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Relationship between Job Characteristics and Employee Engagement among State Corporations in Kenya

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Abstract: *By using exploratory research design in a representative sample of employees of State Corporations in Kenya (N=434), the present study aimed to investigate the relationship between job characteristics (job clarity, job autonomy, job significance & job performance) and employee engagement among state corporations in Kenya. Four main dimensions of job characteristics were studied: job clarity, job autonomy, job significance and job performance. Employee engagement was measured using the Utrecht Work Engagement Scale. The results indicated that job clarity, job autonomy, job significance, work arrangement and job performance, have a positive significant relationship with employee engagement. The overall results indicate that job characteristics explain 95.2% of employee engagement among state corporations in Kenya. The level of engagement for employee is State Corporations in Kenya was found to be above average. These results indicate that the corporations need to invest more in enriching jobs with adequate resources in order to enhance engagement.*

Keywords: *Employee Engagement, job characteristics, organizational success, job resources, state corporations*

1. Introduction:

Engaged employees experience high levels of energy and strong identification towards their work (Bakker & Demerouti, 2008; Engelbrecht, 2006), which translates to a more sustainable workplace in terms of both individual health and organizational performance (Bakken & Trop, 2012). However, Schaufeli, Bakker and Rehenen (2009) observe that virtually all models of occupational health and well-being have neglected the potential positive effects of work such as engagement and focused exclusively on job stress and the resulting strain. Taris, Cox and Tarrissrand (2008) also realise that majority of the contributions in Occupational Health Psychology (OHP) journals are about ill health, such as physical violence and aggression, work-home conflict, burnout, musculoskeletal complaints, work place accidents, high emotional and time demands, and so forth. According to Taris et al. (2008), there is an imbalance between the number of contributions address how what is wrong can be fixed and the number of papers dealing with developing what is right. The present study is relevant and in line with the current agenda of OSP researchers to focus on the more positive aspects of work. In this study, we discuss the relationship between job characteristics and employee engagement. The focus is on the more positive job characteristics like: job clarity, job autonomy and job significance and how they relate to employee engagement.

1.1. What Is Employee Engagement?

Employee engagement has been defined by most scholars as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption (Schaufeli, et al., 2009; Hakanen, Schaufeli and Ahola, 2008; Bakker & Demerouti, 2008; Bakker, Schaufeli, Leiter & Taris, 2008; Braine & Roodt, 2011; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). Vigor is characterized by high levels of energy and mental resilience while working (Bakker & Demerouti, 2008). Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, and challenge (Bakker & Demerrouiti, 2008). Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli & Bakker, 2004).

Bakker and Demerouti (2008) conclude that, based on this definition, engaged employees have high levels of energy and are enthusiastic about their work. To test the assumption that engagement is characterized by high levels of energy and enthusiasm among employees, Schaufeli et al. (2004) carried out a study with a group of Dutch employees from different

occupations. They found that engaged employees have high levels of self-efficacy, enthusiasm and energy. Engelbrecht's (2006) qualitative research among Danish midwives also add significantly to the Dutch findings by showing how engagement translates into behavior. In the study of Engelbert, participants had to describe a highly engaged colleague. The interviews revealed that an engaged midwife is a person who radiates energy and keeps up the spirit at the ward, especially in whatever needs to be done, and is viewed as a source of inspiration for herself and her colleagues.

Cavanagah and Viridie (2007) on the other hand argue that engagement is composed on three dimensions which include: intellectual engagement (thinking hard about the job and how to do it better); affective engagement (feeling positively about doing a good job); and social engagement (actively taking opportunities to discuss work related improvement with others at work). Engagement therefore involves a range of human behavior and attitudes including: motivation, commitment, satisfaction with the agency, a sense of alignment with organizational goals, and a desire to work hard to achieve these goals (Australian Public Service-APS, 2010). Moreover, it is often connected with outcomes such as loyalty to, and advocacy for the place of employment, as well as some sense that employees will 'go the extra mile' or exert discretionary effort to help achieve organizational goals (Scottish Executive Social Research, 2007).

