



## Moderating Effect of Organizational Culture on the Relationship between Reward System and Talent Engagement in Selected Private Technical and Vocational Education Training Institutions in Kenya

\***Christine Kananu Gitonga**, Masinde Muliro University of Science and Technology, Kenya

**Robert Egessa**, Masinde Muliro University of Science and Technology, Kenya

**Charles Tibbs**, Masinde Muliro University of Science and Technology, Kenya

\*Corresponding author's email: [christinegit@yahoo.com](mailto:christinegit@yahoo.com)

### ARTICLE DETAILS

#### History

*Revised format: Aug 2024*

*Available Online: Sep 2024*

#### Keywords

*Organizational Culture, Reward system, Talent Engagement, Private TVET Institutions, Employee Value Proposition.*

#### JEL Classification

*A20, A29*

### ABSTRACT

**Purpose:** This study sought to establish the influence of reward system on talent engagement and to establish the moderating effect of organizational culture on the relationship between employee value proposition and talent engagement of Technical and Vocational Education Training Institutions (TVET).

**Design/Methodology/Approach:** The study was guided by theory of employee engagement. The study adopted causal research design. The study was conducted among 347 Private TVET in Nairobi County, Machakos County, Kiambu County and Kajiado County. The study used stratified random sampling to select 186 respondents. Data was collected using semi-structured questionnaires. Data analysis was done using descriptive and inferential statistics and presented using graphs, charts and tables.

**Findings:** The results indicated the coefficient of determination ( $R^2$ ) was 0.271,  $P=0.000$  and this shows that 27.1% of the variations in the talent engagement in private TVET can be explained by reward system. The interaction between reward system and organizational culture moved  $R$  square from 0.271 to 0.646 implying that 37.6% of additional variation in talent engagement is as a result of moderating effect of organizational culture.

**Implications/Originality/Value:** TVET management should make sure the incentive system fits with the fundamental values and corporate cultural concepts. Moreover, management of TEVT should emphasize the need of values in daily operations by including the incentive system within a values-driven corporate culture and encouraging and supporting actions related with the EVP.



© 2024 The authors, under a Creative Commons Attribution-NonCommercial 4.0

**Recommended citation:** Gitonga C. K., Egessa R., & Tibbs C., (2024). Moderating Effect of Organizational Culture on the Relationship Between Reward System and Talent Engagement in Selected Private TVET Institutions in Kenya. *Journal of Business and Social Review in Emerging*

*Economies*, 10 (3), 387-398.

DOI: <https://doi.org/10.26710/jbsee.v10i3.3111>

## **Introduction**

In today's fiercely competitive global markets, organizations worldwide are grappling with significant decisions and challenges regarding talent engagement (Ifeoma, Purity & Okoye-Nebo, 2015). Talent has emerged as a pivotal source of competitive advantage in the business landscape, sparking a continuous battle for skilled employees (Orwa & Njeri, 2014). This competition for top talent has intensified due to changing job designs, especially for key positions critical to driving organizational performance (Stahl, Stiles & Wright, 2012). Organizations therefore run the danger of losing their best employees to rivals, which forces a review of talent engagement policies (Collings & Mellahi, 2019).

Labor mobility, technology developments, and globalization have added to the competitiveness for skilled workers (Antony & Weisner, 2019). Managing talent has become a worldwide concern as businesses compete globally for resources, cutting across national borders (Stahl et al., 2012; Tomcikova & Cocolova, 2020). Technological advancement has especially increased the need for trained professionals as innovation is essential for development (Lin, 2015; Zhang et al., 2012). This has resulted in a worldwide talent war when companies fight valiantly to draw in and keep the top employees (Feliu, 2017; Beechler & Woodward, 2009).

Moreover, worldwide mobility has increased the need for qualified people because multinational companies search for them all around (Collings, 2014; Douglass & Edelstein, 2019). The rising mobility of talent has changed labor markets; companies now fight globally for qualified experts (Jooss, McDonnell & Burbach, 2019). Improved diplomatic ties between countries and an increasing focus on higher education as part of both local and international policy efforts have helped this trend to be enabled (Stahl, 2012).

