



EMPLOYEE ENGAGEMENT AND PERFORMANCE OF KENYA BROADCASTING CORPORATION NAIROBI CITY COUNTY, KENYA

Josephine Akeyo Nyakiamo & Dr. David Kiiru, PhD

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¹ Josephine Akeyo Nyakiamo & ² Dr. David Kiiru, PhD

¹ Masters Candidate, School of Business, Economics and Tourism, Kenyatta University, Kenya

² Lecturer, School of Business, Economics and Tourism, Kenyatta University, Kenya

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ABSTRACT

This research examined the correlation between employee engagement and organizational performance at the Kenya Broadcasting Corporation in Nairobi City County, Kenya and objectively looked at the effect of employee vigour, employee dedication, and employee absorption on organisational performance at Kenya Broadcasting Corporation. The variables were guided by Social Exchange theory, Expectancy theory, Goal Setting theory and Self Determination theory. Descriptive Research design was used. The Kenya Broadcasting Corporation Nairobi County was the unit of analysis, while the members of staff working at the headquarters in Nairobi was the unit of observation. Using a simple random sampling, the respondents were selected from ICT, Radio, Television, Corporate planning, Administration, Finance, Research & Development, Marketing & Advertising, and Editorial departments. Collection of primary data was by questionnaire. The reliability of the study indicator measures in the questionnaire was assessed using Cronbach's alpha. Descriptive analysis and inferential analysis methods were employed to analyse quantitative Data. Qualitative data analysis was through content analysis. Data was presented in tables and figures. The study found that employee vigour, employee dedication and employee absorption had a positive significant influence on the organisational performance. The research concluded that an employee embodies a synthesis of energy and motivation, which seems to guarantee sustained employability. Employee absorption may enhance and refine corporate culture. The research recommends that organizational management should prioritize supporting workers and ensuring they have access to essential resources. Autonomy and diversity may enhance employee engagement; hence, the HRM department within the organization can create employment roles that provide substantial autonomy and variation.

Key words: Employee Vigour, Employee Dedication, Employee Absorption, Organizational Performance

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INTRODUCTION

According to Vermeeren (2014) public sector organizations performance has gained wide interest and critical recognition. Human resources in both public sector and private sector are essential assets to an organization (Sultan et al., 2019). Employees largely contribute to the performance of organizations (Armstrong & Taylor, 2014) and the input of employee is always needed to achieve success in a company (Hermina & Yosepha, 2019). Employee engagement and its relevance to organizational performance has attracted substantial attention in research settings (Christian, Garza, & Slater, 2011). As stated by Wiedemann, (2016) employee engagement has been related to employee productivity, employee retention, customer satisfaction, and other positive organizational outcomes.

Based on Gallup's state of the workforce report (2022) only twenty one percent of global employees are engaged at work. According to Farndale & Murrer (2015) financial rewards, team climate and contribution by making decisions are crucial in employee engagement in large Multinational Corporation in Mexico, Netherlands, and USA. Most of the public sector employees in Japan, USA and Singapore are highly motivated by great impact of employee engagement levels in communication, leadership, recognition and reward, empowerment, and professional growth (Hondeghem, 2017). Harris (2018) stated that Organizations in the USA showed improved performance because of employee engagement.

Different organisations have different objectives and an exclusive set of procedures that are used as means of achieving their primary goals (Kiteme, Makasi & Makhamara, 2022). This study will be done in an organisation that operates in the public sector. Public sector organizations endeavour to improve their performance to be able to effectively deliver their mandate (Kibara & Kiiru, 2021). Measuring organizational performance in the public sector is tough because objective data for evaluating performance is not always available (Kim, 2011).

Scholars have proposed a measure of organisational performance that is based on the perceptions of the stakeholders of an organization (Brewer and Selden, 2000; Sangmook, 2004; Kim, 2011). Employees are the best able to share what they think about the work they do and the organization they work for (Mounika & Narayanamma, 2022).

Schuck (2011) aver that there are four approaches to defining employee engagement, evidenced in 213 eligible publications contained in all relevant HRM, psychology and management databases. To begin with, engagement was conceptualized by Kahn (1990) as the ability for one to express themselves physically, cognitively, emotionally, and mentally while performing duties. Secondly, in the burnout-antithesis approach, Maslach & Leiter (1997) described engagement as being energetic, involved, and efficient at work, which is an opposite of when a one experiences burnout, they will appear exhausted, pessimistic, and accomplish nothing (Schaufeli, 2013).

