



**EFFECT OF ABSORPTION ENGAGEMENT ON EMPLOYEE PERFORMANCE IN BUNGOMA COUNTY GOVERNMENT;
KENYA**

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**EFFECT OF ABSORPTION ENGAGEMENT ON EMPLOYEE PERFORMANCE IN BUNGOMA COUNTY GOVERNMENT;
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ABSTRACT

Employee Performance has emerged being vital at work place for success and development of organizations; this has been demonstrated both at current and in the traditional civil service workplaces. Therefore, the civil service management teams at the County Government levels need to pay more attention to the practice of Work Engagement as a means of enhancing Employee Performance. Absorption Engagement being one of the elements of Work Engagement practices has been very instrumental to Employee performance in various sectors of the counties in Kenya. This perception leads to a rise of the study that could be used to reveal if there exists relationship between Absorption Engagement and Employee Performance. The main objective of this study was to investigate the Effect of Absorption Engagement on Employee Performance in Bungoma County Government. The study adopted a descriptive survey research design. The target population comprised of Bungoma Government County officers. Data was collected by use of self-administered questionnaire. Analysis of data of the study was done by use of Statistical Package for Social Sciences (SPSS 22). The software was used to solve concerned statistical information of descriptive and inferential content of the study. Descriptive statistics included; frequencies, percentages and means. For inferential statistics; correlation and regression analysis was done. The results revealed that the construct of Absorption Engagement had an influence on Employee Performance in Bungoma County Government. This study recommended that there was need to train the employees to have an understanding of Absorption Engagement Practices for the better of Employee Performance. More so, researchers are encouraged to study further on both public and private sectors using similar variables.

Key word; Employee Performance, Absorption Engagement

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INTRODUCTION

Globally, employees are considered as valuable assets to an organization, which require effective management of these employees in firms (Gabcanova, 2015). Employee's performance can be considered as backbone of organization as it leads to its development effectively. Companies today are forced to compete and to act professionally in those harsh times; therefore, it is very important to have capable employees who can account on them to create competitive advantage. To remain in competitive market environment there is high need for firms to consider enhancing employee's performance which is also an important tool for firm performance (Herman, 2016).

Performance of employees is also viewed as the way to perform either positive or negative (Saeed, Mussawar, Lodhi, Iqbal, Nayab & Yaseen, 2013). Stup (2013), also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Employee Performance is associated with quantity of output, quality of output, timeliness of output, attendance on the job, efficiency of the work completed and effectiveness of work completed (Mathis & Jackson, 2017). Employee performance can be enhanced by providing opportunities for staff participation in decision-making through workers proximity to the operation and production process (Marcky, 2013). These may yield more informed views on ways of improving production, compared to the views of managers, who can be more remote from enforcing performance

Thus, Employees' performance is of major concern in any economy worldwide. Choudry (2015) noted that Africa and south Asian countries (except India) employees performance is not very encouraging. Employees' performance level in 2015 in sub-Saharan Africa economies was the lowest among all regions. Further to this Choudry emphasized the

need to pay more attention in improving employee's performance. The ability to engage employees and make them work in the business organizations is one of the greatest battles experienced by many global organizations today (Robertson-Smith & Markwick, 2009). Nonetheless, a recent study by the Gull up organization in over 141 countries found out that only 13 per cent of employees worldwide are engaged at their workplaces, over 63 per cent are disengaged while another 24 per cent are actively disengaged (Grabtree, 2013). According to the HR. Com (2018) survey conducted on 717 of its members in the HR related professions worldwide, it was revealed that fewer than 39 per cent of employees are engaged in their organizations, despite the solid evidence that strongly links work engagement to employee performance. This scenario is attributed to the senior managers in many of these organizations who do not prioritize work engagement.

