staff training is vital in enhancing the level of employee engagements in an organization. A multiple regression also depicted that staff welfare positively influences employee engagements $F(1,41) = 21.977, p < 0.001, R^2 = 0.355$). The outcomes implies that better execution of staff welfare policies can highly improve employees engagement in an organization. Finally, there was a significant and positive effect of strategic orientation on employee engagement. The results displayed a strong and positive correlation between strategic orientation and employee engagement $r(41) = 0.649, p < 0.001$. Based on the findings, the researcher recommended that employee engagement should be improved by putting much emphasis of HR practices.

DEFINITION OF TERMS

Staff Training: It is a process of incorporating programs within the organization to the current staff of the organization for enhancing the performance of the staff as well as the productivity of the organization and helps employees acquire specific knowledge or skills to improve performance in their current roles.

Staff Wellness: It is a workplace healthy promotion activity undertaken by an employer or organizational policy designed to support healthy behavior in the workplace and to improve health outcomes.

Strategic Orientation: It is the process of integrating a new employee with a company and its culture norms and values, providing the employee with resources and information to carry out their tasks effectively.

LIST OF ABBREVIATION

ANOVA:	Analysis of Variance
CEO:	Chief Executive Office
GDP:	Gross Domestic Product
HRM:	Human Resource Management
ILO:	International Labor Organization
ILUM:	International Islamic University of Malaysian
IT:	Information Technology
KFS:	Kenya Forestry Service
KNH:	Kenyatta National Hospital
NACOSTI:	National Commission for Social Science
NGOs:	Non-Governmental Organization
OAU:	Obafeni Awolowo University
PLS:	Partial Least Square
SEM:	Structural Equation Modelling
SOM:	Strategic Orientation
SPSS:	Statistical Package
UNDP:	United Nation Development Programme
US:	United States
WHP:	Workforce Health Promotion

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter presented an overview of the background of the study, statement of the problem, purpose of the study, research objectives which consist of both general and specific objectives, research questions, significance of the study, scope of the study, limitation of the study, delimitation of the study and conceptual framework.

1.2 Background of the Study

Evidently, it has been known that human resource practices enhances employee engagement as noted by Sandhya and Sulphey, (2020) emphasized more on the fact that employee engagement is known to be an organizational support that is dependent on care, flexibility work options and family, known to be a crucial phenomenon that is of concern today to various employees and organizations. It is well known that human resource practices is very important tool especially when employees and organization performance are present because it helps to build efficiency, effectiveness and competitiveness of the firm that desires to remain competitive in the market (Turner, 2019). Therefore, an organization should not start with a wrong compensation strategy but instead prefer a better one because it might bring down the organization. On the other hand Singh, Burgess, and Heap,(2016), noted that human resource practice constitute to the need for the possession of a clear understanding on the effects of specific needs of each individuals in the organization is of significance considering that it geared towards the general improvement of the organization considering the fact that the world is dynamic and core aspect for a firm to remain competitive.

A number of studies especially by the Government of South Australia (2012), argued that incorporation of the human resource practices on employee engagement refers to the existing practices that spearhead a major focus between one's work and their commitments and how they influence each other. Extensively, it is well noted that a number of organizations tend to strive at maximization on the need to be involved in a workforce that is aimed at improving organization performance. Riyanto, Ariyanto, and Lukertina, (2019) further claimed that due to existing busy schedules it is not easy to identify the existing strike of balance between life's responsibilities and work. That is, ability for many employees to attain this balance is attributed by high levels of employees' benefits which gives them satisfaction with the current state of lives and jobs and extensively have a lower stress levels because of minimal conflict between work and non-work responsibilities. Kerdpitak and Jermsittiparsert, (2020) also brings an argument on the fact that human resource practice and engagement is indeed the ability to meet three basic life domains such as work, personal and family. It is characterized by the need of keeping the intensity at work high and subtracting hours from home, brings an imbalance that can result to anxiety, depression, mental illness, fatigue and other physiological impacts that could negatively influence the life domains.

Alsafadi and Altahat, (2021) examined a study on the significance of human resource management practices on employee engagement in boosting the overall performance of commercial banks in Jordan. Moreover, it is established that the commercial banks in Jordan contribute to enhancing the formation of capital and investment and play a significance in influencing the economy. Further, they noted that the commercial banks suffer a major setback as a result of poor performance of the inner and external operations

of these banks in terms of meeting the wants of consumers. On the other hand, (Almaaitah, Alsafadi, Altahat, and Yousfi, (2020) anchored on the fact that to be in a position of addressing such issues, it will be worthwhile to predict changes and confront these challenges by developing its internal settings, and adapt to the external settings. Therefore, there is an increasing need for human resources who have distinct capabilities and high skills that competitors are unable to imitate. Human resource management (HRM) has emerged mainly in recognition of the fact that human resources need to be managed strategically for the firm to enjoy a sustainable competitive advantage over the competition. Anjum, Ming, and Puig, (2022) established the significance of strategic human resource management practices in SMEs of South Asia. Every organization keeps the intention for having an edge over its competitors in order to sustain and gain competitive advantage. Organizations', nowadays, are gradually moving fast bringing along several changes in their strategies and culture. To sustain in the market, management ponder upon different aspects like technology, finance, marketing or human resources Human resources should be used in an effective way in order to enhance organizational performance. Even though, some companies recognize the growing importance of human resources, but few conceptualize them in strategic terms. As a result, many companies forego the opportunity to seize competitive advantage through the initiative of strategic human resource management (SHRM) practices.

On the other hand, Lim and Ahmad, (2021) examined a study on the existing relationship between human resource management practices and employee performance in technology companies in Malaysia. Moreover, it had an additional advantage since they posed sufficient machinery to promote and sustain economic growth. The actual combination of

HRM practices which included training and development, compensation and benefits, performance appraisals and work life policies helped to improve employees performance by developing effective strategies for these practices.

It is also well emphasized that human resource management practices by Haile and Premanandam (2017) argued that in most organizations in Ethiopia, it has been established that human resource practices is a motivator which constitutes to employee's satisfaction and the absence of proper remuneration structure tend to demoralize employee in an organization which constitute to low levels of engagements. According to Joseph and Joachim (2014) argued that in Nigeria, employee benefits constitute to job satisfaction in which employees tend to be satisfied with part of the jobs while simultaneously dissatisfied with others. It is indeed noted that the employee satisfaction is the central indicator for imbalances within the organizational and personal structures. According to Ebrahim (2015) brought the emphasis on the fact that the main causes of employee high turnover among hotels is attributed by lack of staff training, retirement benefits and medical insurance. It is indeed evident that among these factors, employees' benefits are crucial especially in the service industry since employees are in direct contact with the customers and determine the quality of the service.

In Kenya, the tourism sector constitutes to more than 10% of the Kenya's GDP, making it the third contributor to the economy after agriculture and manufacturing, and the third largest foreign exchange earner after tea and horticulture (Okello and Novelli, 2014). Extensively, the tourism sector is a major source of employment for over 291,000 people, representing about 11% of the total workforce in the country (Okello and Novelli, 2014). As such, it is well noted that the sector is associated with unfavorable work schedules, seasonal character of tourism, lack of favorable rewards systems, limited career opportunities, which offers an explanation of the commonly short term staff membership or contract modalities. Despite the cost of labor and benefits incurred, the organization is mandated to provide a satisfactory service to their employees as well as their customers. That is, the employees tend to enjoy from the benefits offered by the employers which in turn translate to better service experience. It is indeed crucial for the employers to maintain long term employee benefits considering the fact that it attributes to competitive advantage that leads to corporate success and retention of high quality people in the Kenya hospitality industry (Kariru, Kambona, & Odhuno, 2017).

1.2.1 Human Resource Management Practice

Singh, Mondal, and Das, (2020) anchored the fact that human resource management practices are considered to be the best technique in utilizing internal resources and achieving profits by improving the performance of the employees. Further, they based more emphasis on the existing human resource management system that tend to play a significant role in impacting the performance of individuals as well as on the organization. HR measures tend to improve job satisfaction and by extension prolong working lives of an employee in the organization. On the other hand, Boselie, Van Harten, and Veld, (2021)

anchored the fact that HRMP are considered to be management decisions that are related to policies and practices that together tend to shape the employment relationship and are aimed at achieving certain goals objective.

Sabiu, Ringim, Mei, and Joarder, (2019) anchored the fact that human resource management practices is considered to be a unique approach to employment management that aims at attaining a competitive advantage. Moreover, they did foster and based much emphasis on the fact that they are strategic improvements of well dedicated and competent workers by means of an incorporated collection of cultural, structural and human technique. An effective human resource management practice within the organization tend to enable employees to contribute effectively and fruitfully to the attainment of the organization's goals and objectives. They finally noted that it makes employees to be committed to their work and elicit positive behavior that increases organizational effectiveness.

1.2.1.1 Staff Training

According to Cik, Asdar, Anwar, and Efendi, (2021) noted that training refers to the planned intervention aimed at improving the job performance of individual elements. Training defined as the development of knowledge, skills, and attitudes needed by the employee to perform a task or job adequately or to improve performance in the workplace .Training and development programs which effectively aims to improve employee performance. Training refers to bridge the gap between current performance and desired performance standards. Training can be provided through different methods such as coaching and mentoring, peer cooperation and participation by subordinates. Work in teams allow employees to participate actively in the work and result in better performance,

therefore improving organizational performance. The training program is not only to develop employees but also help organizations to utilize their human resources as well as possible for the sake of gaining a competitive edge. Therefore, it seems mandatory for the company to plan for such a training program for its employees to enhance their capabilities and competencies required in the workplace

1.2.1.2 Staff Wellness

Yadav, (2021) anchored that corporate wellness program is a health initiative taken by many organizations aimed to maintain or improve well-being of employee through proper diet, exercise, stress management, and illness prevention. Examples of corporate wellness programs can include smoking cessation, stress management, weight loss education, fitness challenges, different therapies, and many other initiatives which will be helpful for increasing the overall health of an employee. Increased satisfaction at work is directly related with increased productivity of employee. The significance of corporate wellness programs at workplace has effectively increase employee productivity due to this relationship between satisfaction and productivity. Therefore, a corporate wellness program helps to develop happier employees, and happy employees work harder and more effectively.

1.2.1.3 Staff Orientation

Strategic orientation is considered a major areas on HRM is how to develop employees and get the most efficient out of them by retaining employees and reducing an organization's turnover rate (Onochie, 2020). People leave organizations all the times, depending on various reasons that might be personal and out of the control of the employee, and/or either due to conflict of interest or employees seeking a change in their careers. There are various

possible factors of the range of control of the organization. However, it has been observed that organizations can keep their employees longer if they are oriented and well- trained.

1.2.2 Employee Engagement

The term employee engagement was initially introduced by Khan (1990) who claimed that employees who are engaged immerse themselves physically and emotionally in work. Khan (1990) further claimed that existence of three conditions which are known to be necessary for engagement to take place; meaningfulness (feeling the job is worthwhile), safety (feeling that the work environment is one of trust and supportiveness and availability (having emotional and physical means to engage). On the other hand, Oluwatayo and Adetoro, (2020), argued that employee engagement is the opposite of burnout. Burnout is deduced to be the existing characteristics of vigor, dedication and absorption. As such, employee engagement is also related to the concept of job satisfaction but it is above and beyond it. It is associated with passion and commitment to the success of the job and organization. As such full engaged employees will by extension go beyond the job requirement putting up discretionary efforts to enable the organization succeed; less stressed, have less health issues and are more satisfied with their personal lives (Gallup Research Organization, 2006).

1.3 Statement of the Problem

Over the past few years, the business environment has changed a lot, characterized by globalization, changing customer and investors desires, ever-increasing product-market competition. (Kinyanjui & Wambua, 2020) Therefore, there is need for employees considered to be the most important organizational resource, need to be managed with special focus considering the fact that other resources of competitive success are less powerful. Employee benefits on employee engagement is an important aspect in enhancing

the quality of work life in an organization considering the fact that it motivates their desires and willingness to work, encourage them to work hard so as to achieve the set objectives (Klein & Guillen-Waish, 2021). Some of the problems exhibited when there is no employee engagement include low staff morale, absenteeism, lack of staff motivation, work conflicts and decreased productivity. The benefits that employees tend to receive, induces them to improve their performance and extensively have a positive attitude towards the organization and work effectively and efficiently without the need of being supervised. The significance of employee benefits is geared towards motivation and reward acceptance behavior aimed at enhancing positive attitude by employees, enabling them to work and improve their performance. Normally, the employee benefits are designed properly, employees are happy about it and significantly improve on their performance which in turn translate to better performance of the organization.