Employee engagement is a multidimensional construct, and it can be measured using the three primary indicators of employee vigour, employee dedication, and employee absorption. These indicators are associated to the Utrecht Work Engagement Scale (UWES). Engagement encompasses the emotional, cognitive, and behavioural connection of an employee to their work and organization. The indicators of employee vigour, employee dedication, and employee absorption within the construct of engagement are critical because they influence various aspects of individual and organizational performance (Al-dalhameh et al., 2018). Vigour is associated with enthusiasm and high energy levels, dedication relates to commitment and pride in one's work, and absorption reflects deep engagement and concentration. When employees exhibit these traits, they are likely to positively boost overall performance and thriving in an organization. (Bakker, Demerouti, & Sanz-Vergel, 2014).

Kenya Broadcasting Corporation (KBC) is the state-owned media organization in Kenya formed in 1928

when the country was under colonial rule. At Kenya's independence in 1964, its Voice of Kenya was unveiled, and later in 1989 it was renamed Kenya Broadcasting Corporation. Since its formation, the corporation has grown and currently owns three television channels, eleven public commercial radios stations and four public service radios. KBC's management comprises of the Managing Director, Deputy Managing director, Heads of departments and Assistant heads of departments (KBC, 2021). The corporation annually reviews its established quality objectives to reflect emerging customer aspirations and priorities. This is to ensure they remain objective, and provide informational, educational, and entertaining content to their Audience (KBC report, 2021). Throughout its history, KBC has played a substantial part in modelling the media landscape in Kenya. It has been a platform for disseminating news, cultural programming, and educational content, making it an integral part of the country's media ecosystem. KBC has a nationwide reach, with both radio and television stations serving urban and rural areas, which has allowed it to remain a prominent source of information and entertainment for Kenyans.

Statement of the Problem

The Kenya Broadcasting Corporation (KBC) faced some performance problems over the years, which have hindered its ability to effectively fulfil its mission as Kenya's national broadcaster. In a 2017 report by the Communications Authority of Kenya, KBC was cited for its declining audience share and financial difficulties. The report also highlighted the need for substantial reforms in the corporation's management, programming, and governance structures to address these issues. Key performance problems facing KBC include, outdated infrastructure, competitive challenges, financial instability, low content Quality, ineffective marketing and branding and human resource challenges. According to KBC report (2021), employees in KBC performed dismally compared to the other private owned media corporation. The KBC has been grappling with a decline in viewership

and listenership, a financial sustainability crisis, and an erosion of public trust over the years. These issues have adversely affected its ability to fulfil its mission as a public broadcaster (Kibet, 2020) and have raised concerns about its long-term viability and relevance in an increasingly competitive media landscape

This study will search for the relation of employee engagement and organizational performance at KBC. Performance problems in state-owned broadcasting organizations are not uncommon and can significantly impact their ability to fulfil their missions and serve the public interest. KBC's historical role as a government broadcaster and its dependence on government funding created challenges related to editorial independence, financial sustainability, and technological adaptation (Mbeke, Ugungu & Okello, 2017). These issues have not only impacted KBC's ability to remain competitive in Kenya's dynamic media landscape but have also raised concerns about its ability to fulfil its role as a public broadcaster. The core of these performance issues include essential components of employee engagement, such as vigor, absorption, and devotion, which are crucial in influencing the organization's success.

Muthike (2017) did a study at Pact Kenya on engagement of employees and found that engagement impacted the performance of Pact Kenya positively. The employees were involved in decision making, they had all tools and resources needed for work and there was effective communication. Pact Kenya is a non-governmental organization and only a population of twenty-eight employees was available for the research presenting a contextual gap. The studies mentioned above are not relating to the communications sector presenting an empirical knowledge gap that can be filled by answering the question: What is the relation of employee engagement and organizational performance at KBC?

Objectives of the Study

The research general objective was to establish how employee engagement indicators of vigour,

dedication and absorption relate to organizational performance at Kenya Broadcasting Corporation. The study was guided by the following specific objectives:

- To understand the connection between employee vigour and organisational performance at Kenya Broadcasting Corporation Nairobi City County, Kenya.
- To determine how employee dedication influences organisational performance at Kenya Broadcasting Corporation Nairobi City County, Kenya.
- To assess the connection between employee absorption and organisational performance at Kenya Broadcasting Corporation Nairobi City County, Kenya.

LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory has its roots in the works of George Homas "Social Behaviour as exchange" in 1958 which focused on social behaviourism. The theory was further advanced by Peter Blau (1964) who focused his theory on the concepts of preference, interests and supply and demand and Richard Emerson (1976) whose view on social exchange theory focused on resource availability, power and dependence as the main facets that define a relationship (Cook, 2015). As stated Coyle-Shapiro & Diehl (2018) Social exchange is the exchange of activity that can be rewarding or costly between the persons involved. This is further captured by Mitchell, Cropanzano & Quisenberry, and (2012) a view of social life being series of successive dealings between parties.

