



INFLUENCE OF PHYSICAL EMPLOYEE ENGAGEMENT ON JOB PERFORMANCE IN THE CIVIL SERVICE: A CASE OF KAKAMEGA REGIONAL HEADQUARTERS, KENYA

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ABSTRACT

The objective of this study was to investigate the influence of physical employee engagement on job performance in the civil service, a case of Kakamega regional Head Quarters, Kenya. The study adopted a descriptive type of research design. The target population was comprised of 590 employees in 14 national ministries at Kakamega regional headquarters (HQ) in Kenya, from which a sample of 228 respondents were drawn from two strata; supervisory and support staff while 30 respondents from the top management was obtained by census. This made a total of 258 sample respondents. Data was collected by use of self-administered questionnaire. Inferential statistics was obtained by carrying out correlations analysis and regressions analyses to test for the degree of association (correlations) between the pair of variables and the effect of employee engagement on job performance. A hierarchical and stepwise regression was used to investigate for the moderating influence of manager's self-efficacy on the relationship between employee physical employee engagement and job performance. Step wise regression was performed to find out the incremental contribution of Manager's self-efficacy on the relationship between physical employee engagement and job performance. The findings of the study indicated a positive and significant relationship between physical employee engagement and Job performance. The study recommended that organizational managers should strive to physically engage their employees for improved Job performance. Furthermore, future research in this area should adopt a different research design such as a longitudinal one, to provide a better assessment of the variables and how they improve over time.

Key Words: *Physical Engagement, Job Performance, Energy to Work, Work intensity, Self Efficacy*

INTRODUCTION

The success of any organization is determined by how that organization makes effective use of its key resource (Armstrong, 2010) and especially the human resource. Hence, human resource engagement or rather, employee engagement is imperative in the conceptualization and measurement of the effect of human capital at the workplace including the civil service (Datche, & Elegwa, 2015; Cattermole, Johnson & Jackson, 2014). A lot of research has converged around one common conceptualization of employee engagement as one that connotes high levels of human capital investment in the work tasks performed on a job (Rich, Lepine & Crawford, 2010; Macey & Schneider, 2008).

Nonetheless, employee engagement has declined and there is a deepened disengagement among employees in organizations today (Shuck, Rocco, Carlos & Albornoz, 2011). In addition, it has also been reported that most employees today, are not engaged fully or are in fact disengaged in their employment (Cattermole *et al.*, 2014; Cattermole, Johnson & Roberts, 2013), despite the direct relationship that exists between employee engagement and organizational performance (Datche & Elegwa, 2015). Increasingly, previous researches reveal that organizations that involve high employee engagement levels tend to outperform competitors (Cheryl & Redfern, 2010).

Accordingly, Robertson-Smith and Markwick (2009) posited that engaged employees are more likely to stay with the organization longer, increase their performance by 20 per cent beyond their colleagues' performance and always act to defend the business. In addition, such employees invest fully in their work, increase their own self-efficacy which in turn evokes their support for the organization (Mugo, Wario & Odhiambo, 2014).

Several researches have characterized employee engagement into three distinct constructs of cognitive, emotional and behavioural engagements (Datche *et al.*, 2015; Kibui, Gachunga, & Namusonge, 2014; Cattermole *et al.*, 2013; Shuck, 2011; Wolland, 2010). In other words, when

employees are engaged, they drive some personal energies in the form of cognitive, physical and emotional into their roles of work (Obiageli, Uzochukwu1, Leo & Agu, 2016). Experiences of a psychological nature are so important and very necessary to the investment of one's personal energies into the work performance.

As an emerging issue on the global scene, employee engagement has gained considerable attention from scholars and HR professionals because of its ability to drive organizational success (Mohammed, Ababneh & Macky, 2015). Globally, employee engagement has been reported to enhance organizational productivity, customer satisfaction, employee retention and competitive advantage (Kuntz & Roberts, 2014). Accordingly, Shuck, Rocco and Albornoz, (2011) also suggested that employee engagement contributes significantly to the performance and effectiveness of the organization. Similarly, Albrecht (2012) posits that employee engagement is now an issue of concern for the organizations across the globe for its recognition as a vital element affecting organizational effectiveness, innovation and competitiveness.

The public service of any country is a vital institution of the state, since it affects the daily lives of the citizens (Obiageli *et al.*, 2016). Its main objective is to ensure that the goals of that state are achieved. Traditionally, the civil service of the state is the instrument of government authorities including being an impartial interpreter as well as implementer of government policies and programs (Salisu, 2011). Therefore, it is an institution saddled with the responsibility of designing, formulation and implementing public policy.