Johnson (2015) argued that employee benefits such as are meant to encourage the workers to be committed to their duties. If the employees are not well compensated, they tend to think that they are not valued members of the firm and in most cases they are unable to give the best of their services in order to achieve the set goals of the firm. It is indeed well noted that the employee's morale is not boosted by the salaries but also other fringe benefits such as ethics, quality of work life and job satisfaction. Managers are indeed facing havoc as they struggle to define what is meant by employee engagement. In the same breath, employee engagement has indeed become an important aspect in ensuring that both the public and private organizations especially when it comes to productivity and efficiency among employees. Various studies have demonstrated that the improvement employee benefits on employee engagement has definite potential and scope in improving the

productivity and overall organizational effectiveness such reduction in grievances, turnover and absenteeism. The researcher was intended to fill the gap that exist between human resource practices and employee engagement.

1.4 Purpose of the Study

The main aim of the study was to establish the effect of human resource practices on employee engagement in International Development Agencies in Kenya; a case of United Nations Development Programme Kenya, Gigiri Branch, Nairobi.

1.5 Objectives of the Study

The study was guided by the general and specific objectives.

1.5.1 General Objective

The general objective of the study was to examine the Effect of Human Resource Practices on Employee Engagement in International Development Agencies in Kenya; a case of United Nations Development Programme, Gigiri Branch, Nairobi.

1.5.2 Specific Objectives

The study specific objectives included the following;

- i. To determine the effects of staff training on employee engagement in International Development Agencies in Kenya; a case of United Nations Development Programme, Kenya.
- ii. To establish the effects of staff wellness on employee engagement in International Development Agencies in Kenya; a case of United Nations Development Programme, Kenya.
- iii. To examine how strategic orientation on employee engagement in International Development Agencies in Kenya; a case of United Nations Development Programme, Kenya.

1.6 Research Hypothesis

This study sought to test the following hypothesis

- H₀₁ There is no significant relationship between staff training and employee engagement in International Development Agencies in Kenya
- H₀₂ There is no significant relationship between staff wellness and employee engagement in International Development Agencies in Kenya
- H₀₃ There is no significant relationship between staff orientation and employee engagement in International Development Agencies in Kenya.

1.7 Significance of the Study

The significance of a study refers to the general contribution of the research findings to the body of knowledge or broad set of the research problem under investigation, (Kombo and Tromp, 2014). The findings will assist UNDP with knowledge to formulate Human Resources policies that provide employee engagement and commitment and ultimately enhance employee performance hence provide a competitive edge to the organization. It was supported to create and sustain a culture of commitment and engagement among employees in the organization. Extensively, it was supported by giving feedback in the implementation of the Human Resources policies that impact positively on employee engagement in the organization. The study was of benefit to NGOs, Academicians Governmental Institutions, and internal and external stakeholders as well.

To the Non-Governmental Organization, the study was useful in availing useful knowledge in the formulation of policies and regulatory frameworks on human resources in regard to employees' benefits on employee engagement for better organizational performance and individual employees' wellbeing. The aim is to adapt a given build up aimed at introducing new policies and strategies to eliminate the issues faced by employees.

To the stakeholders, the study was useful since it was of important in policy formulation. As such, it offered recommendations for better employee engagement and policies. It was also ultimately offer proper support to the stakeholder to enhance organizations efficiency and effectiveness through identification of different factors that affect quality of work life. To the academicians, it was indeed impart sufficient knowledge to the learners. This study will aim at contributing to the body of knowledge. This study was therefore being used as a reference material by students and future researchers. The study was also identifying areas for further research in the field employee benefits in human resource management which enabled the learners to take up more investigations.

1.8 Scope of the Study

The study scope refers to the overview that seeks to incorporate the research study that covered and it incorporated the geographical location, methodology and population. The study's geographical scope was United Nations Development Programme in Gigiri Kenya, which was my area of study. The study emphasized on the employees within the various departments in the organization. The study aimed at establishing, staff training and development, staff wellness and strategic orientation impact employee engagement in United Nations Development Programme.

1.9 Delimitation of the Study

Delimitation refers to the distinguishing features which indeed limits the range and defines the boundaries of the researcher's study (Simon,2011). The study formed its basis in United Nations Development Programme (UNDP) in Gigiri and only focused on staff training and development, staff wellness and strategic orientation. The existence of delimitation in the study seek to help the researcher to identify the available constraints

which were not within his/her control. Extensively, it was indeed useful by making the study better and more visible and not just for the researcher's interest.

1.10 Limitations of the Study

The study relied mainly on the employees at the United Nations Development Programme to provide information that was of great assistance to the researcher to examine the effect of employee benefits on employees' engagements in the organization. Notably, the researcher possessed the acknowledgement that the information gathered was biased. As a matter of fact, the researcher was faced with the challenge of time and financial constraints. Considering the fact that the researcher is a family and a career woman, she was required to have a balance of time between completing the research project and family time. The researcher was also faced with financial constraints in which the researcher was entitled to go to the research site, produce research tools, print the proposal document which required an extra spending. Geographical area, cooperation and willingness from respondents. I intend to overcome the limitations by having interviews, zoom meetings, whatsapp chats, emails and follow-up questionnaires with my respondents and to assure them that the research benefited them to have a comprehensive package.

1.11 Assumption of the Study

The study assumed that the researcher targeted employees of United Nations Development Program, by extension assumed that adequate amount and valid information was collected in the study. The study captured an assumption that the information collected was reliable considering the fact that it was sourced from UNDP, as such it was easy to have the questionnaires filled.

1.12 Theoretical Framework

Theories that were used to build a theoretical orientation which were considered to be effective in guiding the study in establishing employee benefits on employee engagement in United Nations Development Programme. The theory included Theory of Social Change and McClelland Theory. The basis of the theories, the proponents, argument for or against the theories and how both will be applied in the study.

1.12.1 Theory of social exchange

This is a psychology and management theory which is based on the work of Homans (1958). According to the theory, society is made up of different class of people which promotes exchanges between them. Also. Homans (1958) explained that social exchange results from the exchange between two or more parties of goods or services activities, with more or fewer rewards and benefits involved. Just like a society, organizations are made up of employees who must exchange ideas to see the success of the organization in the future.

Furthermore, the theory suggests the relationship as the major factor in assisting individuals or organizations to achieve their goals. Social exchange between individuals or employees in the organization is driven by a person's need to secure their well-being and power. Also, the theory is concerned with how people behave during the process in making relationships. Each and every individual evaluate their relationships by analyzing the benefits they will feel or gain from them and make a decision whether to enter into the relationship or not (Cropazano, Anthony, Daniels & Hall, 2017).

In a workplace environment where employees are from different cultures and values, and organization itself having another culture of its own, employees must learn to adapt and follow the culture of the organization and practice its values in the market (Pararkevaidis

& Andriotis, 2017). The rationality behind the social exchange theory is that organization must understand that employees are different, and that organization with employees who consider achievement and teamwork as the driving force in the business will see its success and achievement of positive results in the organization.

Healthcare organizations involves interactions of the highest level; between management and medical officers, management and patients and medical officers and the patients. In this regard, the relationship created among them must be beneficial to the long-term performance of the organization (Prizer *et al.*, 2017). It is on this note that organizations must implement policies such as employee engagement which improves the understanding of the employees in the organization through boosting their satisfaction level so as to improve organization performance (Daspit *et al.*, 2016). The theory therefore relates to the study as it emphasizes on the need for employee engagement as a result of socialization which boost the satisfaction level of the employees through involvement in decision making in the organization.

1.12.2 McClelland's need theory

This theory explains the motivational and satisfaction needs of the employees or individuals in the organization. As proposed by McClelland (1961), regardless of gender or age in the organization, all employees possess needs such as power, achievement and affiliation. Employee needs are acquired and changed over time depending on the environmental conditions of the workplace. As the working environment changes due to information technology, consumer preferences and integration, so do the needs of employees change in the organization.

Lee and Kim (2015) while analyzing the theory of need, indicated that employees have different behaviors which are influenced by achievement, power and affiliation. The need for achievement is related to the employees' task in the organization. Employees more so those in the healthcare organizations want to achieve their goals and contribute positively to organization objectives. High achievement could mean successful surgery in the healthcare facilities among medical officers and successful delivery among nurses. The more achievement employees get in the organization, the more satisfaction level they attain leading to high performance in the organization.

Chen *et al.*, (2015) also suggested that employees satisfied in the organization usually have a strong desire of setting difficult objectives and strategies of accomplishing them. And they are also result oriented. The need for power is derived in the organization by having the authority to influence the outcome of change processes. Involvement of medical officers in decision making may enhance their self-esteem. As a result, they motivate other junior employees to be engaged in projects that would improve their satisfaction level.

In relation to the study, Wong, Yuen and Li (2015) established that the need for affiliation among employees is to have interpersonal relationship which builds teamwork aimed to meeting the objectives set in the organization in a shorter period. Relationship is very important in the organization. Employers such as the management must therefore have a strong relationship with their employees such as medical officers in the healthcare organization so as to improve their satisfaction level. Employee engagement therefore is one way to bring employees together through organization culture so as to build a sense of belonging and meaningfulness in the organization.

1.13 Conceptual Framework

According to Syinicki (2010), a conceptual framework explains in a descriptive way the set of ideas or variables to be studied and the associations between them. The independent variables human resource practices on employee engagement in United Nations Development Programmes, Kenya. The conceptual framework of this study is provided in Figure 1.1. The conceptual framework will have three independent variables (staff training and development, staff wellness/welfare and strategic orientation) and dependent variable. Conceptual framework is an analytical tool with several variations and contexts. It's used to make conceptual distinctions and organize ideas. Strong conceptual framework captures something real and does this in a way that is easy to remember and apply. In the below framework we have two indicators, independent variables and dependent variables. In this conceptual framework of the study, the independent variable, monitoring and evaluation practice, consisting of six constructs regarded as subcomponents, is considered to have a directly proportional effect on project success.

Garg and Kothari (2014) state that the independent variable is that variable that can undergo manipulation or be changed while the dependent variable is the discerned outcome of the independent variables undergoing manipulation. This therefore ensures interaction between these variable (dependent and independent) that guarantees the process of performance is comprehensive and successful. By implication, if something goes wrong with HRM practices on employee engagement in international development agencies in Kenya. This implies that all activities of HRMP should be as credible as possible so that necessary information on how employee engagement is enhanced.