1.2. Relationship Between Job Characteristics And Employee Engagement:

Occupation-specific work psychological models including the JD-R Model emphasize the need to focus on job characteristics that are relevant to the employees under study, in order to capture the particularity of the respective work setting (Xanthopoulou, et al. 2009. Putting supervisor support and employee engagement together, we develop the following conceptual Framework (Figure 2) to guide our study:

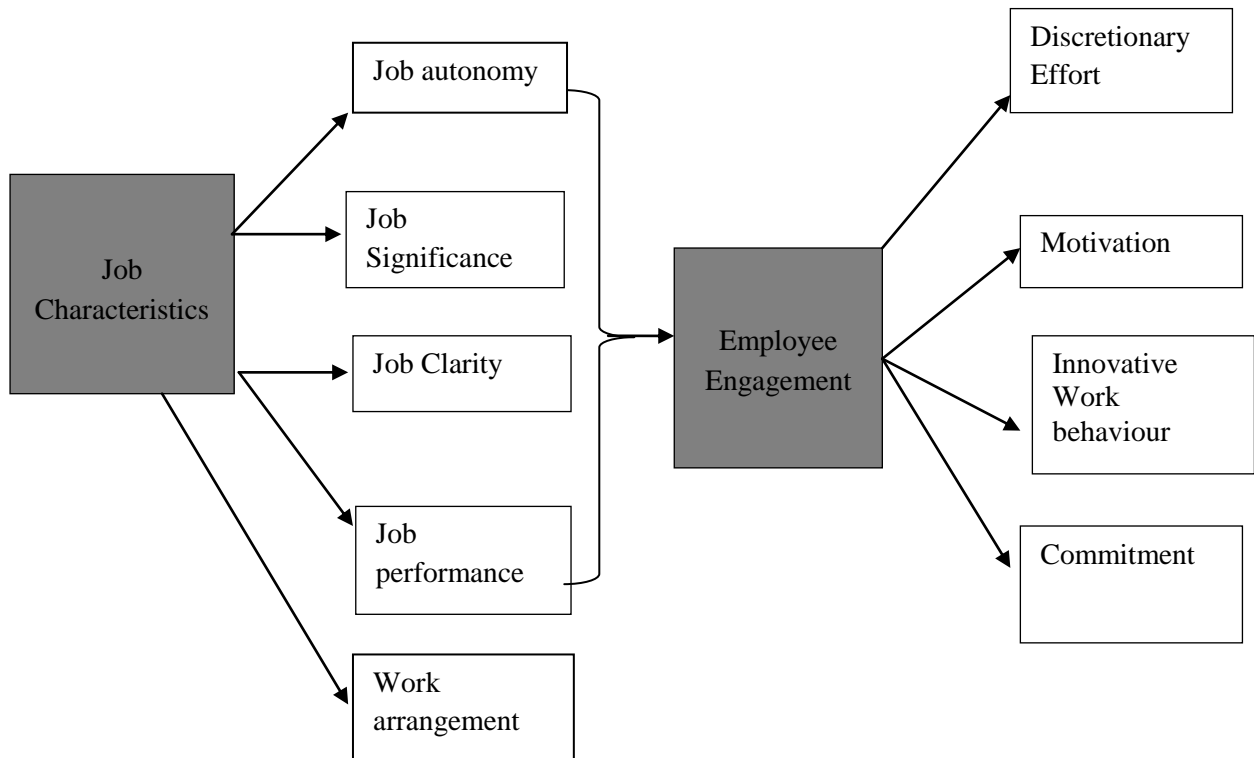


Figure 1: Job characteristics and employee engagement: Conceptual Framework

1.3. Literature Review:

According to the Job Demands-Resources Model in Figure 2, job characteristics can be defined in two broad categories, which are: job demands and job resources (Broeck, Vansteenskiste, Witte and Lens, 2008). Job demands refer to those aspects of the work context that affect individual employee's capacity and have psychological and/or physical costs (Bakker, Demerouti, Taris, Schaufeli, & Schreurs, 2003, de Jonge & Dormann, 2006 cited in Broeck, et al., 2008). According to Broeck, Vansteenskiste, Witte and Lens (2008), the job demand category contains job characteristics such as: task interruptions, workload, work-home interference, organizational changes and emotional dissonance. Job resources on the other hand refer to physical, psychological, social or organizational aspects of the work context that: i) can reduce the health-impairing impact of job demands; ii) are functional in achieving work goals; and iii) stimulate personal growth, development, and learning (Schaufeli & Bakker, 2004 cited in Broeck, et al. (2008). As outlined in the JD-R model, the job resources category includes characteristics like: opportunities for skill utilization, autonomy, supervisor support, performance feedback, financial rewards, and career opportunities (Broeck, et al., 2008).