Reflecting the degree of participation and dedication of qualified people to their responsibilities, talent engagement becomes a key indicator of corporate performance (Ali, Ullah & Guha, 2020). More often than not, engaged workers help to define the success of their company (Jha & Kumar, 2016; Kazimoto, 2016). Studies on employee engagement, however, provide conflicting findings worldwide (Chiwawa & Wissink, 2020; Sudirlan et al., 2019), thereby stressing the complexity of this phenomena.

Talent engagement depends much on reward systems, which reflect the perceived value workers get from their work (Pawar & Charak, 2017). Many companies, despite their value, ignore the need of a strong EVP in drawing and keeping talent (Biswas, Allard & Härenstam, 2017). Moreover, there is frequently a mismatch between EVPs and employee preferences that compromises the capacity of companies to attract top talent (Watson, 2011).

Higher education reflects these worldwide problems as institutions struggle with brain drain and talent retention (Waswa, 2018; Mwiria, 2017). Studies nevertheless indicate that a well-developed incentive system plan may improve organizational performance and talent retention (Backhaus & Tikoo, 2004; Omar & Mahmood, 2020). In developing countries like Kenya, talent engagement is influenced by factors such as personal development opportunities and workplace environment (Gaji, Kassim & Raju, 2017).

Moreover, organizational culture moderates the relationship between reward system and talent engagement, yet empirical research on this topic remains limited (Palthe & Kossek, 2013). Organizational culture has been linked to various organizational outcomes, including productivity, employee retention, and improvement initiatives (Kopelman, 2020; Martocchio, 2014). Aligning reward system with organizational strategy and fostering a positive organizational culture are

essential for enhancing talent engagement (Dewi & Fitrio, 2022).

### **Statement of the Problem**

Even while many companies' welcome talent engagement and it is a major subject of many studies, many still find it difficult job for them. According to many companies, only a tiny portion of staff members are engaged (Bakker 2011); Deloitte (2019) and Steadman (2017). An 87% disengagement of talent was found in a 2017 Osborne and Ham research (Osborne and Ham 2017 & Gallup, 2019). This is an alarming trend hence might EVP be in charge of talent engagement or disengagement?

Further, private TVET in the region are facing stiff competition for talent retention not only from other Private and public TVETs but also from various numerous universities in the region (Akala & Changilwa, 2018). Deloitte (2019) claims that poor talent engagement among 68% of private tertiary institutions in Kenya is shown by high rate of talent churn, therefore compromising their competitive advantage. Comparably, information taken from TVETA Central and personnel registers (2021) show that staff turnover between 2015 and 2019 shows great variation with 106 workers departing one institution with a year. This calls for concerted effort by the private TVETs to enhance talent engagement so that they can match the competition.

The precise kind of incentive program that increases talent engagement has been the subject of contradictory research. Despite the fact that some studies have shown that reward systems can increase talent engagement (Kibambila, & Ismail, 2021), others have found the opposite to be true, as shown by Matongolo, Kasekende & Mafabi (2018) and Mabaso & Molo (2016). (Mokaya & Kipyego, 2014; Namanga, 2017 & Kamanja, Ogolla & Gichunge, 2019) Also, the outcomes from various industries could vary.

Whereas studies have been done on the higher education sector, those on this sector focused on universities leaving out private tertiary institutions. Further few studies have been done on Kenya's TVETs yet the country's economic blueprint such as vision 2030 emphasizes TVET as a major driver of economic take off and development. The moderating effect of organization culture has also not been explored.

### **Research Objectives**

- i. To determine the influence of reward system on talent engagement in private TVET institutions in Kenya
- ii. To examine the moderating effect of organizational culture on the relationship between reward system and talent engagement in private TVET institutions in Kenya

### **Research Hypotheses**

H<sub>01</sub>: Reward system has no significant influence on talent engagement in private TVET institutions in Kenya.

H<sub>02</sub>: Organizational culture has no significant moderating influence on the relationship between reward system and talent engagement in private TVET institutions in Kenya

### **Literature Review**

#### **Theoretical Framework**

According to expectancy theory, first proposed by Victor Vroom (1964), people act in response to the outcomes they hope to achieve. According to Vroom, people make decisions about their actions by considering the outcomes they want to achieve. People will put in more effort if they believe their efforts will be rewarded, for instance (Lunenborg, 2011). Vroom (1964) cites three sources that state that expectancy theory consists of valence, instrumentality, and expectancy (Porter and Lawler, 1968; Pinder, 1987; Robert Llyod, 2018). Expectancy refers to the individual's conviction that their efforts will result in the desired performance outcomes. Competence, goal difficulty, and

control are factors that are linked to how a person perceives their expectations. The idea that one will get what they want provided their performance expectations are satisfied is known as instrumentality. This research is applicable to expectation theory since it clarifies the factors that influence people's decision-making processes when presented with many courses of action. Important factors that determine talent engagement include expectations and the value that firms put on personnel. In order to understand how career growth affects talent engagement, the research used the expectation theory. By outlining best practices for boosting talent engagement and performance-to-reward expectations, this theory bolsters career development initiatives.