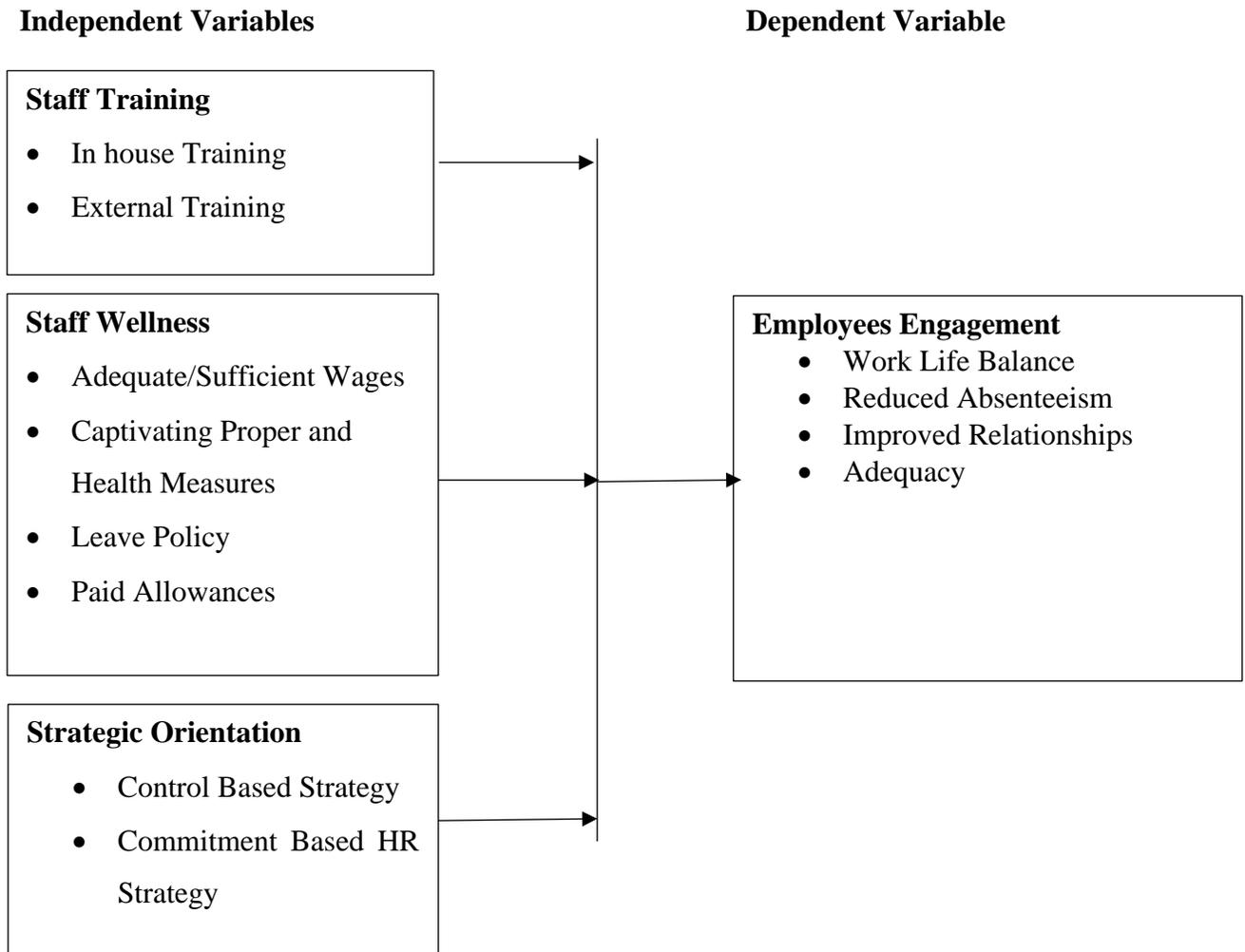


Figure 1.1: Human Resource Practices on Employee Engagement,

Source: Author (2022)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provided an overview of the summary of the literature review in relation to the study variables which included staff training and development, staff wellness and staff orientation on employee engagement. The main emphasis was to examine the effects of human resource practices on employee engagement in International Development Agencies in Kenya. Followed by the literature review is the empirical review, summary review and knowledge gap. The main focus in this section is trying to establish the extent in which human resource management practices contributes to employee engagement noted by a number of scholars. The section captures a number of discussions by considering the study variables which includes staff training and development, staff wellness and staff orientation

2.1 Employee Engagement

Employee engagement focuses on a number of issues such as degree of commitment, retention, satisfaction and the general behavior of both organization and employees (Simpson, 2009). Just like business organizations, healthcare organizations also have the responsibility of having a participative, healthy and engaged workforce team that can drive performance to the next level (Nimon, Shuck & Zigarmi, 2016). According to Lowe (2012), engaged employees are successfully essential for any organization. Interestingly, management of healthcare organizations are currently involved in developing policies and steps in training their medical officers at all level so as to gain competitive edge which comes through job satisfaction.

Engagement provide employees in the organization to have their own perception and definition of different roles while following organization procedures which enhances their work energy, cognitive thinking and at the same time reduces employee burnout (Graban, 2016; Mache *et al*, 2014). Over the years, definition of employee engagement has been pegged on behavior, cognitive and emotional factors. First, cognitive factors addresses employees' belief towards the organization and workforce environment (internal and external) (Van Bogaert *et al.*, 2014). Secondly, emotional factors deals with employees' attitude and their feelings towards the organization's values, policies and the workforce environment.

Moreover, behavioral factors indicate the willingness of the employees to work towards achieving organization objectives so as to enhance their skills through research and development (R&D) (Imran & Tanveer, 2015). To improve the relationship between managers and medical officers, organizations must provide conducive working environment where employees engage physically, cognitively and emotionally as expressed by Khan (1990). Therefore, employee engagement could be explained by their psychological availability in the organization.

According to Kim-Soon (2015), social exchange theory is very useful in describing the extent of employee engagement in the organization. While this could be on the economic and socio-emotional exchange of resources, Khan (1990) cited in the work of Mwangi (2015) concluded that meaningfulness, psychological safety and availability are three psychological conditions associated with needs and satisfaction theory in explaining employee engagement in the organization. Meaningfulness is the reward individuals get from their performance. Safety is the ability to perform your duties without fear in the

organization and having sense of belonging, while availability is having the physical, emotional and psychological resources (Mwangi, 2015).

2.2 Human Resource Management Practices

2.2.1 Staff Training on Employee Engagements

Siddiqui and Sahar, (2019) conducted a study on the impact of training and development and communication of employees engagement, a case of banking sector of Karachi. Moreover, the study adopted primary data collection methods upon administration of questionnaires from 120 employees out of which 100 were returned. The study administered different statistical techniques such as descriptive statistics, confirmatory factor analysis and structural equation modeling were used for analysis. Evidently, the results showed a positive impact of training and development and internal communication on engagement. The findings of the study have the potential of practical implication for managers and employees alike where they can increase engagement level in banking sector through strategic and tactical communication process and fulfilling the training needs of employees to meet the requirement of current job settings. As a matter of fact, practitioners need to understand the value of the participatory factors to compete effectively at the national and global levels through effective implementation in the engagement strategy. This study was undertaken in Pakistan while the current study will be conducted in Kenya. Jeni and Al-Amin, (2021) examined a study on the impact of training and development on employee performance and engagement on Private Bank of Noakhali Region in Bangladesh. Moreover, the study emphasized on the extent in which human resource management offers a bloodstream of any organization because the success of an organization to achieve its objectives and goals highly depends on its workforce. The study

employed stratified sampling technique to draw a sample of 60 employees from population of 70 employees through self administered questionnaire to examine the impact of training on employees' performance, employees' motivation and job satisfaction in the banking sector in Private bank of Noakhali region in Bangladesh. The results of the study showed that the mean for on the job training and development located from 3.23 to 4.4 and for off the job training and development from 2.36 to 4.05. However, the overall impact of training and development from the perspective of employees of private banking sector in Noakhali region has mean and standard deviation respectively 3.54 and 0.95 in total. This result indicates that training and development has a high impact on the employee's performance and productivity in the perspective of employees of private bank in Noakhali region. The findings of the study generally revealed that training not only increases employees' performance but also positively affects employees' motivation and job satisfaction within the Private banking sector in Bangladesh. Therefore, the banking sector in Bangladesh should regularly allocate resources for employees' training based on identified skill gaps to sharpen employees' skills, knowledge and abilities to capacitate them to cope with the ever-changing working environment and uncertain conditions and to improve their motivation and job satisfaction.

Segbenya and Berisie, (2020) conducted a study on the effect of training and development and employee engagement of senior administrative staff at the University of Education, Winneba, Ghana. The study adopted quantitative approach and descriptive survey research design. Simple random sampling technique was used to sample 152 respondents from a population of 357 using the Yamane's formula for determining sample size. Data collection was primary which relied majorly on closed ended questionnaires in which the data

collected was analyzed with frequencies, percentages, pearson correlation, standard regression, t-test and analysis of variance. The study found that training and development techniques used were job rotation and study leave with pay. Moreover, there was general lack of support from supervisors and colleagues for trainee to transfer skill/knowledge acquired unto their jobs. As a matter of fact, training and development of employee significantly relate and enhances employees engagement.

Mdhlalose, (2020) examined the evaluation of the impact of training and development on organizational performance, a case study of the Gauteng Provincial Department of Economic Development. Moreover, further noted that organizations rely on the expertise, standard, competence and performance of its employees for it to offer effectual service delivery. Notably, the framework and administration of training and development has not advanced in parallel to the new and ever changing business needs. The aim of the study was to evaluate the impact of training and development on organizational performance using a case study, literature review and statistics of the Department of Economic Development in the Gauteng Province. The study adopted descriptive quantitative research design. Data was analyzed using descriptive statistic and inferential statistics and the sample included 131 employees. The findings of the study established that existence of a positive impact on the performance of employees in the department.

Sendawula, Nakyejwe Kimuli, Bananuka, and Najjemba Muganga, (2018) examine the significance of training on employee engagement from Uganda's health sector. Moreover, the purpose of the study was to investigate the contribution of training and employee engagement on employee performance using evidence from Uganda's health sector. This study is cross sectional and correlational. Usable questionnaires were received from 150

respondents from four Catholic founded hospitals that is Kamuli Mission Hospital, Buluba Mission Hospital, St. Benedict Mission Hospital and Budini Mission Hospital. Data were analyzed using SPSS. Regression analysis results indicate that training and employee engagement significantly predict employee performance by 44.7% and employee engagement was found to be a major predictor of employee performance as compared to training. Correlation analysis results indicate that there is a significant positive relationship between training and employee performance. Correlation analysis results further indicate that there is a significant positive relationship between employee engagement and employee performance. A partial mediation effect of employee engagement in the relationship between training and employee performance was also established. This research is important to managers, policy makers and Government in improving employee performance in the health sector. Given that this study was cross sectional, monitoring changes in behavior could not be possible. To the researchers' knowledge, this is the first study to establish the contribution of training and employee engagement on employee performance and at the same time provide an initial empirical evidence on the mediation effect of employee engagement in the relationship between training and employee performance using evidence from Uganda's health sector.

Kirimi and Maende, (2019) conducted a study on training and development techniques and employees level of engagement that enhances productivity in the Ministry of Labour and Social Protection, Nairobi City County, Kenya. Moreover, the study noted that employees are considered to be a major assets of any organization. As a matter of fact, the active role they play towards a company's success cannot be underestimated. The study sought to determine the influence of training and development techniques, and the level of employees

engagement in enhancing their performance at the ministry of labor and social protection. The study was guided by the following objectives; to examine the influence of coaching, job rotation, role playing and apprenticeship on employee performance in the ministry of labor and social protection. The study will be guided by goal setting theory and social exchange theory. The study adopted descriptive research design. The target population was 60 respondents. Data collection was primary and thus administration of questionnaires and interview guides was used. Quantitative data was analyzed using descriptive statistics such as mean and standard deviation and presented using charts, figures, tables and graphs. The study used multiple regression analysis to test the relationship between independent variable and dependent variable. The findings of the study was that the ministry should identify the objective, need experience of trainee, the issue or task for which role play method is selected. The focus should be on maximum involvement of individuals as participants so that an overall exposure and that the Ministry should have apprenticeship programs in every section which is in line with the current needs of the organization and which comply with the ever changing organizational environment.

Kibara and Kiiru, (2021) examined a study on the significance of employee engagement and non-financial performance of National Treasury, Nairobi City County, Kenya. Performance of the National Treasury is of critical importance since it affects service delivery of other public entities. Low performance levels posted by the National Treasury has drawn a lot of attention from the citizens and corporate stakeholders especially with the ever increasing public debt, challenge in policy formulation and the challenge of adapting to information technology dynamics. Through Employee engagement, both public and private organizations attempt to improve organizational non-financial

performance. Employee engagement includes practices such as job design, communication, leadership and rewards. Although many organizations have made efforts to enhance organizational performance, the measures of organizational performance they have adopted have not been appropriate especially for public and non-profit making organizations, for instance; relying on financial performance measures. The general objective of this study therefore was; to establish the effects of employee engagement and non- financial performance of National Treasury in Nairobi, Kenya. The findings of this study would be of great benefit to the National Treasury, Kenya and to all organization in the public. The study was guided by the following specific objectives; to assess the effects of job design, leadership, communication and rewards on organizational performance in the public sector in Kenya. This study was anchored on the Work Adjustment Theory, Stakeholder Theory, Social Exchange Theory and Vroom's Expectancy Theory. This study adopted a descriptive research design. The target population was made up of 876 staff of the national treasury and using stratified sampling technique, a sample of 269 was included in the study. Primary data was collected using a questionnaire. Analysis of data was done using descriptive analysis and inferential analysis. A positive and significant effect was established between job design, leadership, communication and rewards on performance. The study concludes that the job design specifies the contents and procedures of performing the task in the organization. Hence, it helps in designing organizational structure. Leadership is vital for both in building the strength and power of the organization and in helping to manage relationships and resources. When managers and senior staff are good communicators themselves, they can expect to bring out each individual's best skills and increase performance and through reward systems the employee will feel more motivated

to work harder by having a reward system in place the employee will feel more committed to their work and their productivity will increase.

2.2.2. Staff Wellness on Employee Engagement

Perrault, Hildenbrand, and Rnoh, (2020) examined a study on the level of employees refusal in an employer sponsored wellness program; barriers and benefits of engagement in the U.S. Moreover, the study noted that worksite wellness programs are generally designed to help employees realize better overall health ,some employees may not see them in that light. The study sought to offer a better understanding on why employees refuse to participate in new employer-sponsored wellness program. The study investigated how participation in the program is related to employees' self-perceived health, efficacy to be healthier and their perceptions towards their organization providing useful resources to engage in healthy lifestyle. A survey of more than 1500 employees at a large Midwest organization was conducted after their annual open-enrollment period. The study relied on open ended responses from participants refusing to participate in the wellness program which indicated a considerable concern.