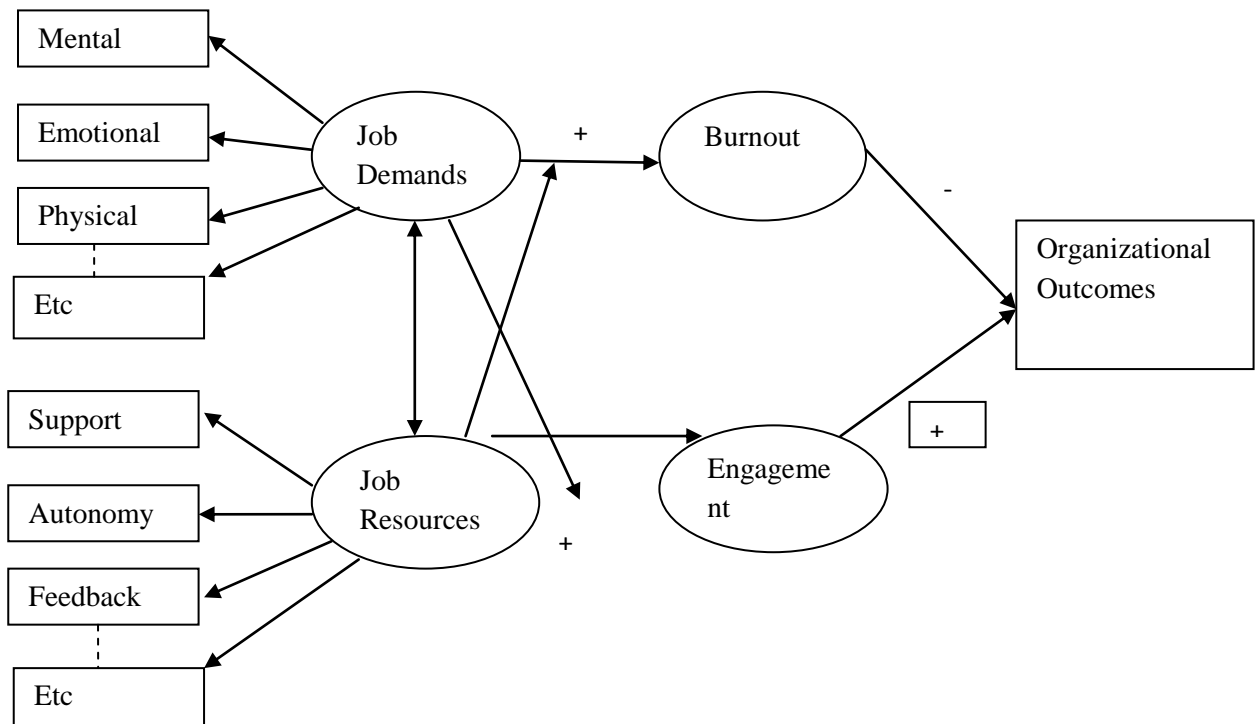


Figure 2: The Job Demands-Resource model (Bakker & Demerouti, 2008)

1.4. Statement Of The Problem:

According to the World Bank (2004), majority of state corporations in Kenya are not efficient in management of public resources. This has been caused by declining employee performance (Omolo, 2012). One of the reasons leading to poor performance as identified by various researchers is poor employee engagement (Smits, et al. 2001; Edwards & Peccei, 2007). HR practitioners and scholars have identified a positive link between supervisor and employee engagement, which affects organizational performance (Carrier, et al 2012) and employee retention (Salt, 2008). In addition, researchers have established that a highly engaged workforce is 50% more productive than a disengaged workforce (Jawaharrani, 2010). The majority of HR professionals (78%) feel that employee engagement is critical to business success and is a key driver of business success in today's competitive marketplace (Jawaharrani, 2010). Nevertheless, empirical studies on employee engagement available are also concentrated on the developed countries only with a dearth of the same studies in developing countries. This is echoed further by the recommendation of Poelmans et al. (2003) on the need for empirical research that can serve as basis for broadening theory beyond the Anglo-Saxon context.

1.5. Research Objectives:

The study sought to meet the following objectives; To investigate the relationship between job clarity, job autonomy, job significance, job performance, work arrangement and employee engagement among state corporations in Kenya.

