

**PSYCHOLOGICAL CONTRACT AND EMPLOYEE ENGAGEMENT
IN LEVEL V HOSPITAL IN KITUI COUNTY, KENYA**

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Abstract

The general objective of this study was to examine the influence of psychological contract on Employee Engagement in level V hospital in Kitui County, Kenya. The study's specific objectives were to ascertain the effects of career prospects and training and development on employee engagement at Kenya's Kitui Level V Hospital. The research design used in the study was descriptive research design. The target population consisted of 389 employees, both medical and non-medical staff working for Kitui Level V hospital. Cochran's (2007) formula was utilized to determine the sample size of 160 respondents and stratified random sampling was applied. Questionnaires that the respondents self-administered were used to gather primary data. The quantitative data was analyzed using SPSS version 28. Both descriptive and inferential statistics were applied to the data analysis. The data was analyzed by the researcher using regression, correlation, mean and standard deviation. The findings of the study demonstrate that employee engagement in Kitui Level V Hospital is positively and significantly impacted by each of the four independent variables. Career prospects contributed the most to employee engagement, according to the regression coefficient that found ($\beta=.379$, $p<.001$). The second most significant factor was the training and development ($\beta=.371$, $p<.000$). The study comes to the conclusion that at Kitui Level V hospital in Kenya, employee engagement is significantly impacted by psychological contracts (career prospects and training and development). This study recommends that Kitui Level V Hospital's management give career prospects, training and development top priority in order to increase employee engagement. The researcher also suggests that other scholars conduct research at other public and private institutions, as the research was based on a case study of Kitui Level V Hospital which is a public entity.

Key Word: *Psychological Contract, Career Prospects, Training and Development, Employee Engagement*

INTRODUCTION

The concept of psychological contract was coined by Argyris about forty-five years ago in his famous book Understanding Organizational Behavior (Argyris, 1960). Argyris in his work later brought a more focused concept of the psychological contract, viewing it as “an individual employee belief in regard to reciprocal employer obligations” that arise in the context of employer and employee relationship. Psychological contract of late has generated a lot of interest

among researchers and scholars in the human resource practice, as both search for the factors that influence employee engagement at the workplace. Researchers and scholars agree that as much as psychological contracts are established informally, it is the expectation of both, the employer and employee that they are both explicitly bound by them (Prakash *et al.*, 2021).

Holland and Scullion (2021) in their work postulated that the psychological contract is paramount to employers as it contributes to the understanding of the nature of employment relationships and the influence that they can have on the success of the organizations. If an employee is operating in a psychological contract that they believe is skewed – one that demands them to give more to their employer than they get back in exchange – then they are likely to feel unappreciated and demotivated in the workplace.

Employee engagement was defined by Saad *et al* (2021) as employees love for their job, dedication to their employer, and effort put forth in their work. It is common knowledge that motivated employees are crucial to an organization's success because they are highly innovative and take pride in their work. According to Armstrong (2019), motivated employees significantly contribute to the success of their organizations and assist in the achievement of organizations objectives.

In a study conducted in the United States, Mauborgne and Kim (2019) found that the ability of business owners to comprehend the needs and expectations of employees regarding opportunities for self-development and a pleasant working environment, the two key concerns in the psychological contract forms the basis of employee engagement and commitment. Bendix (2019) discovered in South Africa that when an employee accepts a job offer, employers typically expect complete engagement and dedication to service. As a result, employers should be concerned when there is a lack of engagement in their workforce.

Ochieng *et al.*, (2019) posits that much attention has been given on the violation of mutual psychological contract and its time scholars put more emphasis on how to achieve the shared expectations. This is in realization that psychological contract concept has become an important way of understanding the modern employment relations. The theory has provided ways of monitoring the employment relationship in a globalized economy that is guided by human rights principles such as human dignity, non-discrimination, fairness among others.

International journal of law and policy (2019) stated that, Labour Laws in Kenya only set the minimum standards of the contract and terms to be drafted by the employer and much of the terms do not reflect the true picture of the relationship. In one of the case, Justice Radido Stephen Okiyo stated that, an implied term such as to increase or review the salary of an employee could be incorporated into a contract of employment where such a practice/custom had been established either through annual salary increments/review or through staff policies or manuals and where an employer acts capriciously or arbitrarily, the Court could intervene to enforce the practice, custom or management practice.

