



**INFLUENCE OF TEAMWORK AND PERCEIVED ORGANISATION SUPPORT ON WORK ENGAGEMENT IN
KENYAN MEDIA HOUSES**

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ABSTRACT

This study was conceived to investigate how teamwork and perceived organisation support influences work engagement with focus being on the media industry in Kenya. To achieve its objective the study employed descriptive research design. The target population was drawn from the major television station players in the media industry. These were Citizen TV, Kenya Broadcasting Corporation (KBC), Kenya Television Network (KTN) and Nation TV (NTV).

The target population was 188 anchors, editors, researches and reporters in the selected TV stations. A sample of 56 selected employees was selected using proportionate sampling where 30% of the target population was taken as a sample. The study relied on primary data collected from structured questionnaires that were dropped and later picked. The data was analyzed using descriptive statistics and multivariate analysis conducted with the help of statistical package for social sciences (SPSS). The data was presented in form of figures and tables and beefed up with narrative explanations.

The study found that there was no clarity on the nature/ levels of work engagement, teamwork and perceived organisational support in the media houses surveyed. The study found that some aspects of the variables studied were favourable while others were unfavourable. The study found that teamwork and perceived organisational support have positive and significant influence on work engagement.

The study recommends that the organisations need to critically re-examine teamwork and aspects of perceived organization support which were found wanting and have an unfavourable influence on work engagement.

Key Words: *Teamwork, Organizational Support, Work engagements*

INTRODUCTION

Employees are very important in the production process and service delivery of any given industry. Their skills, roles and satisfaction at the place of work influence the competitive edge of the firm within the industry. For employees to play their part effectively, it is important that they are satisfied, motivated and managed in a way that enhances their level of engagement (Mutunga, 2009).

The early part of this decade saw numerous increases in layoffs “do more with less ‘was the mantra heard by employees in countless corporations. Executives in many organizations were not only looking for ways to increase the productivity of their workforce but were also attempting to accomplish this with a leaner staff. Thus much of the interest in engagement stems from a general concern for productivity. This interest has led to a flood of ideas of what can be done to harness discretionary effort of employees (Young et al, 2009).

Work Engagement Concept

According to Schaufeli and Bakker (2003) there are three dimensions to work engagement: vigour, dedication and absorption. The first dimension of vigour is described as keenness to invest effort because the individual is resilient and has reserves of energy. Schaufeli and Bakker (2003) described vigorous workers as those who would persist in the face of difficulties. Ryan and Deci (2001) also described a feeling of being intensely alive and authentic through engagement with work.

The media industry, made up of the print (newspapers and magazines) and electronic (Television and Radio) devices used for communication and is commonly referred to as the fourth estate. The media industry in Kenya is diverse, vibrant and is rapidly growing (Collender, 2010). It includes five major daily

newspapers, The Daily Nation, The Standard Newspaper, The Kenya times, The Star and The people, several weekly publications such as The East African, Business weekly over 100 Fm radio stations and 19 television stations. The two major newspapers with the largest circulation are the Daily Nation established in 1960 published by the Nation Media Group (NMG) and the Standard Published by the standard Group Limited established in 1902. The circulation of these two newspapers has doubled in the last decade while sharing 90 per cent of the market. The NMG also owns Nation TV and Radio and East African-a regional weekly newspaper with presence in Kenya, Uganda and Tanzania. NMG currently operates as the largest Media house in East and Central Africa. The standard Group also operates Radio Maisha and Kenya Television Network (KTN) (Media Council of Kenya, 2012).

Statement of the Problem

As noted in the background work engagement is a key concern for human resource management scholars and practitioners. Despite being extensively covered in various researches it still remains a fertile research subject given the dynamic nature of human resource management issues. A firm’s performance is an aggregate phenomenon that may include various elements such as sociological, political, & technological factors (Hansel & Wernerfelt., 1989). However to gain a competitive edge, organizations are turning to human resource to set the agenda for employee engagement and commitment (Lockwood, 2007).

It is therefore important for scholars and practitioners not to relent in their quest to understand various aspects of work engagement. Firms must understand how to build proper levels of employee work engagement to enjoy cost saving and risks associated with newly hired employees.

Proper work engagement levels also save on training costs as well as reduce employee turnover. Federman, (2009) estimated that

only 11-29% of employees are fully engaged in their work. Pinto, (2011) notes that the challenge today is not just retaining talented people but fully engaging them, capturing their minds and hearts at each stage of their work lives.

With regard to the media sector in Kenya, some indicators of work engagement such as employees' turnover paint an unclear picture. This is because employees move from one media house to the other and in most instances end up in the original media house they had deserted. There is also job turnover from the media sector to other sectors such public relations, politics among other career changes. This is therefore a grey area fertile for research.

In a study by Schaufeli and Bakker (2004) on the research topic Job demands, job resources, and their relationship with burnout and engagement they found that engagement plays a mediating role in the motivational process that is driven by available resources and that might lead to organizational attachment(i.e., a low turnover tendency).

According to Perin (2003) half of the disengaged employees are open to other opportunities even though they are not actively seeking other employment. This means that organizations could have a large group of dissatisfied and non productive people who may be 'adversely' affecting performance and spreading their own negative views and behaviours to others

This study decided to take a different approach by looking at how team work and perceived organisation support affects work engagement. These two factors are crucial in the workplace and the study felt it was important to look at how they are related to work engagement.

Objectives of the Study

The study sought to find out how teamwork and perceived organisation support influence work engagement in the media industry in Kenya. The study was guided by the specific objectives which were: To find out whether teamwork is a factor influencing work engagement and to find out how perceived organization support influences work engagement in media firms in Kenya

Research Questions

The study sought to answer two research questions;

1. How does teamwork influence work engagement in media organizations?
2. How does perceived organization support influence work engagement in media firms in Kenya?

Scope of the Study

The study was conducted within the major electronic media houses in Kenya .It was carried out in order to establish how teamwork and perceived organisation support influences the level of work engagement in the media industry. The Survey study was conducted in Nairobi where the head offices of the media houses are located between January 2012 and August 2013.

LITERATURE REVIEW

Theoretical Review

Engagement has been linked to a broad range of theories. Such theories include conservation of resources theory; self-determination theory; social exchange theory; social identity theory; job characteristics theory and job demand resource model. There are various ways in which the Tenets of these theories can help to explain the emergence and management of engagement (Simon, 2010). This study is grounded on the following theoretical perspectives which are relevant in

explaining the link between teamwork and perceived organisation support on one end and work engagement on the other end

a) Hobfoll's (1988) Conservation of resource theory

Hobfoll's (1988) Conservation of resource theory describes how employees strive to gain and protect resources and why they will perform more effectively when they have access to individual and job resources. (Simon, 2010). The more job resources available the more likely an employee will feel engaged (Sverke et al., 2007).