2. Materials And Methods:

This study adopted an explanatory research design, using both quantitative and qualitative approaches. An explanatory research is conducted in order to discover and report relationships among different aspects of the phenomenon under study (Firebaugh, 2008). The rationale for using both quantitative and qualitative methods is grounded in the fact that neither quantitative nor qualitative methods are sufficient by themselves, to capture the trends and details of a situation. When used in combination, quantitative and qualitative methods complement each other and allow for a more robust analysis taking advantage of the strengths of each (Green, Caracelli & Graham, 1989; Miles & Huberman, 1994; Green and Caracelli, 1997; Tashakkori & Teddlie, 1998).

2.1. Sampling Frame And Technique:

The target population for this study was all the 197 state corporations. According to the list obtained from the State Corporations Advisory Committee (2013), the 197 State Corporations are categorized as follows: financial (20), Commercial/ Manufacturing (40), Regulatory Corporations (35), Public Universities (19), Training and Research Corporations (20), Service Corporations (35), Regional Development Authorities (15), Tertiary Education and Training Corporations (13). For the purpose of this study simple random sampling method was used to select a sample of state corporations. For public institutions to effectively perform and achieve their mandate for a greater public good, all employees working in these institutions need to be engaged and productive (Amarakoon & Wickramasinghe, 2010; Jawaharrani, 2010). This study therefore targeted employees in all cadres in the organizations which were sampled. The study used multi-level sampling technique. Simple random sampling technique was used to select a sample of state corporations, which are the primary sampling units in this study. The sampling frame for this study was the list of state corporations obtained from State Corporations Advisory Committee. On the sampling frame each state corporation was assigned a unique number and a table of random numbers was

used to select 20, which forms 10% of the total state corporations. This have sufficiently met the minimum threshold sample size suggested by Gay (2005) that a sample size of 10% of the target population is regarded as adequate for small population ($N < 1000$). The second step was to take a stratified sample of 434 employees in various job scales in the organizations selected, which is top management, middle management, lower management and the operatives. Individuals in the corporations selected form the unit of analysis for this study. Stratified sampling method was used to select individual employees within the selected corporations to take care of some variations that could occur based on job cadres as pertains employee engagement. The sample size determination formula by Mugenda & Mugenda (2003) was adopted to determine the sample size and calculated according to the following formula:

$$n = \frac{z^2 pq}{d^2}$$

Sample Size Determination Formula.....Equation 1

Where n= sample size

z= confidence level at $(1-\alpha) \%$

p= proportion in the target population estimated to have the characteristics being measured

q= 1-p

d= level of statistical significance (=0.05)

This is calculated as follows:

$$\frac{(2.05)^2 \times (0.5)(0.5)}{(0.05)^2} = 498$$

$$(0.05)^2$$

2.2. Data Collection And Instrumentation:

Data was collected using self-administered questionnaires. Employee engagement measures were adopted from the Utrecht Work Engagement Scale (UWES) (Schaufeli & Bakker, 2006), State of Queensland (2005) measure of family-responsive index and IESE, Business School, (2006) IESE Family-Responsible Employer Index (IFREI) and modified to suit this

study. Table 2 below shows the specific measures of employee engagement used in this study. Likert scale was used to as a perceptual measure of the variables.

Dependent Variable (DV)	Measurable Sub-variables of IVs	Specific Measure
Employee engagement	Discretionary Effort	(i) <i>Emotional commitment to the job</i>
		(ii) <i>Going and extra mile"</i>
		(iii) <i>Intentional building of supportive efficiency</i>
	Motivation	(i) <i>Work enthusiasm</i>
		(ii) <i>Vigor</i>
		(iii) <i>High energy during work performance</i>
		(iv) <i>Absorption in work performance</i>
		(v) <i>Dedication to duty</i>
	Innovative work behaviour	(i) <i>Natural innovation</i>
		(ii) <i>Drive for efficiency</i>
		(iii) <i>Creativity in work performance</i>
		(iv) <i>Suggestion for improvement</i>
	Commitment	(i) <i>Commitment to the organization</i>
		(ii) <i>Commitment to work group</i>
		(iii) <i>Commitment to the job</i>
(iv) <i>Intention to quit</i>		
(v) <i>Absenteeism</i>		