Furthermore, absorption engagement is the experience of being deeply immersed in one's work when the individual finds it difficult to detach himself or herself from what he or she could be working on (Schaufeli *et al.*, 2008). It refers to being fully concentrated and happily engrossed in one's work and as time passes, one finds it difficult to detach (Schaufeli *et al.*, 2002). Therefore, it can be concluded that engaged employees will want to succeed, feel compelled to strive towards challenging goals, and commit personally to attaining such goals for the organization. A growing body of evidence in the public and private sector has shown a strong relationship between high levels of work engagement and improved employee performance across the globe (Al-dalahmeh *et al.*, 2018; Devi, 2017; Kazimoto, 2017; Truss, Shantz, Soane, Alfes & Delbridge, 2013; Markos & Sridevi, 2010). However, the state of work engagement in many of the world organizations has been found to be on the decline (Makhanu, Mukanzi & Eshiteti, 2018; Datche & Elegwa, 2015; Shuck, Rocco, Carlos & Albornoz, 2011). Although the concept is receiving deserving attention in the global academic literature, the practice of work engagement has

declined and there is a deepened disengagement among employees in a number of organizations today (Shuck *et al.*, 2011).

In Africa, the picture about work engagement is still not clear, and the academic as well as practitioner's literature is very scanty although there are sporadic reports of high work engagement by consultants. For example, Aon Hewitt, Emergence Growth and Open Symmetry consultancies in a survey in 2013 involving 300,000 employees in three regions of Sub Sahara Africa indicated high engagement levels of 74 % for East Africa, 68% for South Africa and 70% for Southern Africa. According to Hewitt Associates (2014), Africa and the Middle East has jointly been reported to have had a shared growth in levels of work engagement of 61% as at 2013. However, these statistics could be misleading since various countries are independently unique in the manner in which it engages its workforce. According to Agyemang *et al.*, (2013) there are disparities in levels of work engagement between the public and the private sector in Ghana.

Despite the apparent compelling arguments for work engagement as a new frontier towards organizational effectiveness, Africa and Kenya in particular still lack behind in empirical studies on the subject (Makhanu *et al.*, 2018). In practice, work engagement still rank as the most urgent trend to address with the largest capability gap of 28 per cent (Deloitte, 2014). Because of this trend, senior management and other specialized skill sets are increasingly rarer to come by in the Kenyan job market. Consequently, there is limited supply of people with the required skill sets to take on senior management roles and positions. For instance, in UAP Insurance, the company has put in measures of work engagement at the corporate level, however this is not replicated in all its branches country wide (Nduru, 2014). Therefore, the company still experiences lots of challenges with regards to work engagement strategies. On the overall, work engagement is a serious challenge to many other organizations in Kenya today (Makhanu *et al.*,

2018; Deloitte, 2016; Mohammed *et al.*, 2015; Datche & Elegwa, 2015).

On the other hand, Kenyan researchers have also reported some semblance of work engagement in the private sector (Mokaya & Kipyegon, 2014), with other researchers reporting a moderate level of work engagement in some of the state agencies (Kangure, Wario & Odhiambo, 2014). However, this engagement has also been linked to improved employee performance besides other positive job outcomes (Rich *et al.*, 2010). On the contrary, Odhong, Were and Omolo (2014) investigated the effect of human capital management drivers on employee performance in Kenya, a case of investment and mortgage limited bank, with work engagement as one of the constructs. The findings revealed that work engagement has a negative and significant effect on employee performance. This was inconsistent with the findings of Susi and Jawaharrani (2010) who found out that disengaged employees tend to feel that their contributions are being overlooked, and that their potential is not being tapped, leading to the decline in employee performance (Susi & Jawaharrani, 2010).

Statement of the Problem

Employees' performance is of major concern in any economy worldwide. Choudry (2019) noted that Africa and south Asian countries (except India) employees performance is not very encouraging. Employees' performance level in 2015 in sub-Saharan Africa economies was the lowest among all regions. Organizational experts view this phenomenon as a persistent problem for the organization (Yin-Fah *et al.*, 2010). This is considered an acute problem due to its detrimental effects on the organization especially when the high performing employees leave the organization. Similarly, employee performance is a concern issue for all organizations.