According to Njenga (2021) violation of fair labour practices then reflects a violation of basic human right, for example, as a general principle, there is no implied term in the contract of employment to the effect that an employee should receive annual salary increases, however, it does appear that there is an implied term to the effect that employers should not treat an employee arbitrarily, capriciously or inequitably where pay is concerned.

With globalization, technological advancement and the development of labor relations from a human rights angle, there is need to consider psychological contract theory as an input to understanding contemporary labour practices. This is because psychological contract brings in a

new way of interpreting an employment contract, understanding employment relationship and also a way of enacting our policies (Wachira, 2021).

Kitui County referral hospital which is the only hospital rated level V in the county is located in Kitui Central sub-county in Kitui Township. The hospital currently has a staff establishment of 389 employees working in various departments. The hospital vision is ‘*To be the leading county hospital in the provision of quality client-centered health care services in Kenya.*’ Some of the services offered in the hospital include Inpatient services and admissions, laboratory services, radiology/ imaging services, surgeries, maternity services and mortuary services.

The hospital has a bed capacity of 300 beds and medical officers with various specializations to effectively serve the residents. The hospital also boasts of specialized medical equipment like MRI machine, CT scan and well run pharmaceutical supply. The hospital currently serves over 1200 patients daily from within the county and referrals from the neighboring Tana River County. The hospital also offers training facilities and attachment for students at the Kenya medical training college, Kitui Campus.

Statement of the problem

According to research by Gallup (2021), disengaged employees cost companies between \$ 450 – \$ 550 billion in lost productivity each year as a result of poor performance and high absenteeism. Engaged employees are critical for organization success and conducive working environments where employees are motivated, enthusiastic, ethical and accountable (Andreani *et al*, 2016). Engagement can affect employees job satisfaction, teamwork, turnover and absence rates (Skapinker, 2005). Gallup (2023) argue that Kenyan workers are at 17% with the majority either “quiet quitting”(not engaged) or loud quitting (actively disengaged). Kenya’s engagement level of 17 % is below that of the likes of Uganda (18 percent), Tanzania (24 percent), the Republic of Congo (30 percent) and Mali which topped the rank with 47 percent. It is also below the world’s average (23 percent) or sub-Saharan’s 20 percent.

With globalization, technological advancement and the development of labor relations from a human rights angle, there is need to consider psychological contract theory as an input to understanding contemporary labour practices. This is because psychological contract brings in a new way of interpreting an employment contract, understanding employment relationship and also a way of enacting our policies (Wachira, 2023). By entrenching an organizational culture that allows workers to commit and engage in their work, employers may benefit from employees who are more willing to put extra effort to realize improved organizational performance (Baumruk, 2022).

The availability of career growth opportunities enables employees to advance in their career and develop professionally (Weng & McElroy, 2022). Consequently, when employees focused on their work, they are likely to be more absorbed in it and feel more enthusiastic. In addition, they are likely to develop their skills and be innovative on how they carry their work leading to organizational learning (Spreitzer et al., 2019). Training serves an important role in employee development and producing the desired behavioural and cognitive learning outcomes needed for their career growth (Salas & Stagl, 2019).

Lack of management support and failure by higher management to live up to promises made to the employees is perceived as a violation of their psychological contracts. It is beneficial for organisations to support employees and encourage work engagement which increases an employee’s confidence in their ability to perform (Naeem et al., 2019). Bird (2020) asserts that work-life balance has received sufficient attention as a human resource management concern. Kim (2019) notes that this is primarily due to the growing influence of women in the workforce,

technological advancements, and cultural changes in perceptions of the interplay between work and family. Due to the aforementioned problems, the researcher wants to investigate how psychological contracts affect worker engagement at level v hospitals in Kitui County, Kenya.

General Objectives of the Study

The general objective of the study was to examine the influence of psychological contract on Employee Engagement in the level V hospital in Kitui County, Kenya.

Specific Objectives of the Study

- i) To establish the influence of career prospects on employee engagement in the level V hospital in Kitui County, Kenya.
- ii) To determine the influence of training and development on employee engagement in the level V hospital in Kitui County, Kenya.

Theoretical review

Persons trait and factor theory

Persons trait and factor theory developed by Frank Parsons’ in 1909, theorizes that an ideal career is based on matching personal traits like skills, values and personality with job requirements and work environment. At the centre of Parsons' theory is the concept of matching and the better the fit, the higher an individual’s job satisfaction and success (Swanson & Fouad (2015). The Trait and Factor Theory is very useful in helping an individual identify occupations and careers that match their personality, interests, and work style and hence a very useful theory in predicting career prospects.