Abukhalifeh & Som, (2013) stated that the reasons why employees choose to be fully involved in the organization can be based on the theory of social exchange (Marin, R, 2021). Depending on the attitude adopted by an organization, employees may decide to involve themselves more deeply in an activity and invest greater efforts (Abukhalifeh & Som, 2013). In exchange for economic benefits and social rewards, employees can remain loyal to

organization and work hard. According to Abdelmotaleb, (2020) an organization can influence the attitudes of employees and increase engagement by using social responsibility practices. Saks (2006) contended that individuals may choose varying levels

of engagement as repayment to their organization based on the resources they receive from the organization. This theory supports vigour, dedication, and absorption variables in explaining employee engagement relationship with organizational performance.

Goal Setting Theory

Goal setting theory was suggested by Edwin Locke in 1968. It postulates that when an employee sets their own work they will be motivated and give superior performance. Locke recommended that certain and vibrant goals promote more yield and better efficiency (Locke, 1968). Employees must not only buy into but also understand a goal and know their individual contribution towards achieving it. Having a clear picture of what they need to do will lead personnel to perform highly and achieve success. The employees will feel empowered, valued, and relevant to an organization (Robbins & Judge, 2016).

An effective Performance management system has Goal setting as a major component. This articulation of goals leads to Employee engagement in that, human beings strive for constant improvement and to achieve this they need a clear vision of what is to be accomplished (Taha, 2016). Mokaya & Kipyegon (2014) found a correlation in performance management system and engagement of employee. Goal clarity is an important employee engagement strategy (Muthike, 2016). The goal setting theory will explain vigour, because it is determined by worker capability to meet set performance standards. Employees will be vigorously engaged in meeting performance goals that they were involved in setting up.

Expectancy Theory

Proposed by Victor Vroom (1964), the expectancy

theory elucidates on what motivates people that work in the organizations. Motivation has been acclaimed to be a mechanism that energizes, directs, and sustains the behaviour of employees at work. Inspired employees will apply their knowledge, skills, and capabilities to accomplish job objectives (Nteere, 2012; Saleem, 2010). According to the expectancy theory, supplementary effort will result in goal realization. Employees are thus believed to put extra effort towards accomplishing a set target because they expect rewards to be tied to their performance. (Raheel, 2013). Existing literature shows that an individual's belief on their capability to meet a target is dependent on how challenging the goal is and the experience while achieving the goal. Therefore, if an employee can complete job within the slotted duration, they will work harder.

According to Robbins & Judge (2012) employees are motivated to work despite their individual goals, when they can positively associate efforts and rewards. Employee place value on the rewards they receive from an organization, this is called valence which is a component of the Expectancy theory (Sinha, 2015). The expected rewards encompass employee satisfaction, pay increase, employee promotion, fringe benefits, and employee acknowledgment practices (Lunenburg, 2012). The other component of the theory is expectancy, employees will have expectations and confidence levels that they are able to accomplish tasks. Sander (2012) explained that expectancy can be affected by an employee's self-efficacy, how much control one thinks they have on performance, and how difficult a goal is. The third component is instrumentality whereby the employee assumes that attaining an expected performance standard is a means to getting a superior reward (McShane & Von Glinow, 2011). Vroom (1964) observed that when expectancy, instrumentality, and valence interrelate employees are motivated to act positively and avoid the discomfort that comes with underperformance (Hartzell, 2015). Expectancy theory will be used to explain employee absorption and how it relates to attaining performance goals in

an organization.

Self Determination Theory

Edward L. Deci and Richard M. Ryan first introduced self-determination Theory in 1985. Meyer & Gagne (2008) further elaborated the Theory. Self Determination theory suggests that the satisfaction of autonomy needs, competency, and affiliation will lead humans to operate in an optimum way (Deci & Ryan, 2000). Autonomy refers to self-government, a state in which a person feels that their actions are independent of environmental pressures and portrays who they truly are. Competence is about know-how and being capable of carrying out tasks successfully, relatedness is about a person feeling affiliated or a sense of kinship to others, a person will feel understood because of the similarity they share with other members in the organization (Martela & Riekkari, 2018).

The self-determination theory is based on self-fulfilment and can be used when explaining employee engagement (Meyer & Gagne, 2008). An Employee will have different reasons for actively participating at work, considering these reasons is important because when compared to situations where the employee performs because they are being controlled by certain factors, a self-directing employee will experience a sense of wellbeing and perform optimally (Deci & Ryan 2020; Gagne & Deci, 2005). Human beings have an inborn desire to develop, progress, improve their surroundings, and live passionately (Wiedemann, 2016). Work engagement, self-direction, and one's strong belief in their capability and skills to achieve goals will result in higher performance because of the great personal initiative to succeed (Lisbona et al., 2018).