Empirical studies have shown that job resources are important correlates of engagement (Mauno, et al., 2007; Saks, 2006) particularly under conditions of high job demands (Xanthopoulou et al., 2007). Job resources are those physical, social, psychological and/or organizational aspects of the job that are functional in achieving work goals, reduce job demands and the associated physiological and psychological costs, and stimulate personal growth and development (Schaufeli et al., 2001).

Job resources may have both intrinsic motivational potential by facilitating learning or personal development and extrinsic motivational potential by providing instrumental help or specific information for goal achievement (Bakker, 2004) as such; they induce employees to meet their goals. In turn, employees may become more committed and engaged in their job, because they derive fulfilment from it (Hackman & Oldham, 1980).

Previous cross-sectional studies (Hakanen, Bakker, & Schaufeli, 2006; Saks, 2006; Xanthopoulou et al., 2007) have indeed shown that several job resources like autonomy, social support, supervisory coaching, performance feedback, and opportunities for professional development related positively to work engagement. These five types of job resources that have been

recognized as crucial for the majority of occupations (Bakker & Demerouti, 2007; Lee & Ashforth, 1996).

b) Ryan, Connell, and Deci 1985 Self Determination Theory

The second theoretical explanation relevant for current study on work engagement comes from the SDT (Ryan and Deci, 2000, 2001) where eudaimonic well-being (a sense of having achieved one's potential and consequently of being fulfilled) is embraced as an important propeller of human motivation at work (Rothbard, 2001). According to the SDT, environmental conditions that foster people's innate psychological needs and tendencies towards personal growth enable optimum well-being. Ryan and Deci (2000) identified three inherent psychological needs (autonomy, relatedness and competence) which they saw as essential to personal growth and well-being. This has resonance with Gill's (1999) suggestion that the work environment can provide the opportunity for redress of basic psychological drives to achieve one's potential, simply because people spend a large proportion of their time at work. According to the SDT, people's work provides them with the opportunity to demonstrate their competence, develop working relationships with others and to decide how they will proceed with challenges. May et al. (2004) suggested that satisfaction of psychological needs at work not only drives intrinsic motivation (essential for the most productive work), but is also essential to the development of engagement with work.

Saks (2006) associated work engagement with deep levels of job satisfaction and asserted that its dimensions were simultaneously cognitive, emotional and behavioural. According to Saks, people who are engaged are realising the fulfilment of their aspirations within their work environment. This has resonance with previous research conducted by Rousseau (1995) which suggested that

people bring expectations to their employment that constitute their psychological contract. Fulfilment of expectations and aspirations of individual potential therefore constitutes an important source of immense satisfaction and engagement in work. Central to self-determination theory is the distinction between autonomous motivation and controlled motivation. Autonomy involves acting with a sense of volition and having the experience of choice. In the words of philosophers such as Dworkin (1988), autonomy means endorsing one's actions at the highest level of reflection. Intrinsic motivation is an example of autonomous motivation. When people engage an activity because they find it interesting, they are doing the activity wholly volitionally.

Being controlled involves acting with a sense of pressure, a sense of having to engage in the actions. The use of extrinsic rewards in the early experiments was found to induce controlled motivation (Deci, 1971). SDT postulates that autonomous and controlled motivations differ in terms of both their underlying regulatory processes and their accompanying experiences, and it further suggests that behaviours can be characterized in terms of the degree to which they are autonomous versus controlled.

c) Social exchange Theory

A strong theoretical rationale for explaining engagement can be found in social exchange theory (Saks, 2006). Social exchange theory (SET) is among the most influential conceptual paradigms for understanding workplace behavior. Its venerable roots can be traced back to at least the 1920s (e.g., Malinowski, 1922; Mauss, 1925),

One of the basic tenets of social exchange theory is that relationships evolve over time into trusting, loyal, and mutual commitments. To do so, parties must abide by certain "rules" of exchange. Rules of exchange form a

"normative definition of the situation that forms among or is adopted by the participants in an exchange relation" (Emerson, 1976: 351). In this way, rules and norms of exchange are "the guidelines" of exchange processes. For example, when individuals receive economic and socioemotional resources from their organization, they feel obliged to respond in kind and repay the organization (Cropanzano and Mitchell, 2005). This is consistent with Robinson et al.'s (2004) description of engagement as a two-way relationship between the employer and employee.

One way for individuals to repay their organization is through their level of engagement. That is, employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organization (Saks, 2006). Bringing oneself more fully into one's work roles and devoting greater amounts of cognitive, emotional, and physical resources is a very profound way for individuals to respond to an organization's actions. It is more difficult for employees to vary their levels of job performance given that performance is often evaluated and used as the basis for compensation and other administrative decisions. Thus, employees are more likely to exchange their engagement for resources and benefits provided by their organization (Saks, 2006).

When the organization fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles. Thus, the amount of cognitive, emotional, and physical resources that an individual is prepared to devote in the performance of one's work roles is contingent on the economic and socioemotional resources received from the organization.

d) Henri Tajfel Social Identity Theory;

Tajfel (1972) introduced the idea of social identity to refer to a process by which individuals identify with the group, feel pride in

belonging, and see membership in the group as an important aspect of their identity. More specifically, he defined social identity as the individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him [her] of this group membership (May, 2004).

People seek a sense of connectedness and membership from their groups—especially when that connectedness is of positive valence. People are thus likely to socially identify with groups that positively fulfill their desire for connections; such groups enable people to satisfy needs linked to their collective selves and, thus, impact people's feelings of well-being and self-worth (Hogg & Abrams, 1988).

People who draw more of their social identity from a group will be more strongly concerned with ensuring the group's success, as well as ensuring their inclusion in the group. One consequence of such social identity-motivated engagement in organizational contexts will likely be increased levels of employee performance.

e) Job demand resource model.

At the heart of the Job Demands-Resources (JD-R) model (Bakker et al., 2003b; c; Demerouti et al., 2001a, b) lies the assumption that whereas every occupation may have its own specific risk factors associated with job stress, these factors can be classified in two general categories (i.e. job demands and job resources), thus constituting an overarching model that may be applied to various occupational settings, irrespective of the particular demands and resources involved.

Job demands refer to those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated

with certain physiological and/or psychological costs. Examples are a high work pressure, an unfavourable physical environment, and emotionally demanding interactions with clients. Although job demands are not necessarily negative, they may turn into job stressors when meeting those demands requires high effort from which the employee has not adequately recovered (Meijman and Mulder, 1998).