The management of public resources in Kenya, including the human resources has not been very efficient (Chege, Muathe & Maina, 2017; Mugo, Wario & Odhiambo, 2014; Juan, 2010; World Bank, 2004). One of the main reasons for such an

inefficient in Bungoma County has been the decline in Absorption Engagement at the workplaces (Omolo, 2012; Edwards & Peccei, 2007). Accordingly, County Government of Bungoma employees are unable to take on extra duties (Human Resource survey report of 2016), which leads to the decrease employee productivity (HR survey report, 2016; Oluseyi, Kayode & Morton, 2017; Lee & Galpin, 2010). Currently, County Governments are going through frustrating period as the job outcomes do not tally with what is expected of them as captured in the employee performance appraisal for the years 2017 and 2018. This reality has brought to the fore the need to investigate the problem using the lens of Employee Performance especially that there are rare investigations of the construct in the public sector within this context.

Globally many studies have been carried out on the relationship between Absorption Engagement and some organizational outcomes (Al-damaheh *et al.*, 2018; Kazimoto, 2016; Devi, 2017; Truss & Soane, 2013; Gullup, 2013). Despite the continued evidence showing the link between Absorption Engagement and such outcomes, information concerning the influence of Absorption Engagement on Employee Performance still exist (Mohammed *et al.*, 2015). Locally, studies have also linked Work Engagement types to Employee Performance with a positive and significant influence (Chege *et al.*, 2017; Wachira, 2013) while a few others have inconsistently found a negative and insignificant relationship between the two variables (Odhong *et al.*, 2014). Nonetheless, there is also scanty empirical literature on influence on Absorption Engagement and Employee Performance (Kim, Kolb & Kim, 2012), more so, these scholars recommended for further studies on these similar variables. Hence, this study sought to investigate the effect of Absorption Engagement on Employee Performance in county Government of Bungoma; Kenya.

Study Objective

The objective of this study was to examine the influence of absorption engagement on employee performance in Bungoma County Government; Kenya

The study was guided by the following hypothesis

H₀₁: Absorption engagement has no significant influence on employee performance in Bungoma Government County; Kenya

LITERATURE REVIEW

The Job Demands-Resources Theory

Job demands-resource theory whose proponents were Demerouti, Bakker, Nachreiner, and Schaufeli, in 2001 (Bakker & Demerouti, 2017; 2014) is premised on the fact that working conditions tend to differ dramatically from one organizations to the other. Despite the differences, Job Demands–Resources theory (Bakker & Demerouti, 2017; 2014; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) proposes that all job characteristics can be classified into two major categories – that is, job demands and job resources – which have very unique and predictive value. Job demands are aspects of work that cost energy, such as workload, complex tasks, and conflicts. Furthermore, workload and complexity can be qualified as challenge demands that help to perform well, while conflicts are a hindrance to the job demands and tend to undermine performance (LePine, Podsakoff, & LePine, 2005). On the other hand, Job resources are aspects of work which help employees to deal with job demands and achieve their goals. For example, performance feedback, social support and skill variety are motivating job characteristics that provide meaning to employees, and satisfy employees' basic psychological needs, namely the needs for competence, relatedness, and autonomy (Bakker & Demerouti, 2017).

Job demands and resources have unique and independent effects on employee well-being and hence, work engagement. As proposed in the JD-R model (Demerouti *et al.*, 2001), job demands tend to initiate a health-impairment process such that on exposure to the daily workload, it transforms into a

chronic overload over a long time period. In this case, job demands lead to chronic exhaustion and may eventually result in physical health problems (including cardiovascular diseases). In contrast, job resources initiate a motivational process. Since job resources provide meaning and satisfy people's basic needs, job resources are motivating and contribute positively to work engagement, i.e. a fulfilling state of vigor, dedication, and absorption (Schaufeli & Bakker, 2004). As a result, job resources aspect tends to buffer the impact of job demands on the negative strain. Therefore, Job resources are instrumental in the sense that they arm employees with the means of coping with the job demands (Bakker, Van Veldhoven & Xanthopoulou, 2010).