Table 1: Measures of Employee Engagement

Moderating Variable (MV)	Measurable Sub-variables of IVs	Specific Measure
Job Characteristics	Job clarity	(i) <i>Having clear job objectives</i>
		(ii) <i>Clear understanding of the desired outcomes</i>
		(iii) <i>Clear understanding of job expectations</i>
	Job Autonomy	(iv) <i>Having opportunities to get involved in matters that affect individuals' work</i>
		(v) <i>Freedom to make work-related decisions</i>
		(vi) <i>Discretion to vary approach to individual work.</i>
	Job significance	(vii) <i>Feeling that the job is personally meaningful.</i>
		(viii) <i>Feeling that the job an individual is performing is relevant to the organization.</i>
	Job Skills & Performance	(i) <i>Ability to perform the job.</i>
		(ii) <i>Muilt-skilling and job rotation</i>
		(iii) <i>Feedback on job performance</i>
		(iv) <i>Involvement on change management</i>
		(v) <i>A feeling of capability to perform</i>
	Work Arrangement	(i) <i>Overtime management</i>
(ii) <i>Shift work management</i>		
(iii) <i>Travelling out of work station</i>		
(iv) <i>Work load</i>		

Table 2: Measures of Job Characteristics

2.3. Data Analysis And Presentation:

Descriptive statistics of both dependent and independent variables was established. Test for normality of the dependent variable was established so that the researcher could do more subsequent analyses. Normality tests were conducted for the dependent variable so as to establish whether it assumed normal distribution or not. In case it was found not to be normally distributed, the researcher used Smirnov test and Shapiro -Wilk to test for this. The essence of testing for normality was to enable the researcher to continue with the other subsequent analysis. Factor analysis was done to reduce the data and filter the items that meet certain threshold. Reliability analysis conducted through the use of Cronbach's alpha. Correlation analysis was used to test the nature of the relationship between the variables. Regression analysis was used to test whether the independent variable has any effect on employee engagement in state corporations in Kenya. Normality tests were done so that the researcher could continue with further analysis in case the dependent variable was not normal. Kolmogoror Sminor was used to normalize employee engagement. Linear Regression was performed to measure the relationship between the dependent and independent variable. Correlation analysis was done to establish whether there is correlation between supervisor support and employee engagement. Regression analysis was used to investigate the relationships between variables. Usually, the investigator sought to ascertain the casual effect of dependent variable upon the independent variables. Data was analyzed using multiple linear regression model and Pearson correlation coefficient. Statistical test included F-test and ANOVA.

2.4. Regression Analysis:

The study used multiple linear analyses to measure the relationship between the independent variable, that is: supervisor support and employee engagement. The research study therefore, used the following model to test whether supervisor support has any influence on employee engagement.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Multiple Regression Model.....Equation 3

Where Y = Employee Engagement

β_0 = Intercept

$\beta_1 - \beta_4 =$ Slopes coefficients representing the influence of the associated independent variables over the dependent one

$X_1 =$ job clarity $X_2 =$ Job autonomy, $X_3 =$ job significance, $X_4 =$ job performance, $X_5 =$ work arrangement

3. Results And Findings:

The response rate was high, out of the 496 questionnaires that were distributed, 434 were returned, giving a response rate of 87.5%. The response was considered appropriate since Sekaran (2008) argues that any response above 75% is classified as best.

3.1. Descriptive Analysis Results Of Perceived Employee Engagement Among State Corporations:

Respondents' opinion was sought as to whether employees in the organizations are engaged or disengaged. Majority (86.4%) indicated that employees in their organizations are engaged while 13.6% indicated that employee in their organizations are disengaged. On further probing, respondents were asked to indicate the level of engagement on a closed scale of excellent, very good, good, fair and poor. Majority 47.6% indicated good, 21.6% indicated very good, 19.3% indicated fair, 7.4% indicated excellent and 4.2% indicated poor level of engagement.

	Very little	Little	Neutral	Much	Very much	Mean	Subtotal	Median	Mode
	Row N %	Row N %	Row N %	Row N %	Row N %				
I frequently make suggestions to improve the work of my team/department or organization	4.4%	8.1%	22.6%	45.4%	19.6%	4	4	4	4
I always do more than is actually required on my job	1.8%	6.2%	21.0%	47.3%	23.6%	4	4	4	4
I am proud to tell others that am part of this organization	3.7%	3.9%	18.7%	45.6%	28.1%	4	4	4	4
If a story in the media criticizes my organization, i would feel embarrassed	4.4%	4.8%	18.0%	41.5%	31.3%	4	4	4	4
Am very enthusiastic about	6.0%	5.8%	24.9%	43.4%	19.9%	4	4	4	4

my job								
I feel bursting with energy at my work	3.5%	9.2%	22.6%	41.7%	23.0%	4	4	4
I find the work that i do full of meaning and purpose	5.5%	9.9%	34.4%	28.9%	21.2%	4	4	3
When am working I forget everything else around me	6.7%	12.3%	35.6%	31.0%	14.4%	3	3	3
It is difficult to detach myself from my job	4.6%	7.4%	31.1%	35.7%	21.2%	4	4	4
At my work, I always persevere, even when things do not go well	5.5%	7.8%	20.7%	44.2%	21.7%	4	4	4
When I get up in the morning, i really desire to go to work	12.2%	12.0%	34.9%	28.6%	12.2%	3	3	3