### Conceptual Review

A conceptual framework demonstrates the researcher's approach to explaining a phenomenon and the anticipated outcomes of a study. It demonstrates the interconnection of the researcher's factors. A conceptual framework is designed to help researchers identify factors in a study, as shown in Figure 1.0 below.

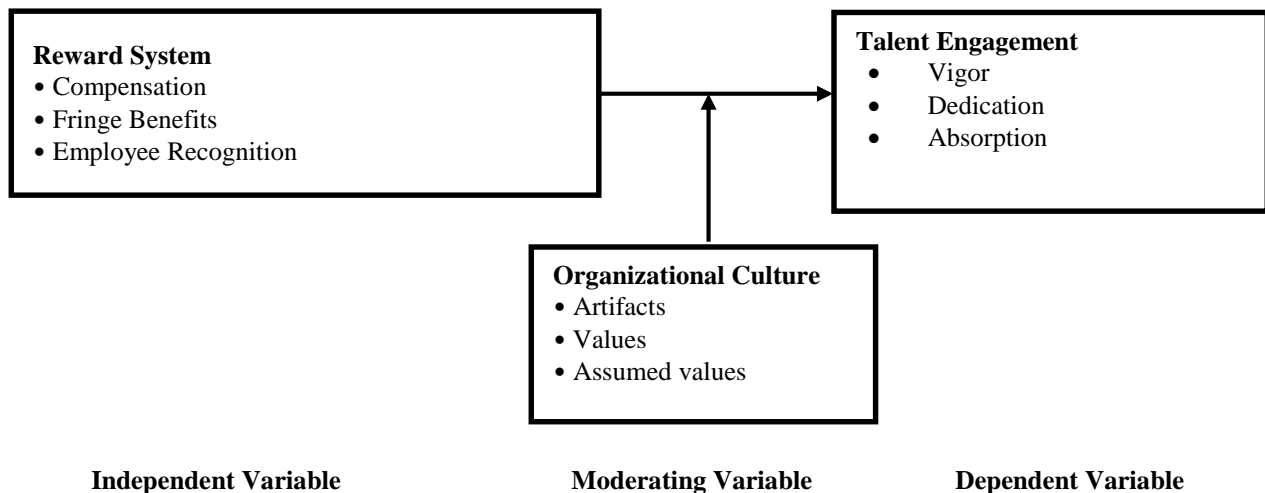


Figure 1.0: Conceptual Framework

### Empirical Review

#### Reward Systems and Talent Engagement

In their 2019 study, Bilal, Farooq, and Rukh examined how incentives affected the involvement of banking industry personnel. A total of 150 correspondences were surveyed using a questionnaire in order to compile data for the descriptive investigation. We scanned the link between the variables using a model of correlation and regression. There is a positive relationship between trust, reward, and training and employee engagement in the workplace, according to results from a model of correlation and statistical regression. The findings cannot be applied to TVET as a whole since this research was conducted on the banking business. The research also only used work engagement as a measure of talent engagement.

In their 2016 study, Hoole and Hotz sought to identify the types of incentives that predict employee engagement on the job by investigating the connection between total rewards and talent engagement in a South African setting. Total incentives did have a weak but statistically significant relationship with employee engagement, explaining 12% of the variation in that variable. There was no statistically significant relationship between overall reward management and talent engagement in this research. Investigating the connection between a company's incentive program and employee dedication to their job was the primary goal of Taufek, Zulkifle, and Sharif (2016). The research strategy used in the study was a case study. When it comes to employee engagement on the job, four aspects of the reward system are crucial. The results show that the reward system does influence employee engagement on the job. Work involvement is influenced by demographic characteristics as well. This demonstrates the necessity for further upgrades to the Reward system

in order to enhance employee engagement at work. Case study research methods and the study's focus on a small number of organizations both work against the study's capacity to draw broad conclusions.