The job demands-resources model assumes that job demands, such as elevated levels of pressure, undue expectations, and conflicting requirements, tend to provoke burnout. In this context, job demands represent any facets of a role that demands sustained effort to accommodate or withstand difficulties. The effort that needs to be applied to accommodate these demands depletes energy, culminating in exhaustion (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004). In contrast, job resources, including autonomy, support, and feedback, can all foster engagement as well as mitigate the adverse consequences of undue job demands (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004). By definition, resources facilitate work goals, curb job demands, or stimulate growth.

Many other studies have also demonstrated that job resources promote engagement. As Schaufeli and Bakker (2004) demonstrated, constructive feedback, social support, and coaching from supervisors are all examples of job resources and that they have been positively associated with the three dimensions of engagement: vigor, dedication, and absorption. Previous research has indicated that work engagement may either promote or hinder employee performance (Taris, 2006), organizational commitment and employees' well-

being (Hakanen *et al.*, 2006). Work engagement, in turn, is defined as a positive, fulfilling, work-related state of mind which is described by experiences of energy, dedication, and absorption at work (Schaufeli *et al.*, 2002). Energy refers to high vigor and mental resilience while working, and to willingness to invest effort and persistence when facing difficulties (Schaufeli *et al.*, 2002). Dedication is characterized by a sense of significance, enthusiasm, inspiration, and pride in one's work (Schaufeli *et al.*, 2002). Absorption, in turn, is being fully concentrated and happily engrossed in one's work, so that time passes quickly and that it may be difficult to detach oneself from work (Hakanen & Schaufeli, 2012; Schaufeli *et al.*, 2002).

Specifically, Bakker *et al.* (2005) showed, job demands, such as work overload, emotional demand, and conflict between work and home responsibilities, usually culminate in exhaustion and cynicism. This relationship, however, diminished when resources, like autonomy, feedback, and support, were available. Thus, resources seemed to mitigate the deleterious consequences of demanding environments. However, Mauno, Kinnunen, and Ruokolainen (2007) have demonstrated that resources at one time can predict subsequent improvements in engagement.

Previous studies that have supported this theory include Hakanen *et al.*, (2007) who hypothesised that job resources are most beneficial in maintaining work engagement under the conditions of very high demands. His findings supported this assumption and revealed that the professional skill variability can help boost work engagement when qualitative workload is high, and therefore lessening its negative effects on work engagement. Job resources such as performance feedback, autonomy, and skill variety tend to start a motivational process which can lead to work engagement which results in higher employee performance

The Social Exchange Theory

The study was anchored on Social Exchange Theory by Blau, (1964). The social exchange theory is often

used to examine various aspects of employee reciprocity (Hopkins, 2002). This theory proposes that gestures of goodwill are exchanged between employees and the organization as well as between subordinates and their supervisors when particular action warrants reciprocity (Hopkins, 2002). A theoretical explanation for the role of work engagement on employee performance can be gleaned from the Social Exchange Theory by Blauin 1964 (Cropanzano, Anthony, Daniels, & Hall, 2017; Shantz *et al.*, 2013; Mitchell, Cropanzano, & Quisenberry, 2012). This theory asserts that when both the employer and employee abide by exchange rules, they will have a more trusting and loyal relationship. This is because of the fact that social exchange consists of actions which are contingent on reactions of rewarding others. This provide for mutually and rewarding transactions and relationships (Upasna, 2014; Cropanzano & Mitchell, 2005). Therefore, engaged employees tend to enact themselves fully in to their roles of work due to the continuation of favourable reciprocal exchanges.

Employees who are provided with enriched jobs may feel obliged to express themselves in their role as a repayment for the resources they receive from their organisation (Mitchell *et al.*, 2012). People who perceive that they receive unfavourable treatment from their organisation, on the other hand, are more likely to feel angry, vengeful and withdraw from their role. Consistent with the norms of reciprocity, such dissatisfied employees are likely to reciprocate by behaving in a deviant manner, such as withholding effort, arriving at work late, taking longer breaks than allowed, and so on (Shantz *et al.*, 2013). These theoretical models

imply that dis-engaged employees may retaliate against their employer by behaving in ways that harm the organisation. Hence, the study hypothesises that each construct of work engagement can lead to higher levels of employee performance.