Cognitive theory

Several psychologists such as Jean Piaget, Jerome Bruner and David Ausubel have shaped the concept of cognitive learning whose roots can be found in the cognitive science that emerged in the 1950s. Cognitive learning is an active style of learning that focuses on helping an individual to maximize their brain’s potential. It makes it easier for one to connect new information with existing ideas hence deepening their memory and retention capacity (Lichtenstein & Lumpkin, 2019). Cognitive theory is very helpful in designing and enhancing the effectiveness and impact of training programs in the workplace.

Conceptual framework

A conceptual framework according to Imenda (2019) is a description of the way a researcher understands the variables that are involved in the study and their expected relationships to one another. It is the final lens used for viewing the deductive resolution of an identified issue and a means of identifying and constructing for the researcher and reader alike an epistemological mindset and a functional worldview approach to the identified problem.

Independent Variables

Dependent Variable

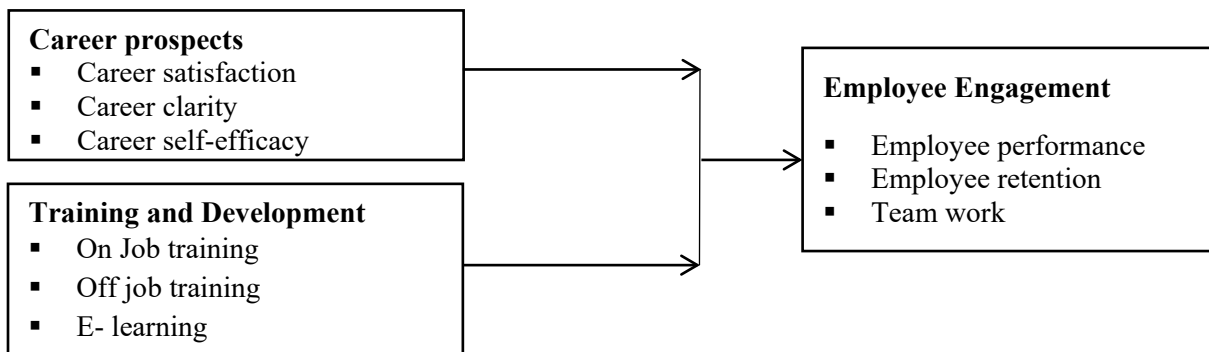


Figure 1: Conceptual framework

Career prospects

Career prospects refer to a person's chances of future success in a chosen profession and its metrics in this study include career satisfaction, career clarity and career self-efficacy. Different industries have different career prospects. Considering career prospect is important when determining the career, you wish to pursue because it increases the likelihood that you will maintain a stable job and succeed in that career (Weng & McElroy, 2022).

Training

Training can be defined as the structured acquisition of knowledge and skills that jointly lead to enhanced performance in a work environment and metrics used in this study will include off job training, on job training and e-learning. The purpose of training is to modify attitude, knowledge, skill and behavior through learning experience to achieve effective performance in any range of activities (Grossman & Salas, 2018).

Empirical review

Career prospects

Career prospects relate to an individual's likelihood of future success in a chosen profession, whereas a career is defined as a personal trajectory in the working life of an individual, in the field of work, and in the position that an individual begins until the end of working life. Opportunities for career development come in many forms, such as reaching professional objectives, improving professional competencies, and getting compensation commensurate with one's abilities and skills (Weng & McElroy, 2021).

Different industries offer different career prospects, so it's crucial to take that into account when choosing a career path. Increased employment prospects raise your chances of keeping a steady job and succeeding in that role. Scholars posit that employees' aspirations to accomplish their career goals impact their behavior and choices at work (Kraimer et al., 2022).

The amount of education and experience a person has can affect their employment prospects, as people with higher levels of education and experience typically have better employment opportunities than people with lower levels. Opportunities for career development help employees achieve the necessary professional skills and move closer to their career development goals (Weng & McElroy, 2019).

Furthermore, employees who fully immerse themselves in the task at hand are likely to become absorbed and consequently feel more enthusiastic. Additionally, they are probably going to grow and become more efficient at their tasks, which will help with learning and growth (Spreitzer et al., 2019). Employee career prospects are greatly enhanced when an organization supports their professional development (Savickas, 2022).