In their 2020 study, Baqir, Hussain, Waseem, and Islam used a questionnaire to gather data on the effects of reward and recognition as well as perceived supervisor support on talent commitment. Staff members of National Bank of Pakistan and Muslim Commercial Bank made up the study's population. In Multan, data was gathered from 108 workers; however, due to improper filling, 08 questionnaires were discarded. Worker engagement and performance may be enhanced via the use of incentive and recognition programs, in conjunction with supervisor assistance. Therefore, supervisor assistance and reward and recognition may increase employee engagement. Kenya was not the site of the research. Work engagement was the only metric used to quantify talent engagement in the research.

### **Reward Systems, Organizational Culture and Talent Engagement**

A study conducted by Alneyadi, Al-Shibami, Ameen, and Bhaumik (2019) sought to assess the impact of organizational culture on the relationship between the UAE public sector's compensation system and talent engagement. An explanatory research design was used in the study. In order to evaluate the suggested model, this research uses structural equations modeling using PLS to examine the 307 valid surveys. Organizational culture moderated the relationship between employee engagement and incentive system, and the independent variable predicted human capital. Because this research only looked at one EVP (reward system), it's hard to draw any broad conclusions about how company culture influences EVP and talent engagement.

To what extent does organizational culture moderate the connection between talent retention strategy and compensation system? That was the question Wekesa(2017) set out to answer. Using a causal research design, the investigation was conducted. Using Yamane formulas, we were able to establish that 99 respondents would be representative of the target population of 130. The respondents were chosen using a random sampling procedure. Data was gathered via the use of questionnaires. There was a negative and statistically significant influence of motivational strategy, training strategy, incentive system, and recruiting strategy on talent retention strategy when these factors were adjusted by organizational culture. As a proxy for talent engagement, the research only considered talent retention strategies.

The purpose of the study by Mugaa, Guyo, and Odhiambo (2018) was to determine whether or not organizational culture moderated the connection between salary and performance at big commercial banks in Kenya's Nairobi City County. A descriptive research strategy was used in the study. The 22,856 people who worked as clerical and managerial personnel in the six chosen commercial banks in Nairobi City County were the intended participants. We utilized the 377 responders derived from the Krejcie and Morgan sample size determination table. A combination of closed- and open-ended questions was used in the primary data collection process. Financial incentives and recognition programs were shown to be moderated by organizational culture, according to the research. The purpose of this research was to examine the role of organizational culture as a moderator in the connection between compensation and performance in Kenya's major commercial banks located in Nairobi City County.

Human resource management (HRM) methods and employee engagement in the automotive sector were investigated by Mazumder, Khaleeli, and Das (2020) with a focus on the moderating role of organizational culture. A total of 212 people filled out the survey and gave their honest opinions using the descriptive survey methodology. There is strong confirmation from the data that organizational culture acts as a moderator between HRM practice and employee engagement. There is a positive correlation between employee engagement and human resource management

strategies in the automotive sector, such as workforce planning and career advancement opportunities. Organizational culture mediates the relationship between HRM practices and employee engagement, according to the data. The relationship between human resource management methods and organizational performance in the automobile sector was moderated by organizational culture. There was a discrepancy found while looking at the variables under investigation, regions, and sectors.

**Material and Methods**

In order to determine what factors led to what outcomes, the investigators used a causal research strategy. The positivist philosophy of research formed the basis of this theory. The beliefs that guide the collection, analysis, and application of study phenomena constitute its research philosophy. The study targeted 347 human resource managers in the private colleges registered by TVET Authority under the study area. From this total (347), 238 are from Nairobi County, 69 Kiambu County, 24 Machakos County and 16 Kajiado County. From each stratum the study used simple random sampling to select 186 respondents from a target of 347 as computed from Yamane (1973) formula. The study relied mainly on primary data which was both quantitative and qualitative. The researcher used questionnaire as the research instrument.