Table 3: Level of employee engagement

Table 5 above show the mean of responses for each of the eleven statements designed to measure employee engagement. On average the mean of the questionnaire item responses is at 4 which is above the media of 3 on the 1-5 point very little – very much likert scale. This means that most employees rated the level of engagement at 4 out of 5. Based on this score, we conclude that the level of employee engagement in State Corporations in Kenya is above average.

Reliability Statistics	
Cronbach's Alpha	Number of Items
0.717	10

Table 4: Reliability Analysis of Employee Engagement

The reliability analysis of the dependent variable indicated that the variable was reliable since it had an internal consistency coefficient of 0.717 and therefore it met the threshold.

3.2. Test For Normality:

The test for normality of employee engagement in this study was done by use of Kolmogorov-Smirnov test. Given that H_0 and H_1 , set $\alpha=0.05$, the rule is that reject H_0 if P-value is less than α else fail to reject H_0 , where:

H_0 : The data is normal

H_1 : The data is not normal

One-Sample Kolmogorov-Smirnov Test		
EMPLOYEE ENGAGEMENT		
N		434
Normal Parameters	Mean	24.9581
	Std. Deviation	6.69909
Most Extreme Differences	Absolute	.022
	Positive	.022
	Negative	-.022
Kolmogorov-Smirnov Z		.468
Asymp. Sig. (2-tailed)		.981
a. Test distribution is Normal.		

Table 5: Test for normality

Table 5 indicate that using the Kolmogorov-Smirnov Test of normality, employee engagement data is normal since the P-value is above 0.05. The study therefore concluded that employee engagement variable is normal in distribution and hence subsequent analysis could be carried out. Table 5 further shows that employee engagement is approximately normally distributed with a mean of 24.958, standard deviation of 6.699 and the number of respondent were 434 represented by N=434. The dependent variable should be normally distributed because the study was using multiple linear regression model, where the condition of normality must be satisfied.

		Correlations					
		Employee engagemen t	Job autonom y	Job significanc e	Job clarit y	Work arrangemen t	Job performanc e
Employee engagemen t	Pearson Correlation	1	.318**	.463**	.508**	.305**	.511**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	434	434	434	434	434	434
Job autonomy	Pearson Correlation	.318**	1	.339**	.423**	.218**	.449**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	434	434	434	434	434	434
Job significance	Pearson Correlation	.463**	.339**	1	.601**	.250**	.462**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	434	434	434	434	434	434

	N	434	434	434	434	434	434
Job clarity	Pearson	.508**	.423**	.601**	1	.285**	.559**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	434	434	434	434	434	434
Work arrangement	Pearson	.305**	.218**	.250**	.285**	1	.441**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	434	434	434	434	434	434
Job performance	Pearson	.511**	.449**	.462**	.559**	.441**	1
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	434	434	434	434	434	434

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

Table 6: Correlation Analysis Results of Job Characteristics and Employee engagement

Table 6 above shows Pearson correlation coefficient was used to gauge the relationship between job characteristics and employee engagement. The results indicated that job clarity, job significance, job autonomy and job performance, have a positive significant relationship with employee engagement. This which show that the precision under consideration was 0.000 and this meets the threshold since $p < 0.05$. The variable corroborates with the findings of other researchers like Farh et al. (2007); Dale Carnegies & Associate (2012); Psychometric Canada Limited (2011) and Gourlay et al. (2012) cited in Ruck (2012) which indicated that supervisor support influence employee engagement.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.318 ^a	.101	.099	6.35867

a. Predictors: (Constant), JOB AUTONOMY

Table 7: Model Summary

This is confirmed by the goodness of fit as shown on Table 7. This showed that job autonomy on explains 9 % of employee engagement. The other 81% is explained by other variables that were not considered in this study.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1965.172	1	1965.172	48.604	.000 ^a
	Residual	17466.931	432	40.433		
	Total	19432.103	433			