Employee Engagement and Organisational Performance

Kazimoto (2016) analysed performance of selected retail business enterprises in Wobulenzi- Luwero City Uganda and employee engagement. In the study organizational performance was measured using non-financials and related to employee engagement levels in retail business enterprises presenting a contextual gap. They found that the

retail employees were engaged and highly satisfied with their jobs. The employees however had difficulty balancing work and personal life. The type of job assigned did not also influence employee engagement. The current study centred all factors of performance in public sector Organization.

In a study to find a link between employee engagement, organizational commitment, and performance of a selection of State Corporations in Kenya. Chege, Muathe and Maina (2017) acknowledged the influence of employee vigour, employee dedication and employee absorption on an organisation's performance. It targeted 366 employees working in a selection of in state-owned corporations in Kenya. This presents a conceptual gap due to the mixed assortment of respondents; the current study was done in one state owned corporation.

Employee Vigour

Sheng and Fan (2022) explored the effect of performance pressure among public employees in China. The study population was 1,464 public sector employees. Performance Pressure is a tensive state of performance where employee allow themselves to only perform to desirable levels because bad performance has negative consequences, (Mitchell et al., 2018). This tension could stimulate functional behaviours of vigour and dedication. In this study, vigour, dedication, were considered the twofold core indicators of employee engagement. The results showed that moderate performance pressure promotes individual vigour and dedication, thus the employees were able to perform better at their work. They explained that Vigour being the willingness, energy, and resilience during work, it involves an internal drive whereby an employee will be willing and persistent in investing effort even in the face of difficulties. Thus, vigour had a substantial effect on the performance of an organization.

Similarly, Mukhanu, Mukanzi & Nyikuli (2018), scrutinised the impact of physical employee engagement on the Performance of employees from fourteen national ministries in the civil service.

Physical component of engagement is often referred to as Vigour (Chughtai & Buckley, 2011). Using a descriptive research design with 258 respondents drawn from a population of 590 employees stationed at Kakamega regional headquarters in Kenya, they found a positively significant association for physical employee engagement and employee work performance. The researchers commended that governmental managers should attempt to physically engage their employees for the ministries to experience better performance.

Employee Dedication

Mills & Kaanakia (2019) did a study at Port Harcourt, Nigeria and explored how dedication in employees altered the performance of Marine transport operators. They selected a population 420 employees from sixty marine transport units operating within the seven marine terminals. Information was gathered using a structured questionnaire from 205 sampled employees. The analysis outcome showed a strong connection concerning dedication and employee performance. Leading the researchers to conclude that dedication was essential to improve and sustain optimal performance of the Marine transport operators. This study presents a contextual gap based on geography and industry.

Sittar (2020) surveyed employee engagement and job performance of university teachers in Punjab public and private universities. They sampled four hundred teachers and collected data using questionnaires. The correlation between employee engagements with job performance was examined using Pearson correlation analysis. The overall outcome indicated a weak link for job performance of the university teachers and their dedication to work. This inquest was performed at the education sector in Punjab while the present study was led in the communications sector in Kenya presenting a contextual gap.

Employee Absorption

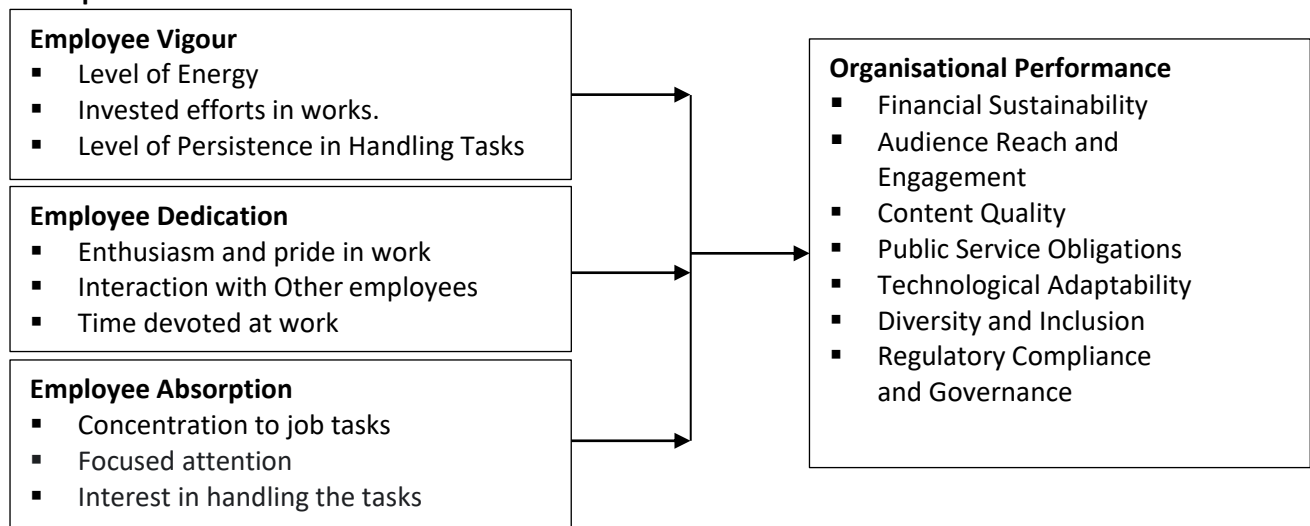
Wafula and Agoi (2020) investigated performance of employees at Bungoma County Government