Training and development

Training can be defined as the structured acquisition of knowledge and skills that jointly lead to enhanced performance (Salas et al., 2019). This entails what workers need to know and do. What they need to feel for them to successfully perform in their jobs and roles (Grossman & Salas, 2021).

Companies make continuously huge investments in training and development because it serves as an important metric for producing the desired behavioral and cognitive learning results essential for organizational success (Salas & Stagl, 2019). The benefits of employee training are numerous and widely documented with organisations as well as workers reaping the rewards in terms of improved employee skills, knowledge, attitudes, and behaviours (Treven, 2022)

Aguinis & Kraiger (2019) reported that training is a key component in building and maintaining an effective employee workforce, which in turn drives various metrics of corporate well-being.

In addition, training is also a key component in leadership development, another factor integral to corporate success (Collins & Holton, 2018).

Training opportunities serve a general purpose in making the employees feel important and taken care of, in terms of having opportunities to develop (Dysvik & Kuvaas, 2018). Employees who perceive that their employer provides sufficient and relevant training opportunities might be more reluctant to leave their employer, as they feel obliged to reciprocate the offer provided (Benson et al., 2019).

METHODOLOGY

Research design

Kombo & Tromp (2019) defines research design as the structure of research. It is the “glue” that hold all of the elements in a research project together. The researcher adopted descriptive research design. The design was appropriate as it applies to both quantitative and qualitative data (Mboya *et al.* 2019). The design was adopted to enable the researcher to examine and explore the phenomena or state of affairs as they exist and report the findings.

Target Population

The population is a complete set of individuals, cases or objects with some observable characteristics. The population comprises of all medical and non-medical workers from the Level V hospital in Kitui County totaling to **389** as per staff establishment.

Table 1: Target population

Categories of Population	Population	Percentage (%)
Medical services	48	12.3
Nursing services	196	50.4
Specialised care & surgical services	32	8.2
Pharmaceutical services	14	3.6
Medical Imaging services	5	1.3
Laboratory services	34	8.7
Health Information & Technologies	12	3.1
Finance, Admin & planning	48	12.3
Total	389	100

Source: Kitui County Referral hospital HRM Department (2024)

Sample and sampling technique

The researcher used stratified random sampling to pick a group of respondents who were representative of the target population to answer the data collection instruments. The researcher targeted all the medical and non-medical members of staff working in the Kitui Level V hospital. The study sampled **160** respondents from the Level V hospital. This ensured the researcher saves time while at the same time not excluding any member of the target population from the possibility of being picked to answer the data collection instrument.

The sample size of 160 respondents was determined using Cochran's (2007) formula as shown below.

Assuming a 90% Confidence level, Standard deviation of 0.5, Confidence interval (margin of error) of $\pm 5\%$, and target population of 389 employees.

Cochran (2007)

$$n_0 = \frac{z^2 pq}{d^2} \text{ Where } Z=1.645, p=0.5, q=0.5, d=0.05$$

$$n_0 = \frac{1.645^2(0.5)(0.5)}{0.05^2} = 271$$

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

$$n = \frac{271}{1 + \frac{271 - 1}{389}} = 160$$

Sample size = 160 respondents

Sampling frame

A Sample frame is a set of objects from which the sample is to be drawn. It contains the names of all items of a universe or a set of elements. Sample frame provide a means for choosing and identifying the particular members of the target population that are to be interviewed in the survey. It is also used to identify a sample population for statistical treatment (Kothari, 2019).The researcher targeted employees working at the Kitui Level V hospital which is the only hospital rated level V in the county.

The sample Frame is as follows

Table 2: Sample Size

Categories Of Population	Population	Target Sample
Medical services	48	20
Nursing services	196	81
Specialized care & surgical services	32	13
Pharmaceutical services	14	6
Medical Imaging services	5	2
Laboratory services	34	14
Health Information & Technologies	12	5
Finance, Admin & planning	48	20
Total	389	160

Source: Author (2024)

Data collection instruments

Burns and Grove (2019) define data collection as the precise and systematic gathering of information relevant to the research problem, using methods such as interviews, participant observations, focus group discussion, narratives, and case histories. For purposes of this study, primary data was collected through the use of questionnaires. The questionnaire was developed based on the specific objectives of the research study. The questionnaire contained both open-ended and closed-ended questions. The researcher administered questionnaires to all **160** respondents that have been sampled.