The construct validity of the test questionnaire was checked against a number of comparable studies. To ensure that the test items were appropriate, factor analysis was used in cases when a variable had many observable constructions. To examine the dependability of observed correlated variables with respect to unseen constructs, factor analysis was used. The study's design necessitated the use of Cronbach's alpha as a measure of internal consistency for the main data (Kombo & Tromp, 2009). This approach was used in cases when a value of 0.70 or above was deemed adequate. The statistical analysis was conducted using SPSS 26. Descriptive and inferential statistics were used in the investigation. This research made use of percentages, frequencies, standard deviations, and means. To test the first null hypothesis, simple linear regression was used. Hierarchical Regression Technique was used to examine moderating influence of organizational culture. Tables and models were then used to display the data. In accordance with the objectives, the data analysis was conducted

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 Z + \beta_3 X_1 Z + \epsilon$$

Where;

Y = Talent engagement (Independent Variable)

B<sub>0</sub> = Constant

β<sub>1</sub> to β<sub>3</sub> = Regression Coefficients

X = Reward system (Independent variable)

Z = Organizational culture (the moderating variable)

X<sub>i</sub>\*Z = the interaction term between the independent variable and the moderating variable

ε = the error of term.

**Result and Discussion**

**Descriptive Analysis**

The following statements were provided to the respondents, and they were instructed to mark each one as they related to the incentive structure at their respective institutions: The scale goes as follows: 1 Strongly Disagree to 5 Strongly Agree. Table 1 displays the findings.

**Table 1: Reward system**

<b>Reward</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>S.D</b>
The management's compensation plan adheres to the ideals of openness, equality, and justice.	8.5	9.2	26.8	23.2	32.4	3.62	1.26

<b>Reward</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>S.D</b>
Employee grades and pay structures are used to determine the remuneration	7.7	21.8	14.1	30.3	26.1	3.45	1.30
My institution pays staff remunerations in time and efficiently.	6.3	9.9	27.5	25.4	31.0	3.65	1.20
My institution salary scales are competitive as per the market rates	7.7	11.3	21.1	26.8	33.1	3.66	1.26
My institution provides allowances to facilitate staff perform their duties	10.6	15.5	21.8	24.6	27.5	3.43	1.32
The remuneration accorded by the institution is free from unnecessary deductions	7.0	14.8	21.8	23.9	32.4	3.60	1.27
When workers do a good job, the company always gives them a gift or some other tangible incentive.	6.3	15.5	23.9	19.7	34.5	3.61	1.28
There are 'employee of the year' rewards given to outstanding employees every year.	8.5	17.6	22.5	15.5	35.9	3.53	1.36
Bonuses are extra payments made to employees when their performance goes above and beyond what was expected.	7.7	14.1	19.0	25.4	33.8	3.63	1.29
Exemplary employees have their names written in the company's newsletter, and given letters of commendation	7.7	12.0	20.4	19.7	40.1	3.73	1.31
<b>Summary Statistics</b>							
<b>N= 142</b>		<b>Mean= 3.5901</b>		<b>Standard Deviation=</b>		<b>1.19011</b>	

Source: Field Data (2024)

The results show different opinions of the pay policies across the Kenyan private TVET establishments under study. With 55.6% of respondents expressing favorable opinions on this point, a good number of respondents think that the applied pay systems follow ideas of transparency, fairness, and equality. Still, a noteworthy 26.8% are unsure, and 17.7% disagree, presumably because of some doubt or discontent with pay policies. Likewise, views on whether employee pay systems and grades define compensation were divided; 56.4% of respondents agreed and a sizable minority of 29.5% disagreed or unsure.

Most respondents (56.4%) agree on prompt and efficient salary payment; 16.2% disagree, indicating that some workers have delayed payments. Regarding the competitiveness of their institution's pay scales, 59.9% of the respondents answered in agreement, therefore suggesting a widespread agreement that pay rates follow market criteria. 19% disagreed, nevertheless, suggesting space for development in pay competitiveness. Another topic of interest was the granting of allowances to help work performance; 52.1% of respondents agreed, while 26.1% were unsure or disagreed. Regarding deductions from pay, 56.3% of respondents felt they were done fairly; 21.8% were unclear or disagreed, suggesting rules or more communication would be needed surrounding deductions.

Most people see recognition and reward for exceptional accomplishment as beneficial. For instance, 54.2% of respondents think that "Employee of the Year" honors are presented on a regular basis, while 59.2% said incentives are paid for surpassing goals. Though 19.7% disagreed or were unsure, indicating variation in the application of recognition policies among institutions, 59.8% said that outstanding workers are recognized via newsletters and commendation letters.