Kernan, Cifuentes, Gore, Kriebel, and Punnett, (2020) examined a study on corporate wellness program on employee engagement on Nursing Employees' Health in Malaysia. The aim of the study was to evaluate a workplace health promotion (WHP) in the long term care sector. Data collection method for the study was self administered questionnaires from the Nursing home. Moreover, cross sectional associations were estimated between program category and prevalence of individuals level workers health indicators, adjusting for center level working conditions. The study target population was 1,589 workers in 5 job

categories completed the survey. The findings of the study showed that existence of a positive relationship between staff welfare and employee engagement.

Lucky, Jonathan, Brownson, and Olorunwa, (2020) conducted a study of employees' welfare towards employee engagements and productivity in Academic Institutions in Nigeria. The study seeks to give an empirical evidence on the influence of employees' welfare on employee engagement and productivity in the academic institutions in Nigeria. The study focused on the various employees dimensions such as pension plan, retirement plan, transport allowance and other social programs. The study administered questionnaires survey that were distributed to 60 employees of Obafemi Awolowo University (OAU) was conducted and self administered questionnaires was employed to gathered data from the participants on employees' welfare dimensions and employees productivity. Then SmartPLS 3.0 was used to analyze data in order to examine the proposed influence and it was found that employees' welfare has a negative influence on employees' productivity of the academic institution while on the other hand employees' welfare dimensions such as pensions plan, retirement plan, transport allowance and other social programs were to have a positive and significant influence on the employees' productivity of the academic institution.

Nabukeera, (2019) conducted a study employees assistance programs, work engagements and job satisfaction among employees in Red Cross, Uganda. The aim of the study is to try an establish the relationship between variables. The study was quantitative which adopted correlational research design. Data was collected using questionnaires which were administered to the employees. A sample of 75 respondents participated in the study and these were selected using the simple random sampling technique. Data was analyzed using

Statistical Package for Social Science (SPSS) where Pearson Product Moment and Correlation Coefficient was used to test the study hypotheses. The study found that there was a positive significant relationship between employees assistance and work engagement.

Kibambilia and Ismail, (2021) examined of role of remuneration as an aspect of strategic orientation on employee engagement in Tanzania. More the study examined the role of employee remuneration on teachers' work engagement. Specifically, the study aimed to determine the influence of employee remuneration on teacher's commitment to teaching ; employee remuneration on teacher's trustworthiness for teaching ; employee remuneration on teacher's passion for teaching. The study was done using a sample of 323 secondary school teachers was involved in the study. Primary data were collected among teachers from Bukoba municipal council and Ruangwa district council in Tanzania. Structural equation modeling (SEM) using SPSS with AMOS Version 21 was used to analyze data. The technique was relevant because it fits the need of the study as it is capable of capturing and analyzing both observable and non-observable (latent) variables like remuneration. The output of SEM revealed that employee remuneration significantly influences employee engagement. The study concludes that to have employees fully engaged in the work, employers in the workplace need to use various factors, including remuneration. Therefore, the study recommends that remuneration be used to engage the employee in employment.

Bosire, (2021) did a study on the moderating role of workers' union activities on the relationship between employee wellness programs and medical employee engagement at Kenyatta National Hospital (KNH). Moreover, the focus of the study was to determine the influence of moderating effect of workers' union activities on the relationship between

wellness programs and medical employees' engagement at KNH. The study was guided by Herzberg Two Factor theory. The study adopted explanatory research design in a pragmatism approach. Data was collected using close ended questionnaire from a sample of 328 medical staff derived from a target population of 2175 medical staff. Hypotheses were tested using linear regression for direct effect while hierarchical regression was used to test interaction effect. The study findings indicated that employees welfare programs had a positive and significant relationship with employee engagement at KNH. It was also deduced that workers union activities significantly moderate the relationship between wellness programs enhance employee engagement in hospitals.

Wangila and Kiiru, (2019) conducted a study on employee wellness and employees engagement of water and sewerage service providers in Nairobi City County, Kenya. Moreover, the study established that employee wellness is considered to be a fundamental element of organizational performance, prosperity and sustainability. The study was anchored on four theories which included unitarists, pluralists, system and process theories. The target population for the study was 3534 respondents cutting across all cadres. Stratified sampling technique was applied to select 10% of respondents from each stratus of; senior managers, middle level managers, supervisors and support staff thus sample population was 354. Data collection was primary that used structural questionnaires and analyzed using descriptive and inferential statistics and results presented in the tables. The study found that employee welfare did enhance employee engagement that determined the overall performance at Nairobi City Water and Sewerage Company, Kenya and therefore various strategies to strengthen these components of employee relations strategies should be explored and put in place.

2.2.3 Strategic Orientation on Employee Engagement

In a study that was done by Riyanto, Endri, and Herlisha, (2021) on the significance of strategic orientation and its effect on work motivation and job satisfaction on employee performance among employee in Indonesia. Moreover, the study noted that technological developments are things that must be followed by companies to achieve a competitive advantage to improve performance. To achieve and improve performance, companies need active employee engagement by encouraging motivation and fulfilling their job satisfaction. This study aims to analyze the effect of strategic orientation as an aspect motivation and job satisfaction on performance with employee engagement as a mediating variable. The research sample is Information Technology (IT) companies located in the cities of Jakarta and Bandung, Indonesia. Research respondents are system developers who handle system development activities for a project or part of an ongoing project. By using the convenience sampling technique 103 responses were obtained from IT developers. The research model analysis method uses Partial Least Square (PLS) with SMART PLS Version 3.0 software. Empirical findings prove that motivation has a positive effect on the performance of IT employees, while job satisfaction is independent. Employee engagement does not directly affect employee performance, but the effect of mediation through motivation and job satisfaction can have a significant effect on employee performance. The research findings have managerial implications, in increasing high employee involvement, motivation needs to be encouraged to be more active and innovative, and facilitate the achievement of the desired results.

Xu, Xie, and Chung, (2019) examined a study that focused on bridging the gap between affective well being and organizational citizenship behavior; the role of work engagement and collectivist orientation. Moreover, the study noted that within the workplace well being

has received considerable attention over the past decade. Relative to the positive relationship between affective well being and in role performance, the relationship between affective well being and extra role performance has received little empirical attention. The study tested this model with a sample of 264 employees from telecom company in China. The study findings highlighted that existence of a positive relationship between employee orientation on employee engagement.

Bhutta and Zafar, (2019) conducted a study on the impact of HRM practices such as employee orientation on employee engagement, evidence from banking sector of Pakistan. Moreover, they further noted that the competitive environment especially the organizations in the service sector are struggling very hard to win the mind of customers by providing them with value added, high quality services. This is usually made possible by having the ability of hiring highly skilled staff and providing them with training and a better organizational climate. The focus of the study was to establish the extent in which employee orientation as a factor of human resource management practices constitute to employee engagement. A self administered questionnaire was used to collect the data and a sample of 396 was utilized for data analysis. The study findings noted that employee orientation among other factors of human resource management practices tend to have a positive impact on employee engagement.

Akilo and Olaosebikan, (2021) examined a study on the effect of strategic orientation on employee engagement constituting to overall employee performance in Private Universities in Nigeria. Moreover, the study assume that the use of strategic orientation is of significance in increasing the productivity and general performance of the institutions. Further, they noted that the need for recognition of the important duty of strategic

orientation in achievement of university goal. The study target population comprised of 1,932. The sample for the study was 331 which was computed using the Yamane (1967) formula. The study employed multi stage sampling technique. Logistic regression model was used for analysis. Data collection was done upon administration of questionnaires with a sample of 331 drawn by convenience sampling technique. The data was analyzed using descriptive and inferential statistics. The findings of the study suggested that the p-value of the z-statistics computed for strategic orientation (SON) of 0.0070 was less than the critical value of 5%. This indicated that the null hypothesis which strategic orientation had no significance effect on employee engagement and the general performance was rejected. The recommendation for the study is that the management of the private universities to continue to re-orient their employees and principal officers on strategic orientation so as to improve the performance of the employees and that of the universities.

Nwaisaka, K'Aol, and Ouma, (2019) examined a study on the influence of participative and achievement oriented leadership styles on employee job satisfaction in Commercial banks in Kenya. The main focus of the study is aimed at trying to establish the extent in which participative and achievement orientation constitute to employee engagement in the commercial banks in Kenya. The study adopted positivism research philosophy to guide the study and limited itself to descriptive correlational research design to analyze and provide responses to the research questions. The study adopted primary data collection method which involved administration of questionnaires. The target population for the study was 15,030 employees from all the 43 commercial banks licensed to operate in Kenya as of June 2018. The study used stratified sampling technique from a sample size of 386 employees reporting to middle level managers. Data analysis was through a factor analysis,

correlational analysis , chi square, one way analysis of variance (ANOVA), and regression analysis using Statistical Package for Social Sciences (SPSS) version 20. The study findings deduced that there need for achievement orientation leadership styles positively influence employees job satisfaction.

2.3 Summary and Research Gap

Study by Siddiqui and Sahar (2019) emphasized on the impact of training and development on employee engagement banking sector in Karachi. On the other hand, Jeni and Al-Amin noted that training and development determines level of employee engagement in the private banks in Bangladesh. Segbenya and Berisie (2020) established the effect associated with training and development on employee engagement at the University Education in Ghana. Mdhlalose (2020) on the other hand emphasized on the impact of training and development in Gauteng Provincial Department of Economic Development. Kirimi and Maende (2019) noted that training and development on employee engagement in the County of Nairobi.

Evidently Perrault, Hildenbrand and Rnoh (2020) did a study at the U.S that incorporate the significance of employee's welfare and engagement. Kernan, Cifuentes, Gore, Kriebel and Punnett (2020) noted that corporate wellness and employee engagement in Nursing Employee Health in Malaysia. Lucky, Jonathan, Browson and Olorunwa (2020) established the significance of employee welfare on engagement at Academic Institutions in Nigeria. Wangila and Kiiru (2019) noted the significance of employees' wellness and engagement of water and sewerage service in Nairobi County.

Xu, Xie and Chung (2019) established the existing gap between work engagement and collective orientation in China. Further, Bhutta and Zafar (2019) brought out the existing relationship between employee orientation and engagement. Alkilo and Olaosebikan (2021) established that there is a significance of strategic orientation in Nigeria. Nwaisaka, K'Aol and Ouma (2019) examined the influence of participative orientation and employee job satisfaction. The existence of enough information from a number of scholars have indicated the existing relationship between staff training and development, staff wellness

and staff orientation. The literature review did not indicate the connection between the aspects of human resource practices and employee engagement. This study therefore will sought to cover this gap by providing existing detailed analysis on the effects of human resource practices on employee engagement

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The chapter outlines how the research was conducted. It focused on the research design and methodology, which included the research site, sampling procedure, target population, data collection methods, instruments of validity, instruments of reliability, data processing and consideration and ethical consideration.

3.2 Research Design

Research design of a study refers to the decisions regarding what, where, when, how much by what means concerning an inquiry or a research study constitute a research design (Garg & Kothari, 2014). As a matter of fact, the research design is considered to be the arrangement for conditions and analysis of data in a manner that aims to contribute relevance to the research purpose with economy in procedure. This study focused on the effect of human resource practices on employee engagement. The study will adapt descriptive research design. Moreover, quantitative design will be made through the use of observations and interviews of staff members at United Nations Development Programme, Gigiri Branch, and Nairobi who will be exposed to human resource practices.

On the other hand, descriptive design was of great assistance especially in gaining in-depth insights in regards to the issues associated with human resource practices. Through exploration, the researcher was in a position of having a clear understanding on the issues that may constitute to the advocacy of human resource practices at United Nations Development Programme. This was conducted through reviewing of the literature as well as primary data in the form of interviews.

3.3 Research Site and Rationale

The research was carried out in United Nation Development Programme; a case of Gigiri Branch. A research site is considered to be that specific ideal setting in which the study is likely to be conducted and extensively the researcher has interest in, easy to access and by extension enable the researcher to possess immediate response from the respondents (Kothari, 2008). The researcher is conversant with the research site considering that she has been a member for close to ten years, this eased collection of data for the study.