offices, and the weight of employee absorption on the productivity standards. A self-administered questionnaire was issued to the county officers. Analysis of the responses revealed employee absorption affected the employees' performance at the Bungoma county offices. The researchers stated the need to educate employees for them to understand absorption engagement for better employee performance. A practical gap is presented in this study by use of general population, the current study sampled employees from different departments in a corporation.

A study by Shekari (2015) conducted in Yazd

province Iran at a social security organization evaluated Work engagement focusing on dimensions of employee absorption, vigour, and employee dedication. Data was obtained through questionnaires delivered to 250 respondents, only 152 had valid responses. The study found that employees at the security organization were highly engaged. Absorption dimension was higher than all the other dimensions with Dedication being the lowest. This study presents a contextual gap by geography and population used.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

Descriptive Research design was employed in this study. Kenya Broadcasting Corporation, Nairobi County is the unit of analysis, while the unit of observation was the 510 Members of staff working at the headquarters.

This study's sample size was selected using a stratified random sampling technique. Stratified random sampling was utilized to select 153 respondents from a population of 510 workers at Kenya Broadcasting Corporation, Nairobi.

The primary data gathering tool was a questionnaire. The research employed Cronbach's alpha to assess the reliability of the questionnaire

measures. The data collected in this study was quantitative and qualitative data. The qualitative data was categorized systematically and analysed to identify themes, consistency, and meaningfulness. Quantitative data was analysed through SPSS Statistics. Descriptive statistics were used to summarize and present the numerical data using the measures of Mean, median, mode and standard deviation. Inferential analysis was done using regression analysis and analysis of variance (ANOVA). Correlation analysis was done to measure the power and inclination of association of the variables. Regression analysis determined the link between study variable.

Multi-linear regression model is expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots \text{Model 1}$$

Whereby,

Y = Dependent variable

X_i = Independent variables, where i=1, 2... n

β₀ = Constant(Co-efficient of intercept)

β_i= Regression coefficients of the independent variables, where i=1, 2... n

X₁ = Employee Vigour

X₂ = Employee dedication

X₃ = Employee Absorption

Y= Organisational Performance

FINDINGS AND DISCUSSIONS

Table 1: Response Rate

Category	Number of questionnaires	Percentage
Response	150	98.1%
Nonresponse	3	1.9%
Total	150	100%

Source: Research Data (2024)

The results displayed in Table 1 suggest that, out of 153 questionnaires administered to the respondents, 150 questionnaires were returned making the study to achieve a response rate of 98.1%. However, 3 respondents did not return their questionnaires which contributed to a non-response rate of 1.9%. Therefore, the research determined that the response rate

was enough for drawing inferences and generalizations from the sample measurements, in accordance with the guidelines of Mugenda and Mugenda (2003).

Results of Descriptive Statistics

Employee Vigour

The descriptive statistics obtained on employee vigour are exhibited in Table 2.

Table 2: Employee Vigour

Statement	Mean (M)	Standard Deviation (SD)
I feel energetic and enthusiastic about my work	4.53	0.469
I have a great deal of stamina and concern to achieve job targets	3.58	1.419
I put efforts to perform exemplary well on tasks and meet assigned goals	4.61	0.389
I am not discouraged by challenges at work.	4.11	0.809
I can physically /mentally endure work on extended periods.	3.53	1.470
I get work done in a reasonable amount of time.	4.42	0.576
Aggregate score	4.13	0.856

Source: Research Data (2024)

The findings in Table 2 demonstrate that the respondents agreed that staff vigor impacted organizational performance at Kenya Broadcasting Corporation as suggested by the aggregate mean score of 4.13 and standard deviation of 0.856. The finding agrees with Sheng and Fan (2022) who

explored the effect of performance pressure among public employees in China. The results showed that moderate performance pressure promotes individual vigour and dedication, thus the employees were able to perform better at their work.

The respondents strongly agreed on the claims that; they put efforts to perform exemplary well on tasks and meet assigned goals and that they felt energetic and enthusiastic about their work as evinced by mean score of 4.61 and 4.53 respectively and respective standard deviations of 0.389 and 0.469. The finding agrees with Sritangratanakul & Boonyasiriwat (2015) who scrutinised the connection for employee vigour and job performance in Bangkok Metropolitan Region using a selection of Thai employees from private organizations. The participant's direct supervisors delivered valuations of the employee's task perseverance and general work performance.