Hence, resources are not only necessary to deal with job demands, but they also are important in their own right. This agrees in a more general level with conservation of resources (COR) theory (Hobfoll, 2001) that states that the prime human motivation is directed towards the maintenance and accumulation of resources. Accordingly, resources are valued in their own right or because they are means to the achievement or protection of other valued resources. Job resources may be located at the level of the organization at large (e.g. pay, career opportunities, job security), the interpersonal and social relations (e.g. supervisor and co-worker support, team climate), the organization of work (e.g. role clarity, participation in decision making), and at the level of the task (e.g. skill variety, task identity, task significance, autonomy, performance feedback). Bakker (2006). Job demands are primarily related to the exhaustion component of burnout whereas (lack of) job resources are primarily related to disengagement (Wilmar et al., 2001).

Conceptual Framework

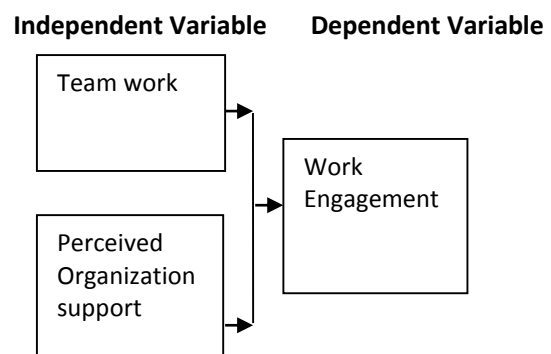


Figure 1 Conceptual framework

a) Teamwork and work engagement

A rather different aspect of the impact of computer technologies on jobs involves the rising importance of teamwork in modern work places. Several commentators have argued that small groups' teamwork has become increasingly widespread in the modern organization going beyond the traditional profession into new work domains. Frequently the tasks involved in knowledge work in modern work places are highly complex and therefore benefit from coordinated teams of highly skilled individuals often with different specialties working together (Nickerson, 1995). Good interpersonal relationships are essential to high productivity and quality customer service. Employees who develop and maintain strong interpersonal relationships with their bosses, coworkers and customers have a different outlook on their jobs than those who have poor relationships (Hamilton, 2008)

Regardless of the status in the organization success is influenced by the quality of the relationship with your coworkers. The quality of employee relationship reflects job satisfaction, morale, ability to meet each other's communication needs, commitment and knowledge of the organization. In addition strong peer relationship appears to reduce turnover, enhance creativity and improve productivity (Hamilton, 2008).

The need for strong interpersonal relationship is especially important in new organization models –the multiunit and virtual organizations where electronic commerce, globalization, cyberspace offices and constant change can cause employees to feel both physically and emotionally isolated Hamilton ,2008)..

b) Perceived Organizational support

Psychological safety involves a sense of being able to show and employ the self without negative consequences (Kahn, 1992). According to Saks (2006) an important aspect of safety stems from the amount of care and support employees' perceive to be provided by their organization as well as their direct supervisor. In fact, Kahn (1990) found that supportive and trusting interpersonal relationships as well as supportive management promoted psychological safety. Organizational members felt safe in work environments that were characterized by openness and supportiveness.

Supportive environments allow members to experiment and to try new things and even fail without fear of the consequences (Kahn, 1990). In their empirical test of Kahn's model, May et al. (2004) also found that supportive supervisor relations was positively related to psychological safety. Social support is also one of the conditions in the Maslach et al. (2001) model and a study by Schaufeli and Bakker (2004) found that a measure of job resources that includes support from colleagues predicted engagement. A lack of social support has also consistently been found to be related to burnout (Maslach et al., 2001).

Two variables that are likely to capture the essence of social support are perceived organizational support (POS) and perceived supervisor support (PSS). POS refers to a general belief that one's organization values their contribution and cares about their well-being (Rhoades and Eisenberger, 2002). The basic premise of organizational support research is SET. In particular, POS creates an obligation on the part of employees to care about the organization's welfare and to help the organization reach its objectives (Rhoades et al., 2001). Although POS has been found to be related to a number of favorable outcomes (e.g. job satisfaction, organizational commitment, performance) Rhoades and

Eisenberger, 2002, no previous study has related it to work engagement.

However, one reason that POS might lead to positive outcomes is through work engagement. In other words, employees' who have higher POS might become more engaged to their job and organization as part of the reciprocity norm of SET in order to help the organization reach its objectives (Rhoades et al., 2001). In other words, when employees believe that their organization is concerned about them and cares about their well-being, they are likely to respond by attempting to fulfill their obligations to the organization by becoming more engaged.

Employees tend to view their supervisor's orientation toward them as indicative of the organization's support (Rhoades and Eisenberger, 2002), PSS is also likely to be an important predictor of engagement. In fact, a lack of support from supervisors has been found to be an especially important factor linked to burnout (Maslach et al., 2001). In addition, first-line supervisors are believed to be especially important for building engagement and to be the root of employee disengagement (Bates, 2004; Frank et al., 2004)

Empirical Review

Previous studies have consistently shown that job resources such as social support from colleagues and supervisors, performance feedback, skill variety, autonomy, and learning opportunities are positively associated with work engagement (Bakker & Demerouti, 2007; Schaufeli & Salanova, 2007). Job resources refer to those physical, social, or organizational aspects of the job that may: (a) reduce job demands and the associated physiological and psychological costs; (b) be functional in achieving work goals; or (c) stimulate personal growth, learning, and development (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004).

Hence, resources are not only necessary to deal with (high) job demands, but they also are important in their own right.

Job resources either play an intrinsic motivational role because they foster employees' growth, learning and development, or they play an extrinsic motivational role because they are instrumental in achieving work goals. In the former case, job resources fulfill basic human needs, such as the needs for autonomy, relatedness and competence (Deci & Ryan, 1985; Ryan & Frederick, 1997). For instance, proper feedback fosters learning, thereby increasing job competence, whereas decision latitude and social support satisfy the need for autonomy and the need to belong, respectively. This intrinsic motivational potential of job resources is also recognized by job characteristics theory (Hackman & Oldham, 1980).

Job resources may also play an extrinsic motivational role, because work environments that offer many resources foster the willingness to dedicate one's efforts and abilities to the work task (Meijman & Mulder, 1998). In such environments it is likely that the task will be completed successfully and that the work goal will be attained. For instance, supportive colleagues and performance feedback increase the likelihood of being successful in achieving one's work goals. In either case, be it through the satisfaction of basic needs or through the achievement of work goals, the outcome is positive and engagement is likely to occur (Schaufeli & Bakker, 2004; Schaufeli & Salanova, 2007).

Consistent with these notions about the motivational role of job resources, several studies have shown a positive relationship between job resources and work engagement. For example, Schaufeli and Bakker (2004) found evidence for a positive relationship between three job resources (performance feedback, social support, and supervisory

coaching) and work engagement (vigor, dedication and absorption) among Dutch employees working in an insurance company, an occupational health and safety service company, a pension fund company, and a home care institution. More specifically, they used structural equation modeling to show that job resources (not job demands) exclusively predicted engagement, and that engagement is a mediator of the relationship between job resources and turnover intentions.