Pilot study

A pilot study is a small feasibility study designed to test various aspects of the methods planned for a larger, more rigorous or confirmatory investigation (Arain *et al.*, 2019). The primary purpose of a pilot study is not to answer specific research questions but to prevent researchers from launching a large-scale study without adequate knowledge of the methods proposed; in essence, a pilot study is conducted to prevent the occurrence of a fatal flaw in a study that is costly in time (Moore *et al.*, 2019). The questionnaire was pretested on 10% sample size selected randomly from the target population, to enable the researcher to make the necessary changes to the data collection tool.

Data Analysis and presentation

Data analysis is the methodical application of logical and/or statistical techniques to condense and summarize data in order to identify patterns and trends that the study's findings indicate. Both descriptive and inferential statistics were applied to the data analysis. The data was analyzed by the researcher using regression, correlation, mean and standard deviation. Descriptive statistics only provide an overview of a sample's features; inferential statistics, on the other hand, employ sample data to generate plausible hypotheses about the population as a whole. Version 28 of SPSS software was utilized by the researcher for analysis. The study's findings were displayed as tables, graphs, pie charts.

The multiple regression model that underpinned the study was

$$Y = B_0 + B_1X_1 + B_2X_2 + \epsilon$$

Explanation

Y = Employee engagement

B₀ = Constant term; B₁, and B₂ = Beta coefficients

X₁ = Career prospects

X₂ = Training and development

ϵ = Error term

FINDINGS AND DISCUSSION

Descriptive statistics

Career Prospects and Employee Engagement

The study's first objective was to ascertain how employee engagement at Kitui level V hospital in Kitui County, Kenya, was impacted by career prospects. Regarding career prospects and employee engagement in level V hospital in Kitui County, Kenya, the respondents were asked to rate their agreement with a number of statements. Table 3 displays the outcomes.

Table 3: Career Prospects and Employee Engagement

	Mean	Std. Dev
In our organization, there is a clear path to advance my career	3.943	0.726
In our organization my job utilizes my skills and talents adequately	3.915	0.872
I know how my job contributes to the success of my company.	3.857	0.555
I clearly understand the skills and competencies needed to succeed in my career.	3.837	0.758
I am confident with my ability to meet the demands of my job	3.758	0.641
In our organization I have huge control over my work environment	3.698	0.710
Aggregate	3.835	0.710

The respondents agreed that there is a clear path to advance their career in their organization, as indicated by table 4.4 (M=3.943, SD= 0.726). According to the respondents, their position in the company makes good use of their abilities and skills (M=3.915, SD=0.872). The respondents also concurred that they are aware of how their work helps their company succeed. (SD=0.555, M=3.857). The participants concurred that they possess a clear understanding of the abilities and proficiencies required for professional success (M=3.837, SD= 0.758). Additionally, all respondents (M=3.758, SD=0.641) expressed confidence in their capacity to perform the tasks required of them. Furthermore, the participants concurred that they possess significant authority over their work surroundings within their organization (M=3.698, SD=0.710). These outcomes are consistent with (Kraimer et al., (2011) research, which showed a significant relationship between career prospects and employee engagement.

Training and Employee Engagement

Determining the impact of training on employee engagement at Kitui level V hospital in Kitui County, Kenya, was the study's second specific goal. In level V hospital in Kitui County, Kenya, respondents were asked to rate their agreement with a number of statements regarding employee engagement and training. The outcomes are displayed in Table 4 below.

Table 4: Training and Employee Engagement

	Mean	Std. Dev
The training content was highly relevant to my job.	3.942	0.769
The course was practical, easy to apply, and well delivered.	3.875	0.888
The training effectively helped learners improve their performance on the job.	3.788	0.567
The training effectively helped learners enhance their requisite skills and knowledge.	3.633	0.798
Technical support provided was good, enabling participants to successfully complete the course on time.	3.545	0.689
The level of difficulty of the course unfolded and progressed in a clear manner, allowing participants to complete it successfully.	3.538	0.742
Aggregate	3.720	0.742

Based on the data, the participants concurred that the training content was extremely applicable to their work (M=3.942, SD=0.769). In addition, the participants concurred that the course was well-taught, applicable, and practical (M=3.875, SD=0.888). Furthermore, the participants expressed agreement that the training was effective in helping learners enhance their performance at work (M=3.788, SD=0.567). The participants expressed agreement that the training was effective in helping learners improve the necessary knowledge and skills (M=3.633, SD=0.798). The respondents also concurred that the quality of the technical support offered allowed participants to successfully finish the course on time (M=3.545, SD=0.689). In addition, the respondents agreed that the level of difficulty of the course unfolded and progressed in a clear manner, allowing participants to complete it successfully (M=3.538, SD=0.742). The results of the study are consistent with those of Grossman & Salas (2011) who discovered a strong positive relationship between employee engagement and training and development.