These findings underline the need of a well-rounded strategy for incentives in raising employee performance and happiness. Attracting and keeping qualified employees depends critically on monetary benefits like competitive salary and timely payments. Employees are more motivated by non-financial benefits like recognition and chances for professional advancement as well. Therefore, good incentive systems at private TVET institutions should be open, fair, and in line with the objectives and values of the institution, thereby promoting a good work atmosphere that encourages organizational development as well as professional advancement.

## **Inferential Analysis**

### **Moderating Influence of Organizational culture on the Relationship between Reward system**

### and the Talent engagement

Hierarchical regression analysis was performed to determine whether Organizational culture had a moderation role on the relationship between Reward system and talent engagement in private TVET institutions in Kenya.

**Table 2: Hierarchical Regression Model Summary**

Model	R	R <sup>2</sup>	Change Statistics						
			Adj. R <sup>2</sup>	Std. Error of the Estimate	Change of R <sup>2</sup>	F Change	df1	df2	Sig. F Change
1	.520 <sup>a</sup>	.271	.265	.77641	.271	51.938	1	140	.000
2	.760 <sup>b</sup>	.577	.571	.59305	.307	100.954	1	139	.000
3	.804 <sup>c</sup>	.646	.638	.54470	.069	26.776	1	138	.000

Source: Field Data (2023)

Model 1 achieved an R<sup>2</sup> value of 0.271 implying that reward system in the model accounted for 27.1% of the variance which was statistically significant at P=0.000. Model 2 revealed that organizational culture and reward system were substantially and collectively associated with talent engagement (p<0.05). The R<sup>2</sup> increased from 0.271 (27.1%) to 0.577(57.7%), indicating an extra 0.307 (30.7%) was included in the model. To examine how the organizational culture of the firm affects the connection between the reward system and talent engagement, the interaction term of the independent variable (reward system) and the moderator (organizational culture) were included in the regression model to create model 3. The model showed that the interaction between reward system and Organizational culture explained a greater amount of variance compared to Organizational culture and Reward system separately (R<sup>2</sup> = 0.646, p = .000). This suggests a potentially important moderating effect of organizational culture on the connection between reward system and talent engagement in private TVET institutions in Kenya.

**Table 3: Regression Coefficient of Moderating influence**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	2.542	.208			12.239	.000
Reward system	.396	.055	.520		7.207	.000
2 (Constant)	.918	.227			4.050	.000
Reward system	.145	.049	.191		2.974	.003
Organizational Culture	.650	.065	.645		10.048	.000
3 (Constant)	1.340	.224			5.996	.000
Reward system (EB)	.133	.045	.175		2.967	.004
Organizational Culture (OC)	.261	.096	.259		2.726	.007
EB*OC	.072	.014	.473		5.175	.000

a. Dependent Variable: Talent Engagement

Source: Field Data (2024)

The study regression model is as shown below from regression coefficient of Table 3.

$$Y=1.340+ 0.133X_1+ 0.261Z+0.072X_1 Z$$

#### Where

Y=Talent engagement in private TVET institutions in Kenya

X<sub>1</sub>=Reward system

Z= Organizational culture

**H<sub>01</sub>: Reward system has no significant influence on talent engagement in private TVET institutions in Kenya.**



When job design, employer branding and career development are under control, incentives with a beta of 0.194,  $P=0.000$  are at statistically significant level meaning that an increase in rewards by a unit will result to substantial ( $P<0.05$  increase in talent engagement by 0.194 units). The results of the study match studies by Baqir et al. (2020), which underlined that improving employee engagement depends critically on reward, appreciation, and supervisor support. In the same vein, Othman et al. (2019) found corporate culture, pay, and leadership as main elements favorably impacting employee satisfaction in the building sector. Reinforcing the idea that a well-organized incentive system may efficiently engage workers, Taufek et al. (2016) also showed a direct link between reward systems and job engagement.

On the other hand, other research show other angles. In South Africa, Hoole and Hotz (2016) investigated the link between total incentives and job engagement and found just a small, if statistically significant, association explaining 12% of the variance in work engagement. This implies that high engagement levels could not be driven by total incentives by themselves. In same vein, Bhattacharya et al. (2019) examined many reward elements in Indian startups and found that while overall incentives improved employee satisfaction, monetary prizes by themselves had no effect on pleasure. This suggests that work happiness depends on elements other than just money reward.