This study was replicated in a sample of over 2000 Finnish teachers (Hakanen, Bakker & Schaufeli, 2006). Results showed that job control, information, supervisory support, innovative climate and social climate were all positively related to work engagement. Conceptually similar findings were reported by Llorens, Bakker, Schaufeli, and Salanova (2006) in a Spanish context.

Recent longitudinal research has generally confirmed the positive relationship between job resources and work engagement in their study among managers and executives of a Dutch telecom company (N=201), Schaufeli, Bakker and Van Rheenen (2007) found that changes in job resources were predictive of engagement over a one-year time period. Specifically, results showed that increases in social support, autonomy, opportunities to learn and to develop, and performance feedback were positive predictors of T2 work engagement after controlling for baseline engagement. In a similar vein, Bakker, Euwema, and Van Dieren (2007) in their study among 193 employees of a pension fund company showed that job resources (social support, autonomy, teamwork and supervisory coaching) predicted engagement two years later, after controlling for concurrent job demands and resources.

Critical Review of literature

In their study among 572 Dutch employees Langelan, Bakker, Van Doornen, and Schaufeli (2006) related work engagement to temperament and the 'Big Two' personality factors—neuroticism and extraversion. Their findings revealed that engaged workers are characterized by high levels of mobility, low neuroticism, and high extraversion. This means that engaged workers are well able to respond adequately to changes in environmental demands; they adapt quickly to new surroundings and switch easily between activities. In addition, highly engaged employees do *not* have the general tendency to experience the distressing emotions such as fear, depression, and frustration that is characteristic of neurotics. In contrast, they seem to have a disposition towards cheerfulness, sociability, and high activity (extraversion).

These findings were replicated and expanded by Mostert and Rothmann's (2006) study on work engagement and the Big Five' personality factors—neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. Using a cross-sectional survey of 1,794 South African police officers, they found that conscientiousness, emotional stability, and extraversion each made an independent contribution to predicting work engagement. This is consistent with the Dutch findings, and additionally indicates that engaged workers score high on conscientiousness; they have the tendency to be habitually careful, reliable, hard-working, well-organized, and purposeful.

One reason why there are only a limited number of studies linking personality to work engagement is that most researchers in the field of organizational psychology follow Luthans'(2002) advice that positive organizational behaviour constructs – like (predictors of) work engagement – must be *state-like* (and not stable like personality is supposed to be), which would make them open to development and manageable for

performance improvement. Thus, in addition to job characteristics, several studies have focused on state-like personal resources as predictors of engagement. *Personal resources* are positive self-evaluations that are linked to resiliency and refer to individuals' sense of their ability to control and impact upon their environment successfully (Hobfoll, Johnson, Ennis & Jackson, 2003). It has been argued and shown that such positive self-evaluations predict goal-setting, motivation, performance, job and life satisfaction, and other desirable outcomes (for a review, Judge, Van Vianen, & De Pater, 2004).

The reason for this is that the higher an individual's personal resources, the more positive the person's self-regard and the more goal self-concordance is expected to be experienced (Judge, Bono, Erez, & Locke, 2005). Individuals with goal self-concordance are intrinsically motivated to pursue their goals and as a result they trigger higher performance and satisfaction (see also Luthans & Youssef, 2007).

Research gap

Otwori (2010) studies occupational engagement of Kenyan cultural officers'. The study aimed to test the level of relationship between employee individual demographic characteristics and engagement. The study found that there is a significant correlation between demographics and engagement variables. Otwor (2010) recommended that there was need for deployment of cultural officers to their place of choice. This will eventually lead to engagement and job satisfaction. This study went beyond the previous research in the area. Rather than studying the relationship between age and other variables it went ahead to study inter correlations among other variables such as gender, marital status, experience, academic tenure, job bands, work bands and engagement.

Mutungu (2009) carried out a study on factors that contribute to the level of employee engagement in the telecommunication industry. She found that remuneration was the contributor to employee engagement; other factors that contributed to a large extent were training and development, career growth, fair treatment by the supervisor, job security, recognition and praise.

The objective of critical analysis of major issues is to review research studies as outlined by various scholars. Many of the past studies have dealt with the factors affecting employee engagement in the telecommunication industry. However none has focused on the influence of team work and perceived organization support on work engagement in the media industry.

Bakker (2004) did a study on Job demands, job resources, and their relationship with burnout and engagement. Results from the study confirmed that burnout and engagement are negatively related, burnout is mainly predicted by job demands but also by lack of job resources, whereas engagement is exclusively predicted by available job resources; burnout is related to health problems as well as to turnover intention, whereas engagement is related only to the latter; burnout mediates the relationship between job demands and health problems, whereas engagement mediates the relationship between job resources and turnover intention. The fact that burnout and engagement exhibit different patterns of possible causes and consequences implies that different intervention strategies should be used when burnout is to be reduced or engagement is to be enhanced.

After critically reviewing the literature the researcher has identified the gaps that still exist on the study of work engagement. However, none of the studies reviewed has focused on work engagement in the media industry.

RESEARCH METHODOLOGY

Research Design

The study employed descriptive research. The primary purpose of descriptive research was to provide accurate description or picture of the status or characteristics of a situation or phenomenon. The result was not on fettering out cause and effect but rather on describing the variables that exist in a given situation and on describing the relationship that exist among the variables.

Target Population

According to the Intermedia a Non Profit research firm 2010 report on access and use of media in Kenya. Viewers listed Citizen TV, Kenya Broadcasting Corporation (KBC), Kenya Television Network (KTN) and Nation TV (NTV) as the stations they watch most frequently. For the purpose of this study the target population was 188 staff .The respondents included the reporters, anchors, editors and researchers. This was the group from which the sample was drawn.

Table 1: Study Population

Population Categories	Frequency
NTV	50
KTN	47
Citizen TV	45
KBC	46
Total	188

Sampling and Sample Size

The study used judgmental sampling which is a sampling that is based on the researchers' judgment as to the units (people) that was relevant to the aims and objectives of the study (Wright, 2000). The choice to use judgmental sampling was because the target population exhibited one or more of the following characteristics; they possess the necessary knowledge, they have had relevant experience; they were part of the social structure or

process on which the research is intended to focus (Wright, 2000).

Mugenda and Mugenda (2008) indicated that a minimum sample size of 10% to 20% of a large study population was sufficient for a study. Since the study population was small at 188, tables was used to determine the sample size of the study. The distribution of the respondents was done based on Mugenda and Mugenda (2003) approach using 30 % of each category giving a sample size of 56.