On a theoretical level, the current study contributes to empirical evidence that supports the social exchange theory by providing empirical support to the theory's preposition that mutually beneficial relationships at the work place results in a win-win situation. By providing employees with a challenging, secure and safe work and supportive environment, employers reap the benefits of engaged employees which in turn positively influences organisational performance. Blaus (1964) posited that individuals voluntarily behave in certain ways or do certain things because they expect positive reciprocal behaviour from others. Social exchange is based on trusting others to reciprocate. Human beings in social situations choose behaviour that maximises their likelihood of meeting self-interests. Critics of social exchange theory have pointed out its weakness as the assumption that people are rational and will always act in rational ways (Upasna, 2014). In reality however, people sometimes act in irrational ways. Caution should therefore be exercised when applying the theory to workplace environment. However, the social exchange theory is a useful model in advancing studies on work engagement due to its focus on reciprocal relationship between employer and employees (Cropanzano *et al.*, 2017) and hence was used as the anchor theory in this study.

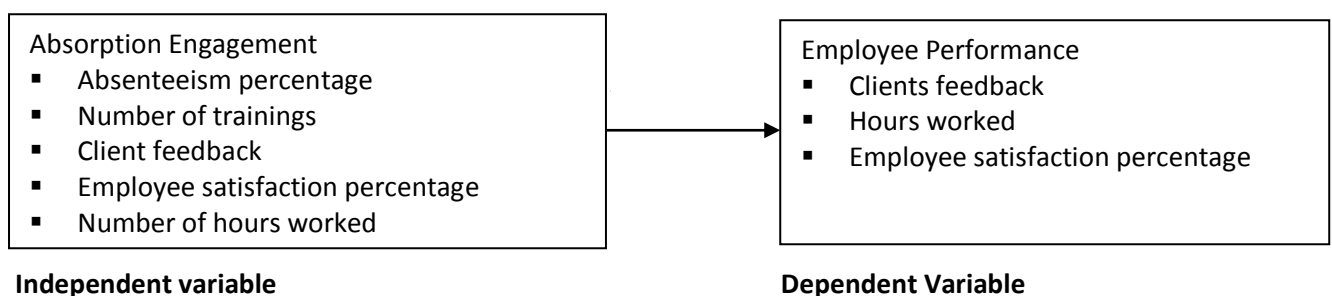


Figure 1: Conceptual Framework

METHODOLOGY

This study used descriptive survey design which involved collecting data of the answered questions about the respondents of the study. Target population consisted of senior employees of Bungoma Government County; Kenya. Sample frame was drawn from Bungoma Public Service Board report. Since the target population was 282 respondents, sample of 163 respondents was used in the study based on Krejcie and Morgan formula for determination of sample size of research activity. The researcher used close ended (structured) questionnaires to collect primary data from employees of Bungoma Government County. Data was collected by self-administered questionnaire. A pilot study was carried out to test, validate and evaluate reliability of the instrument in gathering the data required for purposes of the study. Self-administration of questionnaire was used to administer the questionnaires to 20 respondents in County Government of Kakamega, who were not part of the study to evaluate the survey questionnaire for flow of questions, accuracy, clarity, and readability and understand ability of the research instruments to be used in this study. The reliability of instruments was established using the Cronbach Alpha Coefficient tests. In this study a Cronbach alpha of 0.7 and above was considered acceptable. The quantitative data collected was analyzed by Statistical Package for Social Sciences (SPSS 22) where descriptive statistics were computed to help in describing and interpreting data in line with study objectives. For variable relationships, correlation and regression analysis was also examined. Analyzed data was presented by use of tables, graphs and in prose form. The Analytical model for the study took the form below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where;

Y= Employee Performance

α = Constant Term

β = Beta Coefficient –This measures how many standard deviations a dependent variable was

change, per standard deviation increase in the independent variable.

X_1 = Vigour Engagement.