The respondents agreed on the assertions that; they got work done in a reasonable amount of time,

they were not discouraged by challenges at work, they had a great deal of stamina and concern to achieve job targets and that they could physically and mentally endure work over extended periods as demonstrated by mean score 4.42, 4.11, 3.58 and 3.53 respectively and respective standard deviation of 0.576, 0.809, 1.419 and 1.470. The finding concurs with Al-dalahmeh et al. (2018), who explored how engagement played into employee performance at a bank IT department in Jordan. In the outcome the three measurements of Employee Engagement significantly affected Employee performance.

Employee Dedication

The descriptive statistics obtained on employee dedication are exhibited in Table 3.

Table 3: Employee Dedication

Statement	Mean (M)	Standard Deviation (SD)
I am willing to invest my time and effort to achieve set job goals.	4.01	0.989
I have a positive attitude when working as part of a team	4.51	0.488
I desire to contribute to the organizations long-term success	3.54	1.459
The job I do is crucial for the organization's success.	4.66	0.340
I complete and submit exceptional work which my supervisors can trust.	4.57	0.428
My job is well challenging.	3.99	1.001
Aggregate score	4.21	0.784

Source: Research Data (2024)

The results in Table 3 demonstrate that those polled agreed that employee devotion impacted organizational performance at Kenya Broadcasting Corporation as demonstrated by the aggregate mean score of 4.21 and standard deviation of 0.784. The finding agrees with Mills & Kaanania (2019) who did a study at Port Harcourt, Nigeria and explored how dedication in employees altered the performance of Marine transport operators. The analysis outcome showed a strong connection concerning dedication and employee performance.

The responders strongly agreed that their contributions were vital to the organization's success, they completed and submitted exceptional work which their supervisors could trust, and that they had a positive attitude when working as part of a team as shown by mean score of 4.66, 4.57 and 4.51 and standard deviation of 0.340, 0.428 and 0.488 respectively. The finding agrees with Orji & Tamunomiebi (2020) who carried out a study within telecommunication companies in Rivers State, Nigeria. The findings showed a meaningful link

connecting employee dedication and organizational performance.

The participants agreed that they were prepared to dedicate their time and effort to accomplish established employment objectives, their job was well challenging and that they desired to contribute to the organizations long-term success as shown by mean score of 4.01, 3.99 and 3.54 respectively with respective standard deviation of 0.989, 1.001 and 1.459. The finding aligns with Carter et al. (2016)

who undertook an investigative study at an Australian Financial services corporation to ascertain the degree to which employee engagement affect individual level employee job performance. The results showed significant associations for engagement and self- efficacy on performance.

Employee Absorption

The descriptive statistics obtained on employee absorption are displayed in Table 4.

Table 4: Employee Absorption

Statement	Mean (M)	Standard Deviation (SD)
I often lose track of time when working	3.69	1.310
I am always fully concentrated in my work.	4.23	0.768
I ensure to have no distractions when performing a task.	4.03	0.899
My duties are engaging and interesting.	4.17	0.809
I pay attention to all aspects of my work	4.28	0.719
I rarely notice tiredness or distractions during my work hours.	3.88	1.120
Aggregate score	4.05	0.938

Source: Research Data (2024)

The findings in Table 4 demonstrate that the respondents agreed that personnel absorption impacted organizational performance at Kenya Broadcasting Corporation as proved by the aggregate mean score of 4.05 and standard deviation of 1.120. The finding is line with Wafula and Agoi (2020) who investigated performance of employees at Bungoma County Government offices, and the weight of employee absorption on the productivity standards. Analysis of the responses revealed employee absorption affected the employees’ performance at the Bungoma county offices.

The respondents agreed that they paid attention to all aspects of their work, they always fully concentrated in their work, their duties were engaging and interesting, they ensured to have no

distractions when performing a task, they rarely noticed tiredness or distractions during their work hours and they often lost track of time when working as evinced by mean score of 4.28, 4.23, 4.17, 4.03, 3.88 and 3.69 respectively and respective standard deviation of 0.719, 0.768, 0.809, 0.899, 1.120 and 1.310 respectively. The finding agrees with Eghlidi and Karimi (2016) who did a study at the University of Isfahan on how the elements of employee engagement affected commitment to the organization. Employees’ commitment to the organization was best predicted by their dedication, employee absorption came third.

Organizational Performance

The descriptive statistics obtained on organizational performance are presented in Table 5.