In 2015, Abebe examined the link between employee performance and pay in Pakistani banks and found that although it was not a major determinant, monetary reward did favorably affect performance. This suggests that workers' motivation is more greatly influenced by various factors such their surroundings, appreciation, and chances for development. These studies highlight generally the need of a comprehensive strategy to employee engagement including both financial and non-financial benefits, good leadership, and encouraging company culture. Although financial incentives are valuable, they may not much increase engagement or happiness on their own without other non-monetary incentives and good workplace policies.

### **H<sub>02</sub>: Organizational culture has no significant moderating influence on the relationship between reward system and talent engagement in private TVET institutions in Kenya**

With a regression coefficient of 0.134, model three findings suggest that the incentive system positively influences talent engagement; that is, for every unit increase in the reward system, talent engagement increases by 0.134 units, after accounting for other variables. Furthermore statistically significantly affecting talent engagement is organizational culture; a rise in organizational culture results in a matching 0.261 unit increase in engagement levels. Moreover, the interaction of the incentive system with organizational culture is important as it implies that a good organizational culture increases the influence of the reward system on talent involvement by an extra 0.072 units. These results highlight the harmonic interaction in private TVET institutions in Kenya between incentive schemes and organizational culture. A supportive culture improves the success of incentive programs, hence raising staff involvement. This synergy is essential for building a suitable workplace that draws and keeps talent, therefore supporting organizational success.

Particularly at Kenyan public institutions, Gulali's (2018) comparative research support the moderating influence of organizational culture on the link between incentive schemes and employee engagement. According to the studies, organizational culture greatly affects this connection, hence raising employee satisfaction and general success of the company. Still, results from Smith and Johnson (2018) and Garcia and Rodriguez (2017 point to different points of view). Their studies carried out in many sectors revealed no appreciable moderating influence of corporate culture on the employee engagement relationship or incentive system. This research found that whereas these elements alone influence employee engagement, their combination had no appreciable effect on degrees of engagement. This implies that the effect of these elements can change depending on the sector and organizational setting.

## Conclusion and Recommendation

The study confirmed that incentive system in a significant positive manner greatly influences talent engagement of private TVET institutions in Kenya. The first null hypothesis was therefore refuted. The study also revealed that reward structure is third most significant determinant of talent involvement. Several significant findings emerged throughout the study that assist to explain the intricate ways in which remuneration system influences talent engagement in private TVET institutions. Thus, it is hard to exaggerate the influence of the remuneration structure on talent involvement in Kenyan private TVET institutions. Attracting, keeping, and involving qualified professionals is shown to be much influenced by a strong employer brand. The research also found that, particularly with regard to organizational culture, changes in employer brand would have a direct impact on the talent engagement of private TVET schools, therefore greatly increasing their output.

The research advised that in all spheres of incentive system administration of TVET should promote real and open communication. Share honestly about the vision, values, and goal of the institution. To provide a consistent and real employer brand message, use many platforms including internal communications, social media, and recruiting materials. Moreover, the administration should enable staff members to spread good experiences on social media and other channels, therefore empowering them to become champions of the institution. The research advised management to make sure the incentive system perfectly complements the fundamental values and company cultural guidelines. The compensation system should be a mirror of the institution's dedication to its ideals, therefore encouraging a coherence and integrity that appeals to staff members. Review and improve the incentive system often to guarantee ongoing fit with the changing organizational structure. Moreover, management should include the incentive system within a corporate culture motivated by ideals.