Table 2: Sample Size

Population Categories	Population	Sample Proportion	Sample Size
NTV	50	30%	15
KTN	47	30%	14
Citizen TV	45	30%	13
KBC	46	30%	14
Total	188	30%	56

Research Instruments

The study used closed and structured questionnaires.

To measure work engagement The Utrecht Work Engagement Scale (UWES) was used and includes three subscales: Vigor (VI; 6 items), Dedication (DE; 5 items), and Absorption (AB; 6 items). Items were scored on a 7-point Likert scale ranging from 0 (never) to 6 (every day).

Schaufeli, Salanova, González-Romá and Bakker (2002) developed the Utrecht Work Engagement Scale (UWES) and found acceptable reliability for it. Two recent studies using confirmative factor analysis demonstrated the factorial validity of the UWES (Schaufeli et al., 2002; Schaufeli, Martinez, Pinto, Salanova, & Bakker in press).

To measure teamwork the Team Diagnostic Survey developed by Lehman et al (2005) was used. The items use a five-point scale ranging from "highly inaccurate" (1) to "highly accurate" (5). TDS was an instrument intended for use both for the diagnosis of the strengths

and weaknesses of work teams and for research on team behaviour and performance. The TDS was based explicitly on existing research and theory about the conditions that foster team effectiveness. It provides an assessment of how well a team was structured, supported, and led as well as several indicators of members' work processes and their affective reactions to the team and its work. Its contents were pretested using a wide variety of teams in a range of organizational settings, so it can be used to assess any type of work team that operates in an organizational context (Lehman et al., 2005).

The questionnaires were administered through email, drop and pick and by personal administration. This depended on which method was convenient to the specific respondents. Questionnaires were preferred because they have been scientifically tested, simple to administer and convenient for collecting data within a short time. The questionnaire were divided into four parts, A, B, C and D. Part A addressed the general information of the respondent, Part B addressed work engagement, Part C addressed team work and Part D addressed perceived organization support.

Validity of the Research Instruments

Validity determines whether the research instruments truly measures that which it was intended to measure or how truthful the research results are. Prior to the using of the questionnaires to collect data it was tested by conducting a pilot survey on the ten employees in human resource departments who were not part of study sample to ascertain its content validity. The pilot study was carried out to check the appropriateness of the language used in the questionnaire as well as determining the difficulty of the items in the instruments.

Reliability of the Research Findings

Reliability is the extent to which results are consistent over time and an accurate representation of the total population under study. The data was collected using well tested and accepted procedures which have and can yield consistent data if used on similar studies.

The study calculated Alpha Cronbach using Statistical Package for Social Sciences (SPSS) with a score of 0.75 being considered as acceptable (Eisinga *et al.*, 2012; George and Mallery, 2003). No item scored less than the benchmark thus there were no adjustments or deletion.

Data Collection Procedure

The study collected primary and secondary data. Primary data was the information the researcher obtained from the field and was collected using structured questionnaires. The study sought a letter of introduction from Jomo Kenyatta University of Agriculture and Technology to be presented to the respondents. The researcher with the help of research assistants visited the media houses and self-administered the questionnaires to the employees after booking appointments. This method of data collection was a rich source of data. The method was preferred because of its ability to elicit information and also for bringing out the voices of the respondents. Secondary data was collected from the company websites, magazines and journals.

Data Analysis

Data analysis is a process whereby a researcher takes the raw data and creates information that can be used to tackle the objectives for which the research has been undertaken. The main objective of data analysis is to display the data, summarize the data and draw conclusion from the data (Kent, 2001).

The study used descriptive statistics – mean scores and standard deviations to give a picture of the variables under investigation. The study then used regression and correlation to determine the nature and the strength of relationship between the variables (Rubin et al., 1998). The study conducted the analysis with the help of SPSS.

A multivariate regression model was applied to understand work engagement is influenced by teamwork and perceived organisation support in media sector in Kenya.

The Linear regression used in this model was:

$$Y = \alpha + \beta X_1 + \beta_2 X_2 + \mu$$

Where

Y= Depend variable, Work engagement

α = Constant

β = Coefficient of the factors

X_1 = Teamwork

X_2 =Perceived organization support

μ = Error Term

The data was presented in form of figures and tables which were accompanied by narrative explanations.

FINDINGS AND INTERPRETATIONS

The study investigated the influence of teamwork and perceived organisational support on work engagement in Kenya’s media houses. Fifty six questionnaires were administered to the respondents. Forty six (46) respondents filled the questionnaires and returned them; this represented 82% of the sample. This response rate was deemed to be satisfactory. The findings are based on the responses obtained from the returned questionnaires.

Reliability Tests Results

The study conducted an inter rater reliability test for the research instrument. Table 4.1 illustrates the findings of the study concerning the inter rater reliability analysis.

Table 3: Reliability Statistics

Variable	Alpha	Standardized Item Alpha	No of Items
Work Engagement	0.8765	0.8907	17
Teamwork	0.8435	0.8723	14
Perceived organization support	0.8892	0.9135	17

The results show the coefficient was 0.866 approximately 0.85 which was higher than the benchmark value of 0.75 indicating high reliability and internal consistency of the research instrument and thus credibility of the results obtained. The study also made formatting adjustments to the questionnaires with each table occupying its own page and thus improving the level of the reliability.

Validity Outcomes

The piloting results showed that the respondents understood what was being asked in the questionnaires and there were no problem as confirmed in the discussion with those involved in the pilot survey. The study found that there was consistency and the respondents of the pilot responded to all questions.

Gender distribution

Among the respondents it is clear they were reasonably distributed across both genders.

The results show that 59% of the respondents were males while 41% were female and thus the findings do not have a gender bias.

Age distribution

The study also sought to know the age distribution of the respondents. From the findings, 44% of the respondents were aged between 28-32 years; 22% of the respondents were aged between 23-27 years; 15 % of the respondents were aged between 33-37 years; 11% of the respondents were aged between 43-47 years while 4% of the respondents were aged between 18-22 years and 38-42 years of age. This implied that the information was collected from respondent spread across various age groups and thus the findings do not have age bias.

Level of education

Regarding the level of education attained the respondents had the following responses:

The results show that 52% of the respondents had attained university level of education as their highest level of education, 31% of the respondents indicated that they had attained college level of education while 17% of the respondents had attained post graduate as their level of education. This implied that the media companies employed educated staff to offer their media services.

The study also sought to know for how long the respondents had been working in the media sector. The results show that 48% of the respondents had worked in their company for 4 to 7 years, 28% of the respondents indicated that they had been in their company for 1 to 3 years, 17% of the respondents indicated that they had worked in the company for 8 to 11 years while 7% of the respondents indicated that they had worked in their company for less than a year. This clearly implied that majority of the respondents had worked in their organization for more than 4 year and had experience on work engagement experience in their companies. The respondents were in a position therefore of offering relevant information of factors affecting the level of work engagement in the media industry.