3.4 Target Population

According to Creswell and Creswell, (2017) noted that target population refers to the entire group of people, events or organization that a researcher wants to study. As a matter of fact, the population of this study was 200 employees at the organization (UNDP, Database, 2021). Further, Mugenda and Mugenda, (2013) argued that target population to be a complete set of individuals cases or objects with common observable characteristics. Notably, the researcher opted for stratified sampling technique that was effective in the collection of data from a wide range of information from vital people in which the researcher considered possessing in-depth insights on the matter. Notably, the researcher engaged the two senior finance staffs, the overall chief executive office (C.E.O). The researcher had the following total number of respondents presented in the below Table 3.1

Table 3.1: Target Population

Categories	Target Population
HRM Department	27
Finance Department	23
Procurement Department	35
Marketing Department	65
Administration Department	50
Total	200

Source: UNDP Human Resource Department (2021)

3.5 Study Sample

A study sample refers to the number of items to be selected from the universe to constitute a sample (Kothari & Garg, 2014). Therefore, the study sample size is a portion that was used for a research investigation, its proportion of the population that was displayed similar characteristics as the population and is a smaller version of the entire population that the research investigated.

3.5.1 Study Sample Size

The researcher used stratified sampling technique aimed at obtaining the sample of the study. Moreover, the stratified sampling technique entailed, the general subdivision of the population into a series of homogenous groups that had similar characteristics. The samples was then obtained from the group. Cooper and Schindler (2011) noted that sample size is considered to be certain set of arrangements that was obtained from the bigger population. The researcher was bond with the need of deciding a sample size which was indeed a vital issue for gathering a precise result within a quantitative research design. The sample size

was obtained by the application of a mathematical method suggested by Kothari (2014) so as to determine the sample size.

$$N = \frac{N}{1+N(e)^2}$$

$$N = \frac{200}{1+200(0.05)^2}$$

$$N = 133$$

Where, N represents the total number of the respondents that the researcher is willing to target, n is the sample of the respondents and e represents the error or confidence level. The conventional confidence level of 95% was used to ensure the accuracy of the results from the sample. This method gave a sample of 133, a figure that was considered by the researcher considering the aspect of time and budget constraints. The sample size was represented below.

Table 3.2 Study Sample

Categories	Total Population	Percent Selected	Actual Sample
HRM Department	27	13.5%	18
Finance Department	23	11.5%	15
Procurement Department	35	17.5%	23
Marketing Department	65	32.5%	43
Administration	50	25%	33
Total	200	100	133

Source: Author (2021)

3.5.2 Sampling Procedure

The researcher employed stratified sampling procedures which was a subdivision of the total population into smaller groups or strata on the basis on some common characteristics

in the population data. Moreover, the researcher however divided the population into strata, upon selecting the sample proportionately. The approach ensured that each stratum of the population got an equivalent sample which was selected and by extension sample and hence the findings of the study was considered to be reliable.

3.6 Data Collection

3.6.1 Data Collection Instruments

Data collection instruments that was administered by the researcher which included the questionnaires. As a matter of fact, the questionnaire consisted of both closed and open ended questions which was given to the respondents. The questionnaire was distributed to the employees at UNDP. Due to the global pandemic Covid19 which has limit movement. The researcher developed an online questionnaire which was distributed to the respondents using the various media platforms.

3.6.2 Piloting Testing of Research Instruments

A pilot for a study involves the determination of the preliminary test of data collection tools and procedure which are most likely to be identification and elimination of any problem attributing to the program to make corrective revisions to instruments and data collection procedures to ensuring data is reliable and valid the pilot study was 10 percent of the sample to be projected for the larger parent study (Mugenda and Mugenda, 2013). The researcher tested the questionnaire to examine their level of validity. At least 8 questionnaires was issued to the respondents at United Nations in Gigiri, at Kiambu County. The researcher piloted the research instruments at the United Nations, Gigiri Branch based in Kiambu County.

3.6.3 Instruments of Reliability

Reliability of the data collection instruments is pertinent to any study. Reliability refer to the existing consistency of measurement (Kothari, 2013). The tool of data collection that is, the questionnaire was considered as being reliable upon producing of consistent results. Moreover, the reliability of the questions goes hand in hand with the validity. Bryman and Bell, (2015) claimed that a research reliability refers to the extent in which it measures it consistency. In order to test reliability of the study the test-retest probability method was applied. The questionnaires responses was adapted from the pilot. Considering the generation of the Cronbach alpha which had specific ranges between 0-1. Normally, in the case where the score of 0.7 and above was a means that the instruments is high in terms of its level in consistency and reliability.

3.6.4 Validity of Instruments

Validity, according to Bryman and Bell (2015) refers to the degree to which empirical evidences and theoretical rationales support the adequacy and appropriateness of interpretations and actions based on test scores. Notably, it is known to be the extent in which interpretation of the results of the test are warranted, which depends on the particular use of the test which is intended to serve (Bryman, 2016). As a process, validation involves the actual collection and analysis of data to access the validity of quantitative instruments, which generally involves pilot testing. Validity was therefore be dependent on how accurately that data was collected to represent the study variables.

3.6.5 Data Collection Procedures

The data was collected using primary data which was used in the research study. The use of survey questionnaire was administered to all respondents that was selected for the study

in order to obtain primary data and information on the study variables. The questionnaire was used during data collection that consist of structured questions. Moreover, adoption of secondary data sources was employed through the use of previous documents or materials to supplement the data that was received from questionnaires and information from interviews.

3.7 Data Processing and Analysis

The existence of descriptive statistics as the actual development of certain aspects from a raw data is known to be processing and analysis of data (Kothari, 2013). Further, the act of processing the responses, the questionnaire will instead be edited for completeness and consistency. After the questionnaire will be inspected, coding of the questionnaire and entering the responses into a software which will assist in analysis that is Statistical Packages for Social Sciences (SPSS) will be used for the purpose. The data collected will be quantitative in nature which will be coded to enable the responses to be grouped into various categories. The quantitative data will be summarized using descriptive and inferential statistics that will be in the form of graphs and pie charts.

3.8 Legal and Ethical Considerations

The term ethics refers to a system of moral values that constituted to the actual capacity in which procedures tend to adhere to levels of standards and professionalism, legal and social obligation. There was need for the researcher to obtain an introduction letter from the University and an authorization letter from National Commission for Science and Technology (NACOSTI) in order to conduct the study before embarking to data collection. The researcher seek a consent from the respondents so as to ensure that their involvement and participation is voluntarily. Finally, the ethical principle that was applied by the researcher was in line with human subjects was justice, which constituted of equitability in

terms of demand in selection of the participants that was coerced into participation. The principle justice was observed by selecting the respondents from the general population.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter uncovers the results of the study which sought to establish the effect of HR practices on employee engagement in International Development agencies in Kenya – a case of UNDP. Accurately, this chapter provides a comprehensive analysis of the data collected and effectively tested the three hypotheses of the study. In summary, this chapter covers descriptive results on demographic information and participants' level of agreement data as well as hypothesis testing where correlation and regression findings are presented. Of the 133 questionnaires sent to the respondents, only 72 were filled and resubmitted online for analysis which translates to 54% response rate. This response rate is good for making study conclusions as previously noted by Kothari and Garg (2014). However, the study established that 20 online questionnaire responses had missing data, thus, were omitted from analysis. This resulted in a final total of 42 questionnaire responses for analysis.

Table 4.1 Response Rate

Questionnaire	Category	Frequency	Percentage %
Returned for analysis	With missing data (omitted)	20	
	Without missing data for analysis	42	
	Total response (rate)	72	54%
Not returned for analysis	Did not respond	61	46%

4.2 Demographic of the Respondents

4.2.1 Gender of the Participants

The study sought to determine the gender of the respondents to ensure that views reflected both the men and women's opinions. From the results presented in Figure 4.1, evidence

indicated that there were fewer male 14 (33%) participants compared to 28 (67%) female participants. The finding is very important as it suggest that most organizations have managed to achieve two-third gender rule and giving women equal space to participate in employee engagement practices in the organization. The results imply that in modern-day management, women are significantly taking part in the formulation and implementation of HR practices to improve employee engagement in the organization.

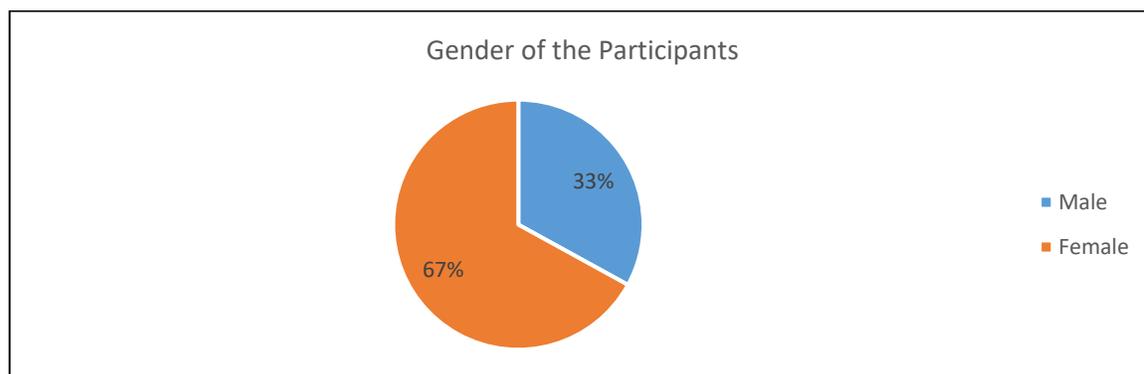


Figure 4.1 Gender of the Participants

4.2.2 Age of the Participants

Additionally, the study established the age of the respondents to ensure that both young and old participants are given equal chance to participate in the study. According to findings in Figure 4.2, majority 19 (45%) of the participants were in the age bracket of 21 – 30 years. Approximately 11 (26%) were in the age bracket of 41 – 50 years whereas 9 (22%) were in the age bracket of 31 – 40 years. The results suggest that the organization have done well in bringing both youthful and old employees to participate in employee engagement practices. Generally, this suggest that young employees are today involved in the development of effective HR practices aimed to improve employee engagement in the organization.

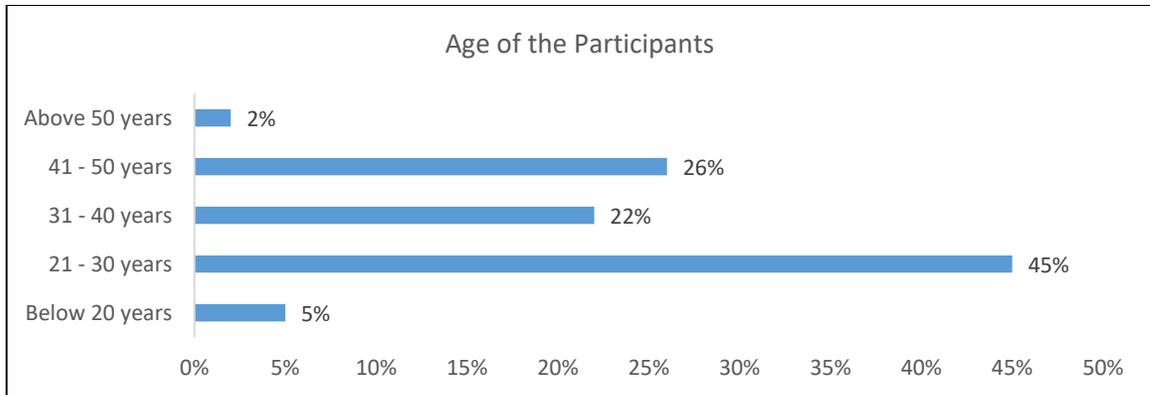


Figure 4.2 Age of the Participants

4.2.3 Participants' Years in Employee Engagement

The study also sought to understand how long participants have benefited in the employee engagement. Results indicated in Figure 4.3 shows that half, 21 (50%), of the respondents have been in the employment engagement practice for less than 10 years followed closely with 17 (41%) of the respondents who indicated that they have been in the employee engagement for 10 – 15 years. Only 4 (10%) of the respondents have been in the employee engagement for more than 15 years. The results suggest that based on these experiences in terms of years spent in employee engagement, there are high chances that participants effectively understood the objectives developing sound HR practices to enhance employee engagement in the organization.