Table 5: Organizational Performance

Statement	Mean (M)	Standard Deviation (SD)
KBC can generate revenue through advertising, subscriptions, sponsorships, or government funding.	4.55	0.45
KBC continuously assesses Audience feedback and responds promptly to customer complaints	3.23	1.77
KBC's products and services are highly rated and consumed favourably in the industry	3.97	1.03
KBC has range of content, including news, entertainment, educational programs, and cultural content, to ensure it meets the diverse needs of the audience.	4.67	0.33
KBC can maintain editorial integrity and impartiality in news reporting and programming.	4.53	0.47
There is technical and creative quality of broadcasts, including sound and image quality, graphics, and production standards	3.90	1.10
KBC has quality educational programming that enhances public knowledge, inclusivity, and awareness.	3.22	1.78
KBC has programming that promotes national culture, heritage, and languages.	4.19	0.81
The corporation provides modern technology for work and has kept up with technological advancements, such as transitioning to digital broadcasting and online streaming.	3.33	1.67
KBC's online platforms, including websites, social media, and mobile apps are easily accessible.	3.64	1.36
The corporation has adequate staff to achieve its mission	4.58	0.42
Formal appraisals are conducted on a regular basis and performance on the job is evaluated fairly	3.61	1.39
Employees are often late to work, take long breaks and are mostly absent from work.	3.96	1.04
There is inclusivity and diversity in employment at KBC in terms of gender, ethnicity, and inclusion of individuals with disabilities	3.57	1.43
KBC complies with legal and regulatory requirements related to broadcasting.	4.51	0.49
Major projects are always implemented after consultations with stakeholders	4.34	0.66
The corporation has realized revenue growth over time.	4.47	0.53

Source: Research Data (2024)

The results presented in Table 5 suggest the respondents strongly agreed that; KBC has range of content, including news, entertainment, educational programs, and cultural content, to ensure it meets the diverse needs of the audience (M=4.67, SD=0.33), KBC can generate revenue through advertising, subscriptions, sponsorships, or government funding (M=4.55, SD=0.45), KBC can maintain editorial integrity and impartiality in news reporting and programming (M=4.53, SD=0.47).

Naftchali & Pool (2014) Continuous improvement in an organization relies on the ability to continuously assess the organizations performance. Measuring organisational performance is a critical to an organization's leadership.

The respondents agreed that; the corporation has adequate staff to achieve its mission (M=4.58, SD=0.42), KBC complies with legal and regulatory requirements related to broadcasting (M=4.51,

SD=0.49), The corporation has realized revenue growth over time (M=4.47, SD=0.53), major projects are always implemented after consultations with stakeholders (M=4.34, SD=0.66), KBC has programming that promotes national culture, heritage, and languages (M=4.19, SD=0.81), KBC's products and services are highly rated and consumed favourably in the industry (M=3.97, SD=1.03), employees are often late to work, take long breaks and are mostly absent from work (M=3.96, SD=1.04), there is technical and creative quality of broadcasts, including sound and image quality, graphics, and production standards (M=3.90, SD=1.10), KBC's online platforms, including websites, social media, and mobile apps are easily accessible (M=3.64, SD=1.36), formal appraisals are conducted on a regular basis and performance on the job is evaluated fairly (M=3.61, SD=1.39), There is inclusivity and diversity in employment at KBC in terms of gender, ethnicity, and inclusion of individuals with disabilities (M=3.57, SD=1.43). Tensay & Singh (2020) perceived

organisational Performance is often measured based on productivity levels, quality attainment, and customer satisfaction.

The respondents indicated neutral on the statements that KBC continuously assesses Audience feedback and responds promptly to customer complaints (M=3.23, SD=1.77), The corporation provides modern technology for work and has kept up with technological advancements, such as transitioning to digital broadcasting and online streaming (M=3.33, SD=1.67), KBC has quality educational programming that enhances public knowledge, inclusivity and awareness (M=3.22, SD=1.78). According to Vipinosa (2015), performance is the product of the efforts made and the resources used. A ratio of inputs to outputs can be used to assess organisational performance.

Results of Multiple Regressions Analysis

The influence of one variable on the other was determined using regression analysis. Table 6, 7 and 8 summarizes the findings.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimates
1	.899 ^a	.808	.797	0.751

Source: Research Data (2024)

The value of the adjusted R square was 0.797 which demonstrated that there was a variation of 79.7% on organizational performance that was contributed by employee vigour, employee

dedication and employee absorption. This also signifies a 20.3% gap representing unexamined variables.

Table 7: Analysis of Variance

Model		Sum of squares	df	Mean squar	F	Sig.
1	Regression	211.108	3	70.369	170.819	.001
	Residual	60.415	146	0.412		
	Total	811.623	149			

Source: Research Data (2024)

The findings in Table 7 demonstrate that the model was statistically significant, as the F statistic value of

170.819 exceeded the mean statistical value of 70.369. The significance threshold was $0.001 < 0.05$.