Nature/Level of Work Engagement

In this section, the study sought to establish the nature/levels of work engagement among the employees in the media houses. A 7 point likert scale was used based on the frequencies of the work engagement indicators. Weighted mean scores were used to interpret the results. A mean score in the range of 6-3.6 was taken to indicate high levels of work engagement; a mean score in the range of 3.5-2.6 was taken to mean there were mixed reactions and there was no clear conclusion on the work engagement indicator being tested; a mean score in the range of 2.5-0 was taken to low work engagement. The responses obtained are presented in table 4 and interpreted below.

Table 4: Nature/Levels of Work Engagement

Work Engagement Indicators	Mean	Std. Dev.
At work, the respondents felt that they were bursting with energy	2.97	1.87
The respondents find the work that I do full of meaning and purpose	3.41	1.98
Time flies when the respondents are working	3.30	1.93
Respondents feel strong and vigorous at work	3.41	1.45
The respondents were enthusiastic about their job	3.26	2.05
When respondent were working, they forgot everything else around them	3.12	2.07
The job inspires the respondents	3.02	1.81
When the respondent get up in the morning, they feel like going to work	3.02	1.49
The respondents feel happy when they were working intensely	2.97	1.69
The respondents were proud of the work they do	3.52	1.72
The respondents were immersed in their work	3.28	2.12
The respondents could continue working for very long periods at a time	3.78	1.50
To the respondents their job was challenging	3.5	1.47
The respondents were carried away when working	3.76	1.36
Respondents were very resilient, mentally at work	3.27	1.85
It was difficult to detach themselves from their job	3.28	1.78
Respondents always persevere, even when things do not go well at work	3.97	1.71
Overall Average Scores	3.37	1.21

The results show that it was unclear whether the respondents felt that they were bursting with energy at work with this item posting a mean score of 2.97. It also emerges that there were mixed reactions on whether the respondents found their work full of meaning and purpose. There was also uncertainty on whether time flies when the respondents are working with this item posting a mean score of 3.30. There was also mixed reactions on whether the respondents felt strong and vigorous at work with this item posting a mean score of 3.41. The results also show that it was unclear whether the respondents were enthusiastic about their job with a mean score of 3.26 being registered. The results further show uncertainty on whether the respondents forgot everything else around them when they were working with a mean score of 3.12 being posted on this item. On whether the job inspires the respondents a mean score of 3.02 was posted indicating mixed reactions. There was lack of clarity on whether the respondents feel like going to work when they get up in the morning with the item posting a mean score of 3.02. There was also mixed reactions on whether the respondents feel happy when they were working intensely with the item posting a mean score of 2.97.

The results show that it was not clear whether the respondents were proud of the work they do with the item posting a mean score of 3.52. The results indicate lack of clarity on whether the respondents were not immersed in their work as this item posted a mean score of 3.28. The results show that the respondents could continue working for very long periods at a time with this item posting a mean score of 3.78. There were mixed reactions on whether the respondents found their jobs challenging with this item posting a mean score of 3.5. The results show that the respondents were carried away when working as indicated by a mean score of 3.76. There were mixed reactions on whether respondents were very resilient, mentally at work as this item posted a mean

score of 3.27. It was not clear whether it was difficult for respondents to detach themselves from their job with this issue having a mean score of 3.28. The results also show that the respondents always persevere, even when things do not go well at work with this item scoring a mean score of 3.97. The results show that overall an average mean score of 3.37 was obtained which implies that there is no clarity on the nature/ levels of work engagement in Kenya's media houses surveyed.

Nature of Teamwork

The study sought to get insights into the nature of teamwork in the selected media houses. A five point likert scale was used to gauge measure the nature of teamwork in the media houses surveyed. Weighted mean scores were used to interpret the results. A mean score in the range of 5-3.6 was taken to indicate presence of teamwork indicator; a mean score in the range of 3.5-2.6 was taken to mean there were mixed reactions and there was no clear conclusion on the nature of teamwork indicator being tested; a mean score in the range of 2.5-1 was taken to mean lack of the teamwork indicator. The responses obtained are presented in table 5 and interpreted below.

Table 5: Nature of Teamwork

Indicators of Teamwork	Mean	Std. Dev.
Team membership was quite clear –everybody knows exactly who is and isn't on this team.	4.07	1.08
There was great uncertainty and ambiguity about what this team is supposed to accomplish.	2.95	1.38
This team's purposes were so challenging that members had to stretch to accomplish them.	3.38	1.62
Different people are constantly joining and leaving this team.	2.48	1.52
This team's purposes were specified so clearly that all members know exactly what the team exists to achieve	3.65	1.28
Members of this team had their own individual jobs to do, with little need for them to work together.	2.71	1.08

There is so much ambiguity about who is on this team that it would be nearly impossible to generate an accurate membership list	3.10	1.85
This team's purposes are not especially challenging –achieving them is well within reach.	2.86	1.16
This team was quite stable, with few changes in membership.	3.04	1.28
The purpose of this team did not make much of a difference to anybody else.	3.52	1.50
Indicators of Teamwork(Cont)	Mean	Std. Dev.
Generating the outcome or product of this team requires a great deal of communication and coordination	3.86	1.06
The team's purpose was of great consequence for those they serve.	4.12	1.03
Anyone who knows this team could accurately name all its members.	4.34	1.03
Members of this team have to depend heavily on one another to get the team's work done.	4.04	1.45

The results show that team membership was quite clear as everybody knows exactly who is and isn't on this team with this item scoring a mean of 4.07. The results indicate that there was great uncertainty and ambiguity about what teams are supposed to accomplish with this item posting a mean score of 2.95. There were mixed reactions on whether teams' purposes were challenging forcing members to stretch themselves to accomplish the goals with this item recording a mean score of 3.38. The results show that different people are not constantly joining and leaving teams with the item posting a mean score of 2.48. It emerged that teams' purposes were specified so clearly that all members know exactly what the team exists to achieve with this item posting a mean score of 3.65. There were mixed on the issues of whether team members had their own individual jobs to do, with little need for them to work together as this item posted a mean of 2.71. There were also mixed reactions on the issue of ambiguity on team ability to generate an accurate membership list with the item recording a mean score of 3.10. There were mixed reactions on the issue of whether teams' purposes are not especially challenging and

whether achieving them is well within reach with the item posting a mean score of 2.86. There was lack of clarity on the issue of team stability with the item recording a mean score of 3.04. There was lack of clarity on whether the purpose of the teams made much difference to anybody else with the item scoring a mean of 3.52. The purpose of this team did not make much of a difference to anybody else.