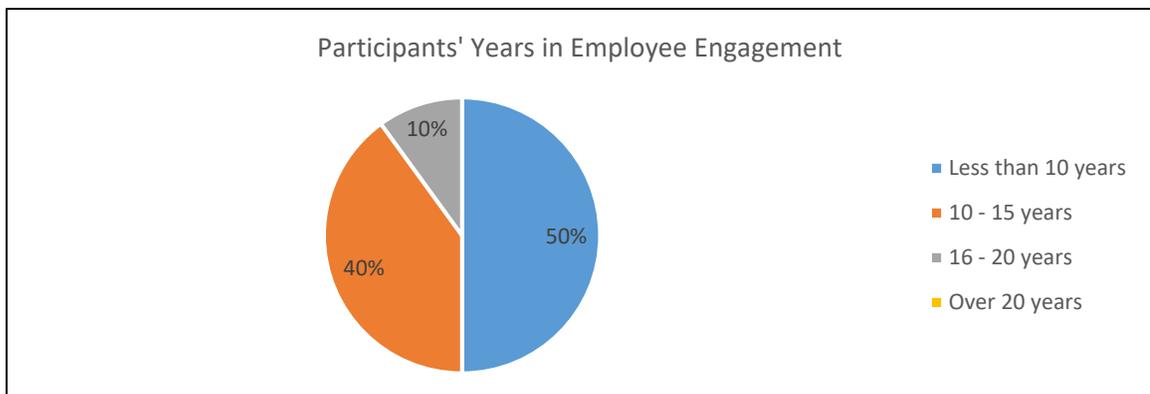


Figure 4.3 Participants' Years in Employee Engagement

4.2.4 Education of the Participants

About education of the respondents, evidence showed that 24 (57%) of the respondents have degree level of education while 14 (33%) of the respondents have diploma level of education. Only 4 (10%) individuals indicated that they have secondary level education (see Figure 4.4). Thus, the results of this study demonstrated that within the organization, there is evidence that nearly respondents have adequate knowledge on the importance of developing effective HR practices as a number one driver of employee engagement in the organization.

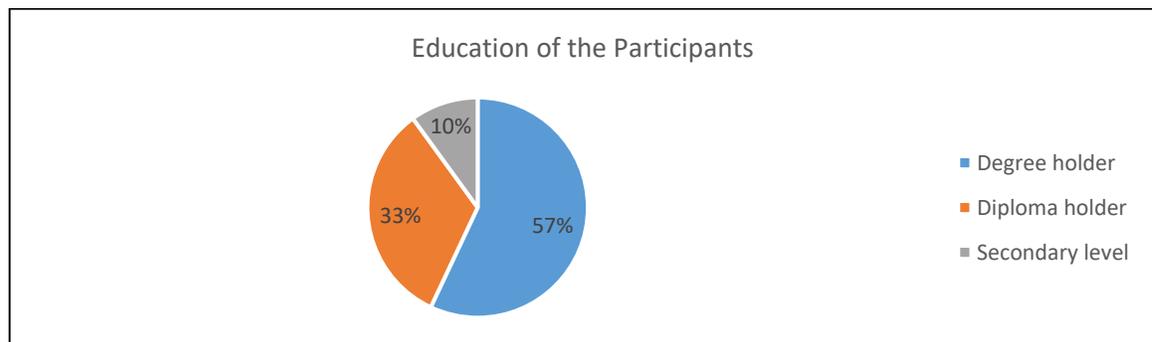


Figure 4.4 Education of the Participants

4.3 Effect of Staff Training on Employee Engagement

In reporting the effects of staff training on employee engagement, this study sought to find out participants' level of agreement with various statements related to how staff training affects employee engagement in the organization. Agree, neutral, and disagree Likert scale findings together with mean and standard deviation were used to demonstrate the results. As shown in Table 4.2, the mean and standard deviation range for all the staff training sub-variables are from 3.93 to 4.64 and between .656 and 1.022 respectively. Generally, the established composite mean of 4.30 indicates that participants agree on the importance of

staff training in the organization. In particular, nearly all the participants (94%) agree that external training enables the organization to snap out from traditional ways of doing things ($M = 4.64$, $SD = .656$). About 86% of the respondents also agree that external training gives a chance to employees to learn from the industry experts ($M = 4.40$, $SD = .798$).

Regarding the in-housing training of staff in the organization, approximately 91% of the respondents agree that it enables employees to develop sufficient skills and knowledge ($M = 4.40$, $SD = .734$), eighty-eight percent agree that it enhances employee skills and by extension, constitute to readiness for a next job promotion ($M = 4.38$, $SD = .825$), and precisely 88% of the participants also agree that it offers employees opportunities to contribute department decision making ($M = 4.36$, $SD = .879$) (see Table 4.2). The findings suggest that almost all respondents agree that staff training is very important in enhancing employee engagement in the organization. The descriptive results supports Jeni and Al-Amin's (2021) position that training of employees highly and positively impact their extent of engagement in the organization.

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Table 4.2 Effect of Staff Training on Employee Engagement Descriptive Results

	Agree	Neutral	Disagree		Std.
Staff training ($N = 42$)	N; %	N; %	N; %	Mean	Dev
In-housing training					
It enables employees to develop sufficient skills and knowledge	38 (91)	3 (7)	1 (2)	4.40	.734
It offers an employee and employers an additional advantage	37 (88)	5(12)	-	4.38	.697
It enhances employees skills, by extension constitute to readiness for a next job promotion.	37 (88)	3 (7)	2 (5)	4.38	.825
It offers employees an opportunity to contribute to department decision making	37 (88)	2 (5)	3 (7)	4.36	.879
	34 (81)	6 (14)	2 (5)	4.19	.862

It enables employees to establish goals, priorities and measurements	33 (79)	9 (21)	-	4.21	.782
It offers an opportunity for employees to be in a position of spending time with their boss especially during mentorship					
External training	36 (85)	4 (10)	2 (5)	4.14	.783
It tend to enhance employees satisfaction and self esteem	30 (71)	8 (19)	4 (10)	3.93	1.022
It addresses the expectations and needs of employees					
It offers a break up groupthink and offers fresh perspective on how things should be done	36 (86)	5 (12)	1 (2)	4.40	.798
It gives a chance to team members to learn from industry experts	40 (94)	1 (2)	1 (2)	4.64	.656
It enables the organization to snap out from traditional ways of doing things				4.30	.804
Composite mean and standard deviation					

N – Frequency; % - Percentage in parenthesis

4.4 Effect of Staff Welfare on Employee Engagement

Similarly, this study reports the results about participants' level of agreement with various statements related to staff welfare and how it affects employee engagement in the organization. Again, agree, neutral, and disagree Likert scale results together with mean and standard deviation were used to indicate participants' level of agreement (see Table 4.3). A closer look at the results shows that the means and standard deviation for staff welfare sub-variables ranges from 3.83 to 4.48 and between .671 and 1.109 respectively. Together with the established composite mean of 4.24, the results reveals that the survey participants highly agree on the effective need for organizations to address staff welfare practices.

Table 4.3 Effect of Staff Welfare on Employee Engagement Descriptive Results

	Agree	Neutral	Disagree		Std.
Staff welfare (<i>N</i> = 42)	N; %	N; %	N; %	Mean	Dev
Adequate/Sufficient Wages					
The organization provides housing facilities to its employees	28 (67)	9 (21)	5 (12)	3.83	1.057
Employees are allowed to access part of their monthly salary to cater for financial emergencies.	32 (76)	8 (19)	2 (5)	4.07	.867
The organization has made arrangement with financial institutions (banks) to provide cheap loans and credit facilities.	31 (74)	7 (18)	4 (10)	3.88	1.109
When employees work in remote stations on need basis they are paid hardship allowances.	36 (85)	2 (5)	4 (10)	4.31	1.024
The organization conducts safety procedures which includes occupational health.	37 (88)	5 (12)	-	4.43	.703
The company provides health services to staff and has partnered with health insurance companies.	38 (90)	4 (10)	-	4.48	.671
The organization provides uniforms, safety garments and equipment, fire extinguishers, gloves, sanitary effects and first aid kits	38 (90)	4 (10)	-	4.43	.668
Avoidance of overcrowding					
The organization ensures a conducive work environment for its employees.	35 (84)	6 (14)	1 (2)	4.36	.821
The organization is well ventilated, appropriate lighting.	37 (88)	5 (12)	-	4.36	.692
The organizations are well structured and designed to accommodate all employees.	34 (81)	8 (19)	-	4.26	.767
				4.24	.838
Composite mean and standard deviation					

N - Frequency; % - Percentages in parenthesis

Concerning sufficient wages as a technique to address staff welfare (see Table 4.3), ninety percent of the respondents agree that the company provides health services to staff and has partnered with health insurance companies ($M = 4.48$, $SD = .671$). Approximately 76% of the respondents agree that employees are allowed to access part of their monthly salary to cater for financial emergencies ($M = 4.07$, $SD = .867$). Concerning the avoidance of

overcrowding, eighty-eight percent of the respondents agree that the organization is well ventilated with good lighting ($M = 4.36, SD = .692$). Also, about 84% of the respondents agree that the organization ensures a conducive work environment for employees ($M = 4.36, SD = .831$). The findings shows that staff welfare is essential for employee engagement. At the same time, the results are in agreement with Lucky et al. (2020) who reported that employee welfare have a positive influence on their level of engagement in the organization.

4.5 Effect of Strategic Orientation on Employee Engagement

This study also presents participants' level of agreement with various measures of strategic orientation and how it affects employee engagement in the organization. Again, agree, neutral, and disagree Likert analysis together with means and standard deviations were used to indicate the level of agreement as indicated in Table 4.4. Overall, the study established that the means ranges for strategic orientation sub-variables are from 3.50 to 4.33 while the standard deviation ranges between .715 and 1.110. Together with the reported composite mean of 4.02, the outcome reveals that respondents agree on the need for valuable strategic orientation in the organization. In particular and with regards to control-based safety, around 83% of the respondents agree that strategic orientation enhances growth and development is emphasized and supported ($M = 4.26, SD = .734$). Seventy-six percent further agree that hiring of employees is done mainly at job entry levels ($M = 3.90, SD = .983$).

Subsequently, the results indicated that 83% of the respondents agree that the working environment is warm, supportive, and pleasant ($M = 4.33, SD = .754$) whereas another 74% agree that great deal of employment security is provided for all employees ($M = 4.12,$

$SD = .861$). Though a few of the respondents either remained neutral or disagree, the degree to which majority of the respondents agree with strategic orientation sub-variables indicates the importance of strategic orientation practice in improving employee engagement. The results also agreed with Bhatta and Zafar (2019) who reported a significant positive effect of strategic orientation on employee engagement in the organization.

Table 4.4 Effect of Strategic orientation on Employee Engagement Descriptive Results

	Agree N; %	Neutral N; %	Disagree N; %	Mean	Std. Dev
Strategic orientation ($N = 42$)					
Control-based safety					
Hiring of employees is done mainly at job entry levels.	33 (76)	7 (17)	3 (7)	3.90	.983
Hiring of management and technical employees is almost exclusively from without the organization.	23 (55)	11 (26)	8 (19)	3.50	1.110
Strategic orientation enhances growth and development is emphasized and supported.	35 (83)	7 (17)	-	4.26	.734
Commitment-based strategy					
Great deal of employment security is provided for all employees.	31 (74)	10 (24)	1 (2)	4.12	.861
Extensive formal training provided to all categories and levels of employment.	31 (74)	11 (26)	-	3.98	.715
The working environment is warm, supportive and pleasant.	35 (83)	7 (17)	-	4.33	.754
Composite mean and standard deviation				4.02	.860

N – Frequency; % - Percentage in parenthesis

4.6 Employee Engagement

Finally, this study sought participants' level of agreement with various statements related to employee engagement as the dependent variables. Agree, neutral, and disagree together with means and standard deviations were used to present results. The descriptive results as shown in Table 4.5 uncovered that the means for all the sub variables of employee

engagement ranges from 4.29 to 4.50 while standard deviations ranges between .595 and .917. Combined with the established composite mean of 4.35, the results suggest that participants highly agree that employee engagement is an essential driving force to better organization output. Nearly all the respondents (95%) agree that need for process improvement enhances employees' engagement ($M = 4.50$, $SD = .595$) while 93% of the respondents further agree that need for employee satisfaction is an indicator of employee engagement ($M = 4.36$, $SD = .692$). Besides, eighty-eight percent of the participants also agree that it is evident that increased productivity is a measure of employees' engagement ($M = 4.40$, $SD = .767$).