Although, employee engagement has been linked to a wide range of positive job outcomes, fewer studies have been carried out on the antecedents of engagement. Antecedent variables associated with engagement include authentic leadership (e.g. Roux, 2010), need for achievement and efficacy beliefs (e.g. Burke & El-Kot, 2010, organisational justice and organisational tenure (Burke *et al.*, 2009). According to Rich *et al.* (2010), employee

engagement is a motivational variable and therefore, it should lead to high job performance among employees. In Kenya, employee engagement is of a serious challenge to many organizations (Delloite, 2016; Mohammed *et al.*, 2015; Datche *et al.*, 2015).

According to the study conducted by Orute, Matua, Musiega and Masinde (2015) employee engagement among the civil servants in Kakamega drives the outcomes that are very critical to the efficient functioning of government. Further, the study posits that heightened employee engagement is one of the major building blocks in the public service sector (Orute *et al.*, 2015). Accordingly, employee engagement in government is said to lead to citizen/client satisfaction which can lead to the trust of the citizen and the confidence in public institutions (Lavigna, 2016). Apparently, this is a very rare outcome in some sectors of the Kakamega civil service workforce, although it is very critical to the health of public service. From the public service sector survey in Kakamega regional offices it was indicated that work units with higher levels of employee engagement can score higher in customer satisfaction than low engagement units.

Statement of the Problem

Employee engagement is one of the main challenges facing the civil service in Kenya today (Delloite, 2016). In Kenyan civil service, Employee engagement has found to be on the decline (Datche *et al.*, 2015) since the managers in charge are unable to take action which could enable them to engage members of their staff (Mohammed *et al.*, 2015). Consequently, employees are unable to take on extra duties (Lee & Galpin, 2010) leading to decreased levels of job performance, employee productivity and organizational profitability (Oluseyi, Kayode & Morton, 2017). According to Juan (2010) many organizations have been found to lose between 5 per cent and 15 per cent of sales revenue because of disengaged employees. On the other hand, previous studies have also suggested that 87 per cent of highly engaged employees are less likely to voluntarily leave their organizations

unlike their disengaged counterparts (Anitha, 2014). Incidentally, many studies have been carried out about employee engagement (e.g. Gallup, 2013). In spite of what has been learned so far about employee engagement from such studies, there is still a clarion call for more work to be done on it (Saks & Gruman, 2014). According to Saks (2006) there exists very little empirical research about the factors that predict employee engagement. Furthermore, Macey and Schneider (2008) opine that the potential antecedents and consequences of employee engagement have not been rigorously conceptualized. Similarly, despite the continued evidence to show that employee engagement is positively linked to job outcomes, a dearth of information concerning the effect of cognitive, physical and behavioural types of employee engagement on job performance still exist (Mohammed *et al.*, 2015). Despite the adequacy of literature on employee engagement job performance relationship, there is the existence of contingent effects which may occur in the absence of offsetting and blocking of causal processes (Sayer, 2006). Thus, the managers' self-efficacy may act as a moderator (obstacle) to the action of employee engagement on job performance. Therefore, this study sought to investigate whether the manager's self-efficacy can systematically change the effect of physical employee engagement on job performance. According to Namazi and Namazi (2015), the potent way of enhancing the research designs, and hence provide a more realistic and accurate finding, is to insert the most appropriate moderating variable that relates to the research study.

Research Objective

The main objective of this study was to investigate the influence of physical employee engagement on job performance in the civil service at Kakamega regional HQs. The specific objectives were:-

- To investigate the influence of physical engagement on job performance in the civil service

- To investigate the moderating influence of the manager's self-efficacy on the relationship between physical employee engagement and job performance in the civil service

Research Hypotheses

- H0₁: Physical engagement has no significant influence on job performance in the civil service in Kakamega regional HQs.
- H0₂: Manager's self-efficacy has no significant moderating influence on the relationship between physical employee engagement and job performance in the civil service in Kakamega regional HQs.

LITERATURE REVIEW

Theoretical Review

The Job Demands-Resources Theory

Job Demands–Resources theory propose that job resources are physical, social, psychological or organizational aspects of the job that may reduce job demands and the related psychological and physiological costs, stimulate personal growth and learning, enhance achievement of work goals and promote engagement (Fluegge-Woolf, 2014; Demerouti *et al.*, 2001). The theory does, at least

partly, redress this shortfall created in the social exchange theory (Bakker & Demerouti, 2007; Bakker, Demerouti, de Boer & Schaufeli, 2003; Bakker, Demerouti, & Verbeke, 2004). 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. Specifically, these resources can facilitate learning or elevate effort, which can temper the exhaustion that demands tend to provoke.

Conceptual Framework