Correlation Analysis

In order to ascertain the relationship between the dependent variable (employee engagement in level V hospital in Kitui County, Kenya) and the independent variables (career prospects and training and development), this study used Pearson correlation analysis.

Table 5: Correlation Coefficients

		Employee Engagement	Career Prospects	Training and development
Employee Engagement	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	137		
Career Prospects	Pearson Correlation	.808**	1	
	Sig. (2-tailed)	.002		
	N	137	137	

Training and development	Pearson	.818**	.437	1
	Sig. (2-tailed)	.000	.020	
	N	137	137	137

From the results, there was a very strong relationship between career prospects and employee engagement in level V hospital in Kitui County, Kenya ($r = 0.808$, p value = 0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The results are consistent with those of Weng and McElroy (2022), who found a strong correlation between employee engagement and career prospects.

In addition, there was a significant correlation ($r = 0.818$, p value = 0.000) between employee engagement and training and development at the level V hospital in Kitui County, Kenya. Given that the p value 0.000 was below the significant level of 0.05, the relationship was considered significant. The results are consistent with those of Grossman and Salas (2021), who found a strong correlation between employee engagement and training.

Regression Analysis

The relationship between the dependent variable (employee engagement in Kitui level V hospital in Kitui County, Kenya) and the independent variables (career prospects, training and development) was examined using multivariate regression analysis.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.908 ^a	.824	.823	.10381

a. Predictors: (Constant), career prospects, training and development

The dependent variable's variation that the independent variables could account for was explained by the model summary. The relationship between the independent and dependent variables had an r -squared of 0.824. This implied that 82.4% of the variation in the dependent variable (employee engagement in level V hospital in Kitui County, Kenya) could be explained by independent variables (career prospects, training and development).

Table 7: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	102.028	2	51.014	242.93	.002 ^b
Residual	13.843	132	.105		
Total	115.871	136			

a. Dependent Variable: employee engagement in level V hospital in Kitui County, Kenya

b. Predictors: (Constant), career prospects, training and development

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 242.93 while the F critical was 2.440. The p value was 0.002. Since the F -calculated was greater than the F -critical and the p value 0.002 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of career prospects, training and development on employee engagement in level V hospital in Kitui County, Kenya.

Table 8: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.334	0.086		3.884	0.002

Career Prospects	0.379	0.096	0.380	3.947	0.001
Training and development	0.371	0.093	0.370	3.989	0.000

The regression model was as follows:

$$Y = 0.334 + 0.379X_1 + 0.371X_2 + \varepsilon$$

According to the results, career prospects has a significant effect on employee engagement in level V hospital in Kitui County, Kenya ($\beta_1=0.379$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Kraimer et al., (2019) who indicated that there is a very strong relationship between career prospects and employee engagement.

The results also revealed that training has a significant effect on employee engagement in level V hospital in Kitui County, Kenya ($\beta_1=0.371$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Aguinis & Kraiger (2019) who indicated that there is a very strong relationship between training and employee engagement.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study comes to the conclusion that employee engagement at a level V hospital in Kitui County, Kenya, is positively and significantly impacted by career prospects. The results showed that employee engagement in level V hospital in Kitui County, Kenya, is influenced by career satisfaction, career clarity, and career self-efficacy.

Furthermore, the study comes to the conclusion that employee engagement at the level V hospital in Kitui County, Kenya, is positively and significantly impacted by training. The results showed that employee engagement in a level V hospital in Kitui County, Kenya, is influenced by post-training assessments, job performance impact, and course completion rates.

Recommendations

The study recommends that the management of level V hospital in Kitui County should implement a robust career development and growth program. By providing clear paths for career advancement and tailored development opportunities, employees feel valued and motivated to invest in their work.

In addition, the study recommends the management of level V hospital in Kitui County should implement appropriate learning programs tailored to individual needs and career goals. Providing employees with training programs that are relevant to their roles and aspirations not only improves their skills and competencies but also demonstrates the organization's commitment to their professional development.

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