X_2 = Dedication Engagement

X_3 = Absorption Engagement

ε = Error term

FINDINGS AND DISCUSSIONS

Descriptive Statistics

The presentation of descriptive statistics was based on the frequencies, percentage, mean and standard deviation of study variables. These variables included, Absorption Engagement which was independent variable while Employee Performance was dependent variable.

Absorption Engagement on Employee Performance

Absorption Engagement variable was used as an objective which sought to determine the influence of Absorption Engagement on Employee Performance in Bungoma Government County; Kenya. Results showed that 38.4% and 5.8% of the respondents agreed and strongly agreed respectively that Absorption Engagement was instrumental to Employee Performance; since the organization made employees feel there was no time left for working. A mean of 3.23 implied that some employees support the idea of working with motivation that there is no time left. On the other hand, 45.7% of the respondents agreed that organization makes an employee get obsessed with work in that an employee does not think of anything apart from the work. While 23.9% strongly agreed with a mean 3.23. This implied that to a greater extent, Absorption Engagement affects the Employee Performance, though not all the respondents support this finding. More so, results also revealed that 27.5% and 15.9% of the sampled respondents agreed and strongly agreed respectively that the organization makes the employee happy at work, hence supporting the Absorption Engagement effects on Employee Performance. However, small number of the respondents were undecided hence not making a

decision of whether employees feel happy at work or not, indicating 29.7%, with mean of 3.19. Similarly, 36.2% and 8.7% of the sampled respondents agreed and strongly agreed respectively that employees feel immersed on their work. However, 32.6% of the respondents were undecided whether employees were immersed at place of work or not, hence the mean realized was 3.22.

The results further revealed that 39.9% and 10.9% of the respondents agreed and strongly agreed respectively that the organization makes the employees get carried away while at work, hence indicating a mean of 3.26, implying that some employees were not enticed with Absorption Engagement. An overall mean of 3.33 was experienced meaning that some respondents did not confirm the strength Absorption Engagement on Employee Performance.

Employee Performance

Employee Performance variable was as dependent variable. The results showed that 32.6% of the respondents agreed and 33.3% also strongly agreed that employees maintain high standard of work, hence implies good employee performance. However, 12.3% of the respondents were undecided on whether employees maintain high standard of work, hence there was a mean of 3.86. On the other hand, 14.5% and 17.4% of the respondents agreed and strongly agreed

respectively that employees could perform various tasks at one go, hence the indication of a mean of 2.88 implies that not all respondents supported the idea of multiple assignments.

The results also revealed that 52.2% of the respondents agreed that employees worked well for effective mobilization of collective intelligence for team work. More so, 3.6% of the respondents strongly agreed as well for effective team work being employed, hence a mean of 3.41 indicate that there were different views by given respondents of the study. Similarly, 5.8% and 41.3% of the respondents agreed and strongly agreed respectively that employees could easily work effectively even if change comes in the organization, this finding gave a mean of 3.57, and it implied that employees could not have similar opinion. Finally, 41.3% of the respondents agreed that employees complete their assignment on time, as well 26.1% of them strongly agreed, this gave a mean of 3.83 and it implied that employees were happy and could hand over their assignment on time, hence influencing employee performance. However, the whole statements function gave an overall mean of 3.51.

Inferential Statistics

This study had to undertake inferential statistics which comprised of simple and multiple linear regression analysis. The purpose of regression analysis was to test the study null hypothesis .The hypothesis was tested at significance level of 0.05.

Table 1: Pearson Correlation Analysis

		Absorption Engagement
Employee Performance	Pearson Correlation	.669**
	Sig. (2-tailed)	.000
	N	138

Correlation Analysis

The results revealed that the relationship between Absorption Engagement and Employee Performance was positive and significant (R=0.669,

P=.0000). This implied that the Absorption Engagement uptake significantly influenced by Employee Performance.