The results show that generating teams' outcomes or products require a great deal of communication and coordination with the item scoring a mean of 3.86. The teams' purpose was of great consequence for those they serve as indicated by a mean score of 4.12. The results also show that anyone who knew of the teams could accurately name all members with the item posting a mean 4.34. Members of the teams have to depend heavily on one another to get the teams' work done as indicated by a mean score of 4.04. The results show that overall an average mean score of 3.44 was obtained which implies that there is no clarity on the nature/ levels of teamwork in Kenya's media houses surveyed.

Perceived Organizational Support

To be able to assess the link between work engagement and POS the study used a five point likert scale to get insight into the nature of POS in the organisations surveyed. Weighted mean scores were used to interpret the results. A mean score in the range of 5-3.6 was taken to indicate presence of POS indicator; a mean score in the range of 3.5-2.6 was taken to mean there were mixed reactions and there was no clear conclusion on the nature of POS indicator being tested; a mean score in the range of 2.5-1 was taken to mean lack of the POS indicator. The responses obtained are presented in table 6 and interpreted below.

Table 6: Nature of Perceived Organizational Support

POS Indicators	Mean	Std. Dev.
The organization values my contribution to its well being	3.93	0.60
The organization would hire someone to replace me at a lower salary	1.24	1.40
The organization fails to appreciate any extra effort from me (R)	3.24	1.23
The organization strongly considers my goals and values (S)	3.91	1.30
The organization would ignore any complaints from me	1.43	1.24
The organization disregards my best interests when it makes decisions that affect me(R)	2.33	1.17
Help is available from the organization when I have a problem	3.54	1.52
The organization really cares about my well being.	3.23	1.38
The organization is willing to extend itself in order to help me perform. My job to the best of my ability.(S)	2.52	1.19
Even if I did the best job possible, the organization would fail to notice. (R)	2.24	1.02
The organization is willing to help me when I need a special favour	2.95	1.38
The organization cares about my general satisfaction at work	3.65	1.09
If given the opportunity, the organization would take advantage of me. (R)	1.34	1.31
The organization shows very little concern for me. (R) (S)	3.28	0.98
The organization cares about my opinions.	3.00	0.90
The organization takes pride in my accomplishments at work	3.43	1.52
The organization tries to make my job as interesting as possible	4.22	1.63

The results shows that organizations surveyed value the respondents' contribution to its wellbeing as the item posted a mean score of 3.93. The results show that the organization would not hire someone to replace at a lower

the respondents as indicated by a mean score of 1.24. There were mixed reactions on whether the organizations fail to appreciate any extra effort from the respondents 3.24. The results show that the organizations strongly consider respondents' goals and values as indicated by a mean of 3.91. The results indicate that the organizations would not ignore complaints from the respondents as a mean of 1.43 was posted on the item. The results further show that the organizations do not disregard respondents' best interests when it makes decisions that affect them as indicated by a mean of 2.33.

There were mixed reactions on whether help is available from the organizations when respondents' have problems as indicated by a mean score of 3.54. It was also unclear whether the organizations really care about the well being of the respondents as indicated by a mean score of 3.23. The organizations are not willing to extend themselves in order to help the respondents perform their jobs to the best of their abilities as shown by a mean score of 2.52. The results show that when the respondents did the best job possible, the organizations would not fail to notice as indicated by a mean score 2.24 posted on the item related to this issue. There were mixed reactions on whether the organizations are willing to help the respondents when they need special favours as indicated by a mean score of 2.95. The organization cares about the respondents' general satisfaction at work as indicated by a mean score of 3.65. If given the opportunity, the organization would take advantage of me as indicated by a mean score of 1.34.

There were mixed reactions on whether the organizations show very little concern for the respondents as indicated by a mean score of 3.28. There were also mixed reactions on whether the organizations care about the respondents' opinion as indicated by a mean score of 3.00. There were mixed reactions on whether organizations take pride in

respondents' accomplishments at work as indicated by a mean of 3.43. The organization tries to make my job as interesting as possible as indicated by a mean score of 4.22. The results show that overall an average mean score of 2.91 was obtained which implies that there is no clarity on the nature/ levels of perceived organisational in Kenya's media houses surveyed.

Multivariate Analysis

Multivariate analysis was conducted to get an insight into the nature of the relationship between the three variables under study. Table 4.7 shows correlation results on all the three variables used in the study. From these results, work engagement a very high correlation with both teamwork and perceived organisation support. These results also show some other diagnostics especially serial correlations. Therefore, these diagnostics allowed the study proceed with further tests using the three variables.

Table 7: Correlation Results

	1	2	3
Work Engagement	1	.835**	.898**
Teamwork	.835**	1	.865**
Perceive Organisation Support	.898**	.865**	1

Table 4.8 shows the summary regression model results. As the results reveal, there was a very little correlation between the two factors studied and work engagement ($r = 0.063$). Teamwork and perceived organisation support accounted for 59.8% of the variance in work engagement in surveyed media organisations (r -squared = 0.598). The model therefore did not accounted for slightly over half of the variance in work engagement.

Table 8: Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.063	.598	.618	.34

Table 4.9 shows the joint effect of teamwork and POS variables on work engagement in Kenya through the F-test. As shown, F-statistic was 5.191 and significant ($p < 0.01$). Therefore, the results suggest that the model used was significant in jointly explaining the relationship between teamwork and POS variables on one end and work engagement on the other end as at least one of the variables in the model was significant.

Table 9: Joint Effect of Independent Variables

	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.781	5	.405	5.191	.001 ^a
Residual	6.764	86	.069		
Total	11.545	91			

Table 4.10 shows the results of individual effects of individual variables (teamwork and POS) on work engagement in surveyed media houses. The results show that teamwork had a positive effect on work engagement and was significant ($t = 2.931$). Further, perceived organisational support had a positive and significant effect on work engagement ($t = 2.803$).

Table 10: Individual Effects of Independent Variables

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	7.00	.375		3.640	.01
Teamwork	.781	.495	.756	2.931	.01
Perceived Organisation Support	.813	.646	.802	2.803	.00

SUMMARY OF KEY FINDINGS

Nature of Work Engagement

The study made a number of findings with regard to the nature and levels of work engagement in the media houses surveyed. The study found that there were only three aspects which indicated high levels of work engagement in the media houses. The three factors were perseverance even when things

do not go well which had a mean score of 3.97; being carried away when working as indicated by a mean score of 3.76 and willingness to work for long duration which posted a mean score of 3.78.