Table 8: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.823	.214		3.846	.001
Employee vigour	.801	.367	2.156	2.183	.001
Employee dedication	.763	.416	4.624	1.834	.000
Employee absorption	.799	.119	3.546	6.714	.000

Source: Research Data (2024)

The results in Table 8 suggests that assuming, employee vigour, employee dedication and employee absorption had no influence, the organisational performance at Kenya Broadcasting Corporation would be at 0.823 (82.3%). An increase in employee vigour would increase the organisational performance at Kenya Broadcasting Corporation by 0.801(80.1%). An increase in employee dedication would increase the organisational performance at Kenya Broadcasting Corporation by 0.763(76.3%) and an increase in employee absorption would increase the organisational performance at Kenya Broadcasting Corporation by 0.799(79.9%). This led to the following regression equation as put below.

Organizational performance = 0.801(employee vigour) + 0.763(employee dedication) + 0.799(employee absorption).

The research indicated that employee vigor significantly positively impacted the organizational performance at Kenya Broadcasting Corporation because (t=2.183, p=0.001). The outcomes are congruent with Ginoux et al., (2019) who undertook a controlled study on burnout prevention and how to promote vigour at the workplace. The study showed that including physical activities at the office was effective in preventing burnout and promoting employeevigour.

The research demonstrated that employee commitment significantly positively impacted the organizational performance at Kenya Broadcasting Corporation because (t=1.834, p=0.000). The finding

concur with Sittar (2020) who surveyed employee engagement and job performance of university teachers in Punjab public and private universities. The overall outcome indicated a weak link for job performance of the university teachers and their dedication to work.

The study also established that employee absorption had a positive significant influence on the organisational performance at Kenya Broadcasting Corporation because (t=6.714, p=0.000). The finding agrees with Arifin, Nirwato and Manan (2018) who examined if absorption and teamwork reduced workplace bullying thus impacting the performance of employees. The research findings showed that absorption fully intervened on the effects of bullying experienced at the workplace toward the performance of employees.

CONCLUSIONS

The study concluded that an employee embodies a fusion of energy and drive, contributing to the sustained employability of the workforce. The vigor of employees affects their capacity to fulfill the physical and mental demands of their roles, as well as their willingness and ability to continue in their present and future positions. A substantial amount of energy is necessary to facilitate your engagement and maintain activity in order to accomplish your objectives. This is why vigor is a crucial element of job engagement.

The study concludes that dedicated workers may motivate their colleagues to pursue success,

fostering a more efficient work atmosphere. Employee commitment enhances the likelihood of receiving a salary rise, promotion, or engaging extra tasks. Commitment allows people to develop essential abilities that might be applicable in many positions. A strong commitment to work enables people to achieve many professional objectives, like acquiring new skills, engaging in new projects, or assuming senior roles.

The study concludes that employee absorption may enhance and cultivate corporate culture. Employees who feel a sense of connection to their job, colleagues, and the organization's ideals are more inclined to remain engaged and motivated. They see themselves as integral to a larger purpose, striving towards a shared objective, which enhances their own welfare and fosters a greater sense of involvement, commitment, and productivity in the workplace. Employee engagement may enhance their positive connections and participation with clients and consumers.

RECOMMENDATIONS

The study recommended that organizational management must prioritize supporting workers and ensuring they have access to essential resources. Augmenting the resources accessible to staff facilitates engagement. Ascertain workers' self-assessed competencies. Assist workers by explicitly delineating their duties and enabling them to use their competencies. Furnish them with the necessary resources to alleviate concerns over their capacity for success. Management should provide time for in-person meetings with staff. Comprehend their requirements and get input from your personnel about your performance as their leader.

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The study recommends that fostering commitment among a team may be effectively achieved by understanding their interests and competencies. A team may have more engagement with a project if given the autonomy to execute their tasks in a manner that suits them. Explicitly delineating team members' duties and contributions within a project helps enhance their commitment to their tasks. Providing intricate or engaging assignments enables team members to reconsider their job and use fresh talents. A culture of trust may motivate people to perform to their highest potential without apprehension of criticism.

The study recommends that autonomy and diversity may enhance employee engagement; thus, the HRM department within the organization can create employment roles that provide substantial autonomy and variation. Challenging tasks serve as an incentive for workers, since people excel when confronted with demanding but feasible labor. Challenges may also foster employee involvement. Managers may influence the work environment by their practices and behaviors. Managers may engage their personnel by demonstrating fairness and ethical conduct in their interactions with subordinates.

Suggestion for Further Study

The study suggests further studies should be conducted on alternative employee engagement techniques beyond those examined, in response to the research gaps highlighted in the regression analysis. The study suggests that more research may be conducted on the performance of media businesses other than KBC.

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