Table 4.5 Employee Engagement Descriptive Results

Employee engagement (N = 42)	Agree N; %	Neutral N; %	Disagree N; %	Mean	Std. Dev
It is evident that increased productivity is a measure of employees' engagements.	37 (88)	4 (10)	1 (2)	4.40	.767
Need for process improvement enhances employees engagement.	40	2 (5)	-	4.50	.595
Low absenteeism is a positive sign for employee engagement.	(95)	8 (19)	2 (5)	4.19	.917
High retention is a positive sign for employee engagement.	32 (76)	5 (12)	2 (5)	4.36	.879
Employee loyalty constitute to employee engagement.		6 (15)	1(2)	4.29	.805
Need for employee satisfaction is an indicator for employee engagement	35 (83)	2 (5)	1 (2)	4.36	.692
Composite Mean				4.35	.776
	35				
	(83)				
	39				
	(93)				

N – Frequency; % Percentage in parenthesis

4.7 Inferential Analysis

This study carried out correlation and regression analysis to establish the relationship between independent variables (staff training, staff welfare, and strategic orientation) and the dependent variable (employee engagement). Correlation tested the strength of linear relationships between the independent variables and the dependent variable whereas regression analysis was conducted to test the stated hypotheses of the study.

4.7.1 Correlation Analysis

Precisely, Pearson Bivariate Correlation test was performed to test the strength of linear relationship between the variables independently. The results in Table 4.6 indicated that all the independent variables had a positive correlation with employee engagement as the dependent variable of the study. Independently, the study indicated a moderate positive correlation between staff training and employee engagement, $r(38) = .444$, $p = .003$. The results confirm that there is a positive linear relationship between the two variables. Similarly, the results indicated a strong positive correlation between employee welfare and employee engagement, $r(38) = .595$, $p < .05$. The findings confirms that both employee welfare and employee engagement has a positive linear relationship between them. Finally, the study reported a strong positive correlation between strategic orientation and employee engagement in the organization, $r(38) = .758$, $p < .05$. Again, the results confirms that both strategic orientation and employee engagement have a strong and positive linear relationship between them.

Table 4.6 Correlation Analysis

		Staff training	Welfare	Strategic orientation	Employee engagement
Staff training	Correlation	1			
	Sig. (2-tailed)				
	N	42			
Welfare	Correlation	.338*	1		
	Sig. (2-tailed)	.028			
	N	42	42		
Strategic orientation	Correlation	.425**	.743**	1	
	Sig. (2-tailed)	.005	.000		
	N	42	42	42	
Employee engagement	Correlation	.444**	.595**	.758**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	42	42	42	42

*. Correlation is significant at the .05 level (2-tailed)

**. Correlation is significant at the .01 level (2-tailed)

4.7.2 Regression Analysis

As briefly explained in the inferential analysis introduction section, this study also conducted a regression analysis to determine the relationship between the study variables as well as to test the hypotheses of the study independently. However, prior to testing the study hypothesis, the regression analysis provided a model summary output and ANOVA output.

Regarding the model summary result, the outcome in Table 4.7 reported a coefficient of determination or an R of .771 which demonstrated a strong positive correlation between the independent and the dependent variables of the study. Likewise, the table presented an R^2 of .594 which indicated that the HR practices included in the study (staff training, welfare, and strategic orientation) explains approximately 59.4% changes in employment engagement in the organization ($R^2 = .594$, $F(3, 38)$, $p < .05$).

Table 4.7 Model Summary Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.594	.562	.40397

a. Predictors: (Constant), Staff training, Welfare, Strategic orientation

b. Dependent Variable: Engagement

Similarly, the regression analysis further provided ANOVA results which illustrated the overall significance of the model in explaining variances in employee engagement as a result of changes in the HR practices (staff training, welfare, and strategic orientation). And so, the ANOVA results demonstrated that the model of the study was significant in explaining positive changes of HR practices on employee engagement in the organization ($F(3, 38) = 18.518, p < .05, R^2 = .594$) as shown Table 4.8.

Table 4.8 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	9.066	3	3.022	18.518	.000 ^b
Residual	6.201	38	.163		
Total	15.267	41			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Staff training, Welfare, Strategic orientation

Finally, the regression analysis provided a regression analysis coefficients results to demonstrate the combined effects or relationships between independent and the dependent variables of the study. Also, the study the established regression coefficients results to test the hypothesis of the study individually as shown in Table 4.9.

H₀₁: There is a significant and positive effect of staff training on employee engagement

Concerning the first hypothesis of the study, the results in Table 4.9 showed a significant positive relationship between staff training and employee engagement in the organization ($B = .361, p = .027$). The findings, therefore, confirms that the study accepted the stated alternative hypothesis and concluded that there is a significant and positive effect of staff

training on employee engagement. The outcome of the study confirm previous findings by Jeni and Al-Amin (2021) whose study found a significant positive effect of staff training on employee engagement in the organization.

H₀₂: There is a significant and positive staff welfare on employee engagement

Relating to the second hypothesis of the study, the findings demonstrated in Table 4.9 showed that there is a positive relationship between staff welfare and employee engagement in the organization ($B = .432$, $p = .003$). The study, thus, accepted the alternative hypothesis and rejected the null hypothesis. The conclusion was that there is a significant and positive effect of staff welfare on employee engagement. The results correlates with the previous findings by Lucky et al. (2020) that staff welfare have a significant positive effect on employee engagement in the organization.

H₀₃: There is a significant and positive effect of strategic orientation on employee engagement

Finally, this study tested the third hypothesis of the study. The regression coefficient results in Table 4.9 demonstrated that there is a strong and significant positive relationship between strategic orientation and employee engagement in the organization ($B = .638$, $p < .05$). The results showed that the study accepted the alternative hypothesis and concluded that there is a significant and positive effect of strategic orientation on employee engagement. The findings are in agreement with Bhatta and Zafar (2019) who established a positive effect of strategic orientation as one of the HR practices on employee engagement in the organization

Table 4.9 Regression Coefficients

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.802	.583		1.375	.000
Staff training	.362	.125	.147	1.284	.027
Staff welfare	.431	.162	.065	.423	.003
Strategic orientation	.638	.159	.647	4.022	.000

a. Dependent Variable: Employee engagement

Generally, the study estimated a regression model $Y = .802 + .362T + .431W + .638O$ where T is staff training, W is staff welfare, and O is strategic orientation. From the model highlighted, the results confirms that when all factors are held constant, employee engagement in the organization would be at .082. However, implementation of various HR practices in the organization like staff training, staff welfare, and strategic orientation would increase employee engagement by .0362, .431, and .638 respectively. This suggest that all the three HR practices included in the study have a significant positive effect on employee engagement in the organization. Thus, the study accepted all the three research hypothesis as indicated in Table 4.10.

Table 4.10 Summary of Hypothesis Tests

Hypothesis	p-value	Decision
H₀₁: There is a significant and positive effect of staff training on employee engagement	.027	Accept
H₀₂: There is a significant and positive effect of staff welfare on employee engagement	.003	Accept
H₀₃: There is a significant and positive effect of strategic orientation on employee engagement	.000	Accept

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter starts by giving a detailed summary of the study as well as the findings followed by a detailed discussion of the study findings. The chapter then provides conclusions based on the findings and discussion of the study. The chapter concludes by highlighting recommendations and areas for further research.

5.2 Summary of the Findings

The general objective of this study was to examine the effects of HR practices on employee engagement in International Development Agencies in Kenya with a specific focus on the UNDP, Gigiri branch in Nairobi Kenya. The predictor variables included staff training, staff welfare, and strategic orientation. The dependent variable was employee engagement. The study adopted a descriptive survey design together with a stratified sampling procedure to select the sample of the study. Primary quantitative data were collected using an online questionnaire survey which met both the reliability and validity requirements.

Out of the 133 questionnaires sent to various participants using a link, only 72 individuals responded which translated to a 54% response rate. However, the study established that 20 questionnaire responses had missing data, thus, leaving only 42 questionnaires valid for making study analysis and inferences. Importantly, the study established that there were more female participants than males, a clear indication of the organization's effort towards achieving the two-third gender rule and giving women a visible voice in the HR practices as well as engagement practices. Likewise, findings reported that most of the participants

who took part in the survey reported having less than 10 years of experience in regards to handling employee engagement practices to improve organization performance.

From the descriptive results using agree, mean, and standard deviation, evidence showed that nearly all the respondents highly agreed with various sub-variables with each variable of the study. In particular, results indicated that participants agree that staff training, staff welfare, strategic orientation, and essential HR practices are needed in the organization to improve employee engagement. The hypothesis test was further conducted at a 5% significance level. Concerning the first hypothesis of the study, findings showed that the study accepted the alternative hypothesis and concluded that there is a significant and positive effect of staff training on employee engagement. For the second hypothesis of the study, evidence reported that the study accepted the alternative hypothesis and concluded that there is a significant and positive effect of staff welfare on employee engagement. Finally, the study found the third hypothesis to be true and settled that there is a significant and positive effect of strategic orientation on employee engagement.

5.3 Discussion

The discussion of this study provides a detailed discussion of the research findings and compares the current findings to the previous research findings as presented in chapter two of this study literature review. In doing so, the study takes a position of agreeing/disagreeing and provides the implication of the results. This section, therefore, follows the research objectives.

5.3.1 Effect of Staff Training on Employee Engagement

First, this study determined the effect of staff training on employee engagement. Regression results that tested the hypothesis revealed that staff training has a significant and positive effect on employee engagement. The study, thus, accepted the alternative hypothesis and rejected the null hypothesis. The findings were further supported by descriptive results in which nearly all the respondents agreed that both in-housing training and external training as significant for improving employee engagement. In particular, results indicated that training enables employees to develop sufficient skills and knowledge and at the same time, provides employees the opportunity to contribute to departmental decision making. Additionally, training gives team members chances to learn from the industry experts and grow their skills which over time, improves employee engagement in the organization.

The findings of this study, therefore, compare with the previous research on staff training and employee engagement. Specifically, the results are similar to Jeni and Al-Amin's (2021) study whose findings reported that training has a high impact on employee engagement. The study further indicated that training and development not only improve employee performance productivity but also positively affect employee motivation and job satisfaction. Because of the significant role that training plays in employee engagement, Jeni and Al-Amin argue that organizations occasionally allocate resources for training based on identified skill gaps to sharpen employees' skills, knowledge, and abilities to capacitate them to cope with the ever-changing working environment.

Moreover, the results support the recent findings by Segbenya and Berisie (2020) who found a significant and positive effect of training and development on employees' engagement in the organization. According to the authors, training and development

techniques most commonly used in organizations are job rotation and study leave with pay. Successful staff training is possible in organizations with adequate support from supervisors and colleagues. This not only creates a conducive environment in the organization for training purposes but also enhances the transfer of skills and knowledge between employees themselves. And so, training is necessary to instill emerging skills and knowledge among employees, thus, making them highly engaged in achieving the objectives and long-term goals of the organization.

The outcome of this study further supports Mdhlalose's (2020) examination of the impact of training and development on employees' performance. The results demonstrated a significant and positive impact of training and development on employees' performance. In particular, the author noted that organizations rely on the expertise and competence of their employees to achieve better performance. For this reason, training and development are very important in assisting employees to gain the valuable expertise and competence necessary to make them positively engaged in the organization. Notably, aligning frameworks of training and development to the needs of the employees in the organization increases excitement among employees and significantly results in high-level engagement which in the long run, makes employees work better in the organization.

Finally, the results are in agreement with Kirimi and Maende (2019) who studied the influence of training and development on employees' level of engagement and established a significant relationship between the two variables. The authors postulated that the key to successful training and development techniques depends on coaching, job rotation, role-playing, and apprenticeship which are vital for enhancing the skills of the employees in the organization. Also, training and development exposes employees to emerging market

needs, equips them with necessary skills, and allows them to work effectively in the organization. This in itself as the authors report, enhances employees' level of engagement in the organization.

5.3.2 Effect of Staff Welfare on Employee Engagement

The second objective of this study was to establish the effect of staff welfare on employee engagement in the organization. Generally, the results indicated that there is a significant and positive effect of staff welfare on employee engagement in the organization. Particularly, findings reported that having welfare in place that directly addresses employees' needs is significant for making employees involved in their roles in the organization. That is, allowing employees to access their monthly salary in time to cater to their financial emergencies improves their confidence, thus, making them work better. There is also an emphasis on the provision of health insurance and safety procedures which to a greater extent, makes employees feel protected in the organization and that improving their welfare is a primary concern for the organization.

The results concur with Lucky et al. (2020) who conducted a study on employees' welfare and employee engagement in academic institutions. The findings are in agreement that employee welfare through a pension plan, retirement plan, transport allowance, and other social protection programs have a positive and significant influence on employees' engagement which suggests better productivity of employees in academic institutions. The authors argue that welfare practices are important in any organization as such HR practices ensure that the organization has policies that not only seek to develop employees but also proper productivity in the organization. The results suggest that having efforts in place that aims to make employees' working environment and needs better enhances their level of engagement.