## References

- Ahonen, E. Q., Axelsen, T., & Bal, P. M. (2018). Job design and meaningful work. In A. B. Bakker & K. Daniels (Eds.), *A day in the life of a happy worker* (pp. 71-93). Psychology Press.
- Antony, J., & Weisner, R. (2019). *Human Resources Management and Development Handbook*. CRC Press.
- Beechler, S., & Woodward, I. C. (2009). The Global "War for Talent". *Journal of International Management*, 15(3), 273-285.
- Berthon, P., Ewing, M., & Hah, L. L. (2019). Reward system: The dark side. *Journal of Brand Management*, 26(5), 582-593.
- Collings, D. G., & Mellahi, K. (2019). Global Talent Management and Performance in Multinational Enterprises: A Multilevel Perspective. *Journal of Management*, 45(2), 540-566.
- Felius, A. (2017). Global Talent Management and Innovation: Case Study of the Financial Service Industry in Switzerland. *Journal of Global Mobility*, 5(2), 135-152.
- Garcia, A., & Rodriguez, M. (2017). The impact of organizational culture on the correlation between reward system and employee engagement: A study in the retail sector. *Journal of Retailing and Consumer Services*, 35, 102-110.
- Gulali, A. (2018). The influence of organization culture on the relationship between reward system and employee engagement: A case study of public universities in Kenya. *Journal of Organizational Culture, Communications and Conflict*, 22(1), 45-56.
- Ha, T. T., Luan, N. T., & Tam, N. T. (2021). The impact of reward system on talent commitment: Evidence from Vietnam. *Journal of Asian Finance, Economics, and Business*, 8(4), 541-550.
- Ifeoma, U., Purity, W. M., & Okoye-Nebo, C. (2015). Challenges of Global Talent Management: A Case of Nigerian Banking Industry. *International Journal of Management and Commerce Innovations*, 3(1), 106-117.

- Ismail, A., Sulaiman, M., & Abdull Mutalib, L. (2019). Impact of employee engagement on employee performance: A study of banking sector in Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 9(2), 291-304.
- Jiang, H., Kleiner, B. H., & Kleiner, M. H. (2017). Influence of reward system on employee engagement: A meta-analysis. *International Journal of Business and Management*, 12(9), 1-10.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Kahn, W. A. (1992). To be fully there: Psychological presence at work. *Human Relations*, 45(4), 321-349.
- Lin, S. H. (2015). Does job mobility facilitate technological diffusion? Evidence from patent data. *Journal of Economic Behavior & Organization*, 118, 63-77.
- Mouton, N. P., & Bussin, M. (2019). Employee branding: Its effects on talent retention and compensation expectations. *SA Journal of Human Resource Management*, 17(1), a1235.
- Muma, F. A., Ochego, G. K., Nzulwa, J. K., & Lumiti, J. A. (2020). Influence of reward system on retention of employees in universities in Kenya. *International Journal of Innovative Research and Development*, 9(6), 25-36.
- Njagi, A. W. (2013). Reward system and its influence on talent retention: A case of the Petroleum Independent Association of Kenya (PIAK). *European Journal of Business and Management*, 5(3), 90-97.
- Orwa, D. S., & Njeri, M. (2014). Effect of Talent Management on Employee Retention in Kenyan Universities. *International Journal of Humanities and Social Sciences*, 4(10), 222-236.
- Rushana Khusanova, Seung-Wan Kang, & Suk Bong Choi. (2021). The Influences of Employee Engagement on Organizational Outcomes: Evidence from U.S. Hotel Companies. *Sustainability*, 13(2), 751.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Singh, K., Verma, A., & Kumar, A. (2016). Exploring antecedents and outcomes of employee engagement: A study on service sector organizations. *Global Business Review*, 17(1), 73-87.
- Smith, J., & Johnson, R. (2018). Exploring the moderating effect of organizational culture on the relationship between reward system and employee engagement: Evidence from multiple industries. *International Journal of Human Resource Management*, 30(5), 789-802.
- Stahl, G. K., Stiles, P., & Wright, P. M. (2012). Developing talent: Time for a renaissance? *Journal of World Business*, 47(4), 483-492.
- Tomcikova, Z., & Coculova, K. (2020). The Importance of Talent Management in Organization. *Journal of Competitiveness*, 12(1), 142-156.
- Viljevac, A., Lazibat, T., & Puh, B. (2012). Employee engagement as a mediator of the relationship between satisfaction with compensation and organizational commitment. *Management: Journal of Contemporary Management Issues*, 17(1), 93-114.
- Wang, Z., & Xu, H. (2019). Transformational leadership and psychological safety: A moderated mediation model of job demands and resources. *Journal of Managerial Psychology*, 34(2), 90-102.
- Zhang, M., Tang, J., Zhang, Y., & Wang, Z. (2012). Does inbound foreign direct investment facilitate industrial upgrading? Evidence from China. *Journal of International Business Studies*, 43(6), 544-557.
- Zheng, C., Molineux, J., Mirshekary, S., & Scarparo, S. (2020). Employee engagement and workplace outcomes in small service firms: The role of HRM and positive psychological capital. *Journal of Small Business Management*, 58(2), 308-331