The study also found that majority of aspects indicating nature/level of work engagement being unclear given mixed reactions from the respondents. These aspects included bursting with energy at work which had a mean score of 2.97; finding the work full of meaning and purpose which had a mean score of 3.41; time flying when working which posted a mean score of 3.30; feelings of strength and vigour at work with this item posting a mean score of 3.41; enthusiastic about their job with which had a mean score of 3.26; forgetting everything else when they were working which posted a mean score of 3.12; job being inspirational which posted a mean score of 3.02; feel like going to work in the morning which posted a mean score of 3.02; feeling happy when working intensely which posted a mean score of 2.97; pride in the work which posted a mean score of 3.52; immersed in their work which posted a mean score of 3.28; finding the jobs challenging which posted a mean score of 3.5; mental resilience at work which posted a mean score of 3.27 and difficulty in detaching from work which posted a mean score of 3.28. The study found that overall an average mean score of 3.37 was obtained which implies that there is no clarity on the nature/ levels of work engagement in Kenya's media houses surveyed.

Influence of Teamwork on Work Engagement

From the findings, the study revealed that team membership was quite clear; anyone who knew their team could accurately name all its members, the team's purpose were of great consequence for those were served and that members of the team having to depend heavily on one another to get the team's work done was somewhat accurate indicating that

teamwork was a critical aspects in promoting level of work engagement in media industry.

The study also found that generating the outcome or product of the team requires a great deal of communication and coordination, that the team's purposes was specified so clearly that all members knew exactly what the team exists to accomplish and that the purpose of the respondents team did not make much of a difference to anybody else as somewhat accurate basically communication between the organization supervisor and employees was an important feature in promoting teamwork in organization as it enhance sharing of idea and improve employees job satisfaction.

The study established that where team's purposes were challenging members had to stretch to accomplish them through sharing with team members and therefore teamwork was significant in improving level of work engagement in the media industry. Hamilton (2008) found that employees who develop and maintain strong interpersonal relationships with their bosses, co-workers and customers have a different outlook on their jobs than those who had poor relationships .He further found that regardless of the status in the organization success was influenced by the quality of the relationship with their peers. The quality of employee relationship reflects job satisfaction, morale, ability to meet each other's communication needs, commitment and knowledge of the organization. In addition strong peer relationship appears to reduce turnover, enhance creativity and improve productivity.

Influence of Perceived Organization Support on Work Engagement

From the findings, the study revealed that the organization support the employees through making their job as interesting as possible, values their contribution to its well-being, considering goals and values , cares about respondent general satisfaction at work and

avails help when respondents were in need increased level of employees engagement. The study established that organizations really cared about employees' wellbeing and are willing to help when the staff needed a special favour as well as extend itself in order to help the respondent to perform. This clearly implied that perceive organization support affect employees level of work engagement to a great extent.

From the regression analysis, the study established that improve teamwork and increase in perceive Organization support in media industry improve level of employees work engagement to a great extent and management in media industry should seek strategies of enhancing teamwork and Organization support for the employees to improve level of employees work engagement

Conclusions

This concurred with Eisenberg et al 1986:1990 who argued that POS creates feelings of employee obligation to repay the organization through work related behaviours that support organization goals. POS is part of the reciprocal exchange agreement in which good treatment by the organization creates a felt obligation for the employee to treat the organization well in return.

Also Kahn, (1990) indicated that supportive environments allowed members to experiment and to try new things and even fail without fear of the consequences. In their empirical test of Kahn's model, May et al. (2004) also found that supportive supervisor relations was positively related to psychological safety. Social support is also one of the conditions in the Maslach et al. (2001) model and a study by Schaufeli and Bakker (2004) found that a measure of job resources that includes support from colleagues predicted engagement, majority of the respondent in the study found that lack of organization support in time of their need affected their work engagement concurring

with Maslach *et al.*, (2001) who indicated that lack of social support had also consistently been found to be related to burnout and disengaged employees from their job.

The study concludes that teamwork improve employees level of work engagement where members depend heavily on one another in performing complex task. This clearly indicated that teamwork is a critical aspect in promoting level of work engagement in media industry. The study also found that generating the outcome or product of the team requires a great deal of communication and coordination, that the team's purposes were specified. The quality of employee relationship reflects job satisfaction, morale, ability to meet each other's communication needs, commitment and knowledge of the organization. In addition strong peer relationship appears to reduce turnover, enhance creativity and improve productivity and therefore organization should improve teamwork spirit in their organization among the employees to enhance work engagement among the employees so as to continue performing their duties well.

The study conclude that organization support to the employees through making their job as interesting as possible, values their contribution to its well-being, considering goals and values, cares about respondent general satisfaction at work and avails help increased level of work engagement. The study further concluded that the organization cared about employee's wellbeing and is willing to help the staff when the need arises as well as helping staff with their duties improves employees engagement in their job.

Recommendations of the Study

Based on the findings and the conclusions the study makes the following recommendations; The study recommends that organisations should seek ways of improving teamwork as quality of employee relationship reflects job satisfaction, morale, ability to meet each

other's communication needs, commitment and knowledge of the organization. Through teamwork, the employees share complex assignment in the company and solved it, reduce turnover, enhance creativity and improve productivity. In order to further increase the teamwork there is need for organizations to ensure that the teams are well bounded, have compelling direction, the purpose of the team is clear, the teams are stable and actions made by the team are consequential.

The study also recommends that the media industry should focus on the following areas that had the lowest means to ensure the staff in their companies are more engaged, these include; the organization taking pride in respondents accomplishments at work, the organization really caring about their staffs wellbeing, the organizations willingness to help the respondents when they need a special favour and the organizations willingness to extend itself in order to help respondents perform.

The study further recommends that organizations in the media industry should improve perceive organization support since it increases the level of work engagement to a great extent. The study found that the aspect of safety stems from the amount of care and support employees' perceive to be provided by their organization as well as their direct supervisor. This would be enhanced through supportive and trusting interpersonal relationships as well as supportive management promoted psychological safety of the employees making them feel safe in work environments that were featured with openness and supportiveness.

There should be continuous benchmarking in order to understand how individual firms measure against competitors. Global, local and internal benchmarking can be conducted to compare results against those of other local

organizations, compare results internally, to see which business areas or divisions are experiencing particularly positive or negative levels of engagement and decide which issues to take action upon in order to achieve desired standards.

The study recommends that media and other organization need to conduct work engagement surveys for all their employees to help them get information on the phenomenon which will be important in making decision on how to improve it and take remedy on issues having a negative influence on work engagement.

Suggestions for Further Study

The study investigated how teamwork and perceived organisation support relates to the level of work engagement in the media industry in Kenya. The study suggests that the scope of the study can be broadened to other factors as well as to other sectors of the economy.

A further study can also be carried out to establish influence of work engagement on employees work performance, turnover intentions or company profits. This would establish the extent to which work engagement influence on various decisions made by an employee in the organizations.

A further study may also be conducted on the application of the theoretical frameworks which are related to work engagement to test their appropriateness to the local context and whether they can be adjusted with additional and removal of some aspects.

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