Accordingly, the results agree with Wangila and Kiru (2019) who narrated that employee wellness as a measure of welfare is a fundamental element that not only improves employees' engagement but also increases the sustainability and prosperity of the organization. The results further indicated that employee welfare is good for enhancing the level of engagement which means improved productivity and a high level of efficiency in the organization. And so, the quality of wellness in the organization is not only a measure of employees but also a measure of good health of the organization in terms of performance. Attractive welfare practices make employees happy and in most cases, reduce the high level of attrition. Employees stay in their preferred organization because of the quality of welfare practices.

In similar research in Kenya, the findings positively relate to Bosire (2021) whose study demonstrated that employees' welfare programs have a significant and positive relationship with employee engagement. The author adds that HR activities and roles in the organization are what make employees' welfare significant for enhancing employee engagement. Welfare practices make organizations consider effective work culture and retention rates which embraces diversity and supports innovation respectively in the organization. Also, welfare programs make employees deeply involved in their work and roles with a sense of engagement that increases the overall performance of the organization. Similarly, the results added that providing employees with good welfare programs improves their physical and mental health status which fosters a safe working environment, thus, making them engaged in their respective duties in the organization.

Furthermore, the results of this study harmonize with Kernan et al.'s (2020) examination who found the existence of a positive relationship between staff welfare and employee

engagement. The authors emphasized that welfare develops a positive attitude or behavior among employees which in turn, makes employees get down to work and interact with others effectively in the organization. Welfare causes a general feeling of care, satisfaction, and recognition which makes employees proactive members, thus, demonstrating a high level of commitment and engagement in the organization. Importantly, the study indicated that welfare is a state of fortunes in the organization, and the higher the levels, the better the extent of engagement among employees.

5.3.3 Effect of Strategic Orientation on Employee Engagement

The third and final objective of this study was to investigate the effect of strategic orientation on employee engagement. Precisely, strategic orientation included control-based strategy and commitment-based strategy. The results reported a significant and positive effect of strategic orientation on employee engagement. The regression result was supported by descriptive results which demonstrated participants' level of agreement that strategic orientation enhances the growth and development of employees in the organization. Also, the results indicated that having a working strategy in place helps organizations to find answers to their problems and challenges by creating capabilities to improve employee engagement. The results compare to various studies.

For instance, Bhutta and Zafar (2019) noted that the competitive environment is making organizations, especially those in the service sector struggle very hard to win the minds of consumers and provide high-quality value-added. The results, moreover, contemplated that addressing such challenges requires strategic orientation decisions which are critical to the successful performance of employees. In particular, the results are in agreement that employee orientation as a strategic decision and as a major HR practice tend to have a positive impact on employee engagement. Strategic orientations make employees create value and bear risk, thus, promoting a problem-solving attitude among employees which improves their level of engagement through innovative practices.

The findings further correspond with Akilo and Olaosebikan (2021) who examined the effect of strategic orientation on employee engagement and accepted the alternative hypothesis. That is, there is a significant and positive effect of strategic orientation on employee engagement in the organization. According to the authors, the ability of the organization to continue to re-invent their employees assist employees to understand the

market developments, emerging skills and roles, and aligning the skills to the gaps in the organization. As a result, employees become highly engaged in developing innovative strategies aimed to solve the existing and emerging challenges in the organization. This act in itself, makes employees feel part of the organization.

Similar to Nwaisaka et al. (2019), the findings are in agreement that strategic orientation is important in the organization as it gives employees the ability to achieve desired leadership skills which promotes engagement. Specifically, such skills assist employees to develop capabilities like innovation which proactively makes employees engaged in the organization. The authors further indicated that the need for organizations to gain a competitive edge is only possible through highly engaged employees who understand the significance of strategic orientation practices on their attitudes and behaviors. Strategic orientations build a difference in culture which makes employees align to an organization that best promotes a conducive work environment, thus, improving the level of engagement either in research, marketing, and other important decision-making roles.

5.4 Conclusions

It appears that HR practices are important in explaining the behavior or attitudes of employees in the organization. This study concludes to argue that HR practices like staff training, staff welfare, and strategic orientation assist employees to develop positive attitudes or behavior which in turn, improves their level of engagement in the organization. Independently, the study concludes that both in-housing and external training have significant and positive effects on employee engagement in the organization. Training not only enhances skills but also contributes to employees' readiness for the next job promotion. Training enables employees to develop positive self-esteem by learning new

strategies and approaches to effective management. The study concludes that this act encourages a high level of employee engagement in the organization.

Second, the study concludes that employee engagement in the organization may stem from better staff welfare programs that align employee needs to organizational needs. In particular, better welfare practices imply good physical and mental health of the employees. It means that employees feel their needs are well taken care of and that the organization cares for their well-being. Such a positive mindset among employees automatically results in a high level of engagement. The study also concludes that sufficient wages together with a conducive working environment make employees to double their efforts in the organization. This can either be through innovation practices or emphasis on efficiency, thus, suggesting better employee engagement in the organization.

Lastly, the study concludes that strategic orientation practices are necessary for any organization that aims to remain not only sustainable but competitive in the ever-changing environment. Strategic orientation advocates for a better chance of approaches in the organization and it acknowledges that when employees are given room to innovate, research, and participate in decision making, then there is proper evidence of them feeling engaged. The study also concludes that strategic orientation makes recruitment of employees feasible in the organization in that there is a well-articulated need for specific skills and expertise among individuals which will be useful in meeting organizational goals. Such emphasis on skills attracts motivated employees who are ready to meet the organization's demands, thus, improving employee engagement.

5.5 Recommendations

This study provide recommendations on two grounds; for policy improvement and recommendations on practice.

5.5.1 Recommendations on Policy

On the first part on recommendations on policy, the discussion of the study established the significant need of employee engagement in the organization to improve performance. However, this study recognizes that presentation of findings alone does not equate to organization's capability to improve employee engagement. Rather, the study recommends for a more robust policy to support employee engagement in the organization. Specifically, there is a need for policy makers to support the development and evaluation of promising HR practices and models that states the mechanisms of staff training, staff welfare, and strategic orientation within the organization. The policy makers should align the employee engagement practices to incentives like health benefits, financial, and other benefits that ensures stable physical and mental health of employees. As such, there is a need for policy makers to continuously review available employee engagement policy to ensure that it aligns with emerging trends about employee engagement, more so on staff training, staff welfare, and strategic orientation.

5.5.2 Recommendations on Practice

On the second part of recommendations on practice, this study acknowledges that building a framework for employee engagement and making it operational is a complex process. The study recommends the need to implement good leadership structure that emphasize on good employee engagement practice in the organization. Creating a culture that promotes good practice of employee engagement in the organization is needed between HR practitioners and the management of the organization to move the agenda of staff training,

welfare, and strategic orientation agenda forward. This should include well defined roles and objectives of employee engagement in the organization.

5.6 Areas for Further Research

This study was limited to a quantitative online questionnaire survey with a low response rate focusing on one of the International Development Agencies in Kenya. The study, however, recommends a need for further similar research in more than one International Development Agencies using a larger sample size. There is also a need for similar research to use a non-online technique which could give a higher response rate. Finally, while quantitative surveys provide effective answers, this study further recommends further research using qualitative data to understand participants' opinions regarding the issues under study and how they affect employee engagement.

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APPENDICES**APPENDIX I: Introduction Letter**

13/04/2021

Africa Nazarene University,

P.O Box 53067-00200,

Nairobi.

Dear Respondents,

REF: REQUEST FOR QUESTIONNAIRE COMPLETION

I am a student of Master in Business Administration at Africa Nazarene University. I am conducting research on the effects of employee benefits on employee engagements in United Nation Development Programme, Kenya; a case of Gigiri Branch, Nairobi. The study will be conducted at Gigiri Branch, Nairobi. Your feedback in filling the questionnaire will be of significance, since it is important for my passing the degree requirements. Kindly help me achieve this goal by completing the questionnaire given the best of your knowledge following the researcher. Your cooperation and assistance in this study is highly appreciated.

Pauline Odhiambo

Signature: -----Date: -----

APPENDIX II: Questionnaire for Beneficiaries

I am a postgraduate student at the University of Africa Nazarene University, pursuing a master's Degree in business administration (MBA). I am undertaking the research on effect of human resources practices on employees' engagement employees' benefits on employee engagement in United Nation Development Programme, Kenya. A case of Gigiri Branch Nairobi. I would be very grateful if you could answer the questions in the questionnaires provided as honestly as possible.

Instructions: Tick where appropriate ()

Section A: Background Information

1 Gender Male Female
 2 Age Below 20 21-30 31-40 41-50 Above 50

3 For how long have you benefited in the employees engagement?

- a) Less than 10 years
- b) 10- 15 years
- c) 16-20 years
- d) Over 21 years

4 Level of education

- a) Degree holder ()
- b) Diploma holder ()
- c) Secondary ()
- d) Primary ()
- e) Non ()

Section B: Measurements of Study Variables

Instructions; Tick where appropriate

Measurement of Independent variables

Staff Development	Training and	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
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<p>In Housing Training</p> <ul style="list-style-type: none"> • In housing training enables employees to develop sufficient skills and knowledge • In housing training offers an employee and employers an additional advantage • In house training enhances employees skills, by extension constitute to readiness for a next job promotion. • It housing training offers employees an opportunity to contribute to department decision making • In housing training enables employees to establish goals, priorities and measurements • It offers an opportunity for employees to be in a position of spending time with their boss especially during mentorship. 					
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<p>External Training</p> <ul style="list-style-type: none"> • External training of employees tend to enhance employees satisfaction and self esteem • External training of employees addresses the expectations and needs of employees • External training sessions offers a break up groupthink and offers fresh perspective on how things should be done. • External training gives a chance to team members to learn from industry experts. • External training enables the organization to snap out from traditional ways of doing things. 					

Staff Welfare	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<p>Adequate/Sufficient Wages</p> <ul style="list-style-type: none"> • The organization provides housing facilities to its employees • Employees are allowed to access part of their monthly salary to cater for financial emergencies. • The organization has made arrangement with financial institutions (banks) to provide cheap loans and credit facilities. • When employees work in remote stations on need basis they are paid hardship allowances. 					
<p>Captivating on Proper and Health Measures</p> <ul style="list-style-type: none"> • The organization conducts safety procedures which includes occupational health • The company provides health services to staff and has partnered with 					

<p>health insurance companies.</p> <ul style="list-style-type: none"> The organization provides uniforms, safety garments and equipment, fire extinguishers, gloves, sanitary effects and first aid kits. 					
<p>Avoidance of Overcrowding</p> <ul style="list-style-type: none"> The organization ensures a conducive work environment for its employees. The organization is well ventilated, appropriate lighting. The organizations are well structured and designed to accommodate all employees. 					

Strategic Orientation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<p>Control Based Strategy</p> <ul style="list-style-type: none"> Hiring of employees is done mainly at job entry levels Hiring of management and technical employees is 					

<p>almost exclusively from without the organization.</p> <ul style="list-style-type: none"> • Strategic orientation enhances growth and development is emphasized and supported 					
<p>Commitment Based Strategy</p> <ul style="list-style-type: none"> • Great deal of employment security is provided for all employees. • Extensive formal training provided to all categories and levels of employment • The working environment is warm, supportive and pleasant. 					

Measurement of Dependent Variables

Employees Engagement	Strongly Agree	Agree	Never	Disagree	Strongly Disagree
<ul style="list-style-type: none"> • It is evident that increased productivity is a measure of employees engagements • Need for process improvement enhances employees engagement 					

<ul style="list-style-type: none">• Low absenteeism is a positive sign for employee engagement• High retention is a positive sign for employee engagement• Employee loyalty constitute to employee engagement• Need for employee satisfaction is an indicator for employee engagement.					
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End

Thank you for your response

Appendix III: University Introduction Letter



11th, November, 2021

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

Our Ref: 16S03EMGP008

The Director.
National Commission for Science, Technology
and Innovation (NACOSTI), P. O. Box 30623,
00100
Nairobi. Kenya

Dear Sir/Madam:

RE: RESEARCH AUTHORIZATION FOR: PAULINE AKINYI ODHIAMBO

Miss. Pauline is a postgraduate student of Africa Nazarene University in the Master of Business Administration (MBA) program.

In order to complete her program, Miss. Pauline is conducting a research entitled: **“Effect of Human Resources Practices on Employee Engagement in International Development Agencies in Kenya: A Case of United Nations Development Programme, Gigiri Branch, Nairobi.”**

Any assistance offered to her will be highly appreciated. Yours

Faithfully,

DR. Kimani Gichuhi,
MBA, Coordinator,
School of Business,
Africa Nazarene University.

Nairobi City County Map - Constituency Boundary