Table 8: Analysis of variance

The Table 8 indicates that job autonomy was positive showing that the model tested was significant and valid since it met the threshold of P = 0.000. and F – value of 48.604.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.348	.728		27.937	.000
	JOB AUTONOMY	2.379	.341	.318	6.972	.000

a. Dependent Variable: EMPLOYEE ENGAGEMENT

Table 9: Regression coefficient

The Table indicates that job autonomy had a positive significant influence on employee engagement at P Value = 0.000. This meant that the univariate analysis of the sub variable of supervisors support had an influence on employee engagement given that the constant was also significant at Sig= 0.000

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.463 ^a	.214	.212	5.94531

a. Predictors: (Constant), JOB SIGNIFICANCE

Table 10: Model Summary

This is confirmed by the goodness of fit as shown on Table 10. This showed that job significance explains 21.2 % of employee engagement. The other 79.8% is explained by other variables that were not considered in this study.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4162.337	1	4162.337	117.757	.000 ^a
	Residual	15269.766	432	35.347		
	Total	19432.103	433			

a. Predictors: (Constant), JOB SIGNIFICANCE
 b. Dependent Variable: EMPLOYEE ENGAGEMENT

Table 11: Analysis of Variance

The Table 11 indicates that job significance was positive showing that the model tested was significant and valid since it met the threshold of P = 0.000 and F – value of 117. 757

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.147	.774		22.144	.000
	JOB SIGNIFICANCE	3.524	.325	.463	10.852	.000

a. Dependent Variable: EMPLOYEE ENGAGEMENT

Table 12: Regression Coefficients

The Table 12 indicates that the regression coefficient of job significance and employee engagement had a positive significant influence on employee engagement since it met the threshold of P= 0.000 at 95%. The constant was also significant at P= 0.000.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508 ^a	.258	.256	5.77687

a. Predictors: (Constant), JOB CLARITY

Table 13: Model summary of job clarity

This is confirmed by the goodness of fit as shown on Table 13. This showed that job clarity explains 25.6 % of employee engagement. The other 75.4 % is explained by other variables that were not considered in this study. This is an indication that the variable had a relatively low representation as compared to other sub-variables.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5015.322	1	5015.322	150.285	.000 ^a
	Residual	14416.781	432	33.372		
	Total	19432.103	433			

a. Predictors: (Constant), JOB CLARITY
 b. Dependent Variable: EMPLOYEE ENGAGEMENT

Table 14: Analysis of Variance

The Table 14 indicates that feedback on job clarity was positive showing that the model tested was significant and valid since it met the threshold of P = 0.000 and F – value of 150.285

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.295	.836		18.306	.000
	JOB CLARITY	2.218	.181	.508	12.259	.000

a. Dependent Variable: EMPLOYEE ENGAGEMENT

Table 15: Regression coefficients job clarity against employee engagement

The Table 15 indicates that the regression coefficient job clarity and employee engagement had a positive significant influence on employee engagement since it met the threshold of P= 0.000 at 95%. The constant was also significant at P= 0.000.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.305 ^a	.093	.091	6.38697

a. Predictors: (Constant), WORK ARRANGEMENT

Table 16: Model summary of work arrangement

This is confirmed by the goodness of fit as shown on Table 16. This showed that work arrangement explains 9.1 % of employee engagement. The other 89.9% is explained by other variables that were not considered in this study. This is an indication that the variable had a relatively low representation as compared to other sub-variables.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1809.377	1	1809.377	44.355	.000 ^a
	Residual	17622.726	432	40.793		
	Total	19432.103	433			

a. Predictors: (Constant), WORK ARRANGEMENT
 b. Dependent Variable: EMPLOYEE ENGAGEMENT

Table 17: Analysis of Variance

The Table 17 indicates that work arrangement was positive showing that the model tested was significant and valid since it met the threshold of P = 0.000 and F – value of 44.355

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.287	1.631		8.758	.000
	WORK ARRANGEMENT	.849	.128	.305	6.660	.000

a. Dependent Variable: EMPLOYEE ENGAGEMENT

Table 18: Regression coefficients of work arrangement against employee engagement