Multiple Regression Analysis

Table 2: Multiple Regression Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.607	.595	.3756879

a. Predictors: (Constant) Absorption engagement
b. Dependent Variable: Employee Performance

Table 3: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.021	3	7.155	51.401	.000 ^b
	Residual	18.773	133	.142		
	Total	47.794	137			

- a. Dependent Variable: Employee Performance
b. Predictors: (Constant) Absorption Engagement.

Regression Coefficients

Table 4: Coefficients^a

Model	Un-standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	.506	.227		2.230	.027
Absorption Engagement	.262	.056	.339	4.653	.000

a. Dependent Variable: Employee Performance

The general objective of this study was to investigate the effect of Absorption Engagement on Employee Performance in Bungoma Government County; Kenya. This was achieved by carrying out standard multiple regressions. The results of multiple linear regression analysis consisted of model summary (R, R², Adj R²), ANOVA (goodness of fit; F Ratio, Sig Value) and regression coefficient (Un-standardized & standardized), t-value and Sig. value results.

From the regression coefficient as shown in the results, the study utilized un-standardized regression coefficient in the formulation of study model. The study had an option of either using Un-standardized Coefficients or Standardized Coefficients depending on the type of data. This study used un-standardized coefficient column because we wanted to compare Absorption Engagement influence across same measures. A regression of the a predictor variable against

Employment Performance established the linear regression model as shown above;

$$\text{Employee Performance} = 0.506 + 0.262X_1$$

Where;

$$X_1 = \text{Absorption Engagement}$$

It's clear that all factors had significant positive influence on the Employee Performance as shown by B coefficients. If the three factors are held at zero or it is absent, the Employee Performance would be 0.506, p=0.027.

Absorption Engagement had significant positive influence on Employee performance with beta being $\beta=0.262$, and probability (p) being less than 0.05 hence p=.000. Basing on the findings, the study rejected the null hypothesis as probability (p) was less than 0.05 (P<0.05). This implies that Absorption Engagement have a significant positive influence on the Employment Performance. Increase in

Absorption Engagement would results to increase in Employee Performance.

According to Schaufeli (2017), Absorption is characterized by full concentration and happily doing the work. Employees are engaged to have an energetic and effective relationship with their work activities, and they see themselves able to deal well with the demands of their work. More so, Shekari (2015) asserts an employee who is absorbed in his or her job is characterized by being fully concentrated in his or her job, does not feel time passing by while performing the job, and has difficulty on detaching or removing his or her self from work. According to Bakker and Demerouti (2007) absorption is characterized by mentally being at work. Employees that experience absorption engagement get themselves engrossed in their work and find it difficult to detach themselves from the job.

CONCLUSIONS AND RECOMMENDATIONS

The objective of the study was to determine the influence of Absorption Engagement on Employee Performance in Bungoma Government County; Kenya. The study sought to test the null hypothesis which was, there is no significant relationship between the Absorption Engagement and Employee Performance in Bungoma Government County; Kenya. Multiple linear regression results using un-standardized beta coefficients showed that Absorption Engagement has significant positive influence on Employee Performance in Bungoma Government County; Kenya. Basing on the values of

beta and Probability, there was adequate evidence to reject null hypothesis as Absorption Engagement have significant influence on Employee Performance in Bungoma Government County; Kenya ($\beta \neq 0$, $P < 0.01$).

The study concluded that Absorption Engagement has significant influence on the Employee Performance in Bungoma Government County; Kenya. Consequently, the hypothesis was therefore rejected. Since Absorption Engagement had an impact on Employee Performance, then the Absorption Engagement should be instrumental to influencing Employee Performance in Bungoma Government County; Kenya.

Since some of the employees might lack knowledge on Work Engagement, the study recommended that there is need for increased training and workshops inductions for employees so as to enable them acquire knowledge and skills through Absorption Engagement practice and improve employee performance.

Areas for Further Research

This study sought to establish influence of Absorption Engagement on Employee Performance in Bungoma Government County; Kenya. The study was limited to Bungoma Government County however there is need for further studies to consider other constituencies in Kenya so as to have great contribution to the economy in terms of Employee Performance. Hence more studies on Absorption Engagement should be done in other areas in Kenya, more so, in private organizations

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