The Table 18 indicates that the regression coefficient of work arrangement and employee engagement had a positive significant influence on employee engagement since it met the threshold of P= 0.000 at 95%. The constant was also significant at P= 0.000.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511 ^a	.261	.259	5.76574

a. Predictors: (Constant), JOB PERFORMANCE

Table 19: Model summary of job performance

This is confirmed by the goodness of fit as shown on Table 19. This showed that job performance explains 25.9% of employee engagement. The other 74.1% is explained by other variables that were not considered in this study. This is an indication that the variable had a relatively low representation as compared to other sub-variables.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5070.824	1	5070.824	152.535	.000 ^a
	Residual	14361.279	432	33.244		
	Total	19432.103	433			

a. Predictors: (Constant), JOB PERFORMANCE
 b. Dependent Variable: EMPLOYEE ENGAGEMENT

Table 20: Analysis of Variance

The Table 20 indicates that work arrangement was positive showing that the model tested was significant and valid since it met the threshold of P = 0.000 and F – value of 152.535

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.264	.832		18.341	.000
	JOB PERFORMANCE	1.070	.087	.511	12.351	.000

a. Dependent Variable: EMPLOYEE ENGAGEMENT

Table 21: Regression coefficients of job performance against employee engagement

The Table 21 indicates that the regression coefficient of job performance and employee engagement had a positive significant influence on employee engagement since it met the threshold of P= 0.000 at 95%. The constant was also significant at P= 0.000.

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.976 ^a	.953	.952	5.66048	

Table 22: Goodness of fit of the Overall model

Table 22 indicates the goodness of fit of the overall model; the model showed that 95.2% of the variables explained the employee engagement. The other 4.8% is explained by other variables that were not considered in this study.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	276027.621	5	55205.524	1.723E3	.000 ^a
	Residual	13745.589	429	32.041		
	Total	289773.210 ^b	434			

Table 23: Analysis of Variance of the overall model

The Table 23 indicates job clarity, job autonomy, job significance, job performance was positive showing that the model tested was significant and valid since it met the threshold of $P = 0.000$ and F – value of 1.723E3

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	JOB AUTONOMY	.467	.348	.039	1.341	.181
	JOB SIGNIFICANCE	1.634	.393	.151	4.154	.000
	JOB CLARITY	1.176	.243	.210	4.832	.000
	WORK ARRANGEMENT	.843	.079	.417	10.613	.000
	JOB PERFORMANCE	.486	.115	.181	4.238	.000

a. Dependent Variable: EMPLOYEE ENGAGEMENT

b. Linear Regression through the Origin

Table 24: Regression coefficient of the overall model

Table 24 shows that the four sub variables of had a positive significant influence on employee engagement. The three variables were met the threshold of $p= 0.000$ as shown on the table. This therefore demonstrates that the three sub variables of supervisors support were significant.

Therefore the overall model of the study was;

$$Y = 0.467JA + 1.634JS + 1.176JC + 0.843WA + 0.486JP$$

Where $Y = Employee\ engagement$, $JA = job\ autonomy$, $JS = job\ significance$, $JC = job\ clarity$, $WA = work\ arrangement$, $JP = job\ performance$

4. Discussion:

The present study examined the influence of sub variables of job characteristics on employee engagement in state corporations in Kenya. Pearson correlation results shown on Table 6 indicated that job performance is leading with the highest influence on employee engagement with a correlation of 0.511, followed by job clarity at 0.508, then job significance with a correlation of 0.463, and job autonomy with a correlation of 0.318 and finally work arrangement with a correlation of 0.305. Therefore the study concluded that job performance followed by job clarity were the most prominent indicators of employee engagement in Kenyan State Corporations. Job autonomy and work arrangement came last. The results support the argument by Bakken and Torp (2012) that employee are highly motivated by success in job performance and value job clarity that in turn lead to improved engagement.

5. Conclusion And Practical Implications:

This research confirms the validity of the Job Demands-Resources model in Kenyan State Corporations. Similar to studies done in other countries mostly in the west, the results of this study suggest that programmes that enhance job resources such as job clarity, job autonomy and job significance help to increase employee engagement. Since engagement has positive effects on both the individual employee and the organization, it should be a common goal for many parties in the organization. Bakken and Torp (2012) suggest that all parties including managers and supervisors, union representatives and employees, human resource management staff and health and safety personnel should be concerned about strengthening employee engagement. For example supervisors should set clear job descriptions, enrich jobs and provide room for autonomy at work. The study has contributed research in the Kenyan context as it confirms findings in other countries that job characteristics and in particular job performance have a strong significant impact on employee engagement. This implies that state corporations in Kenya should focus on strengthening performance management systems to achieve higher levels of engagement, as the results of this study show that the engagement level is above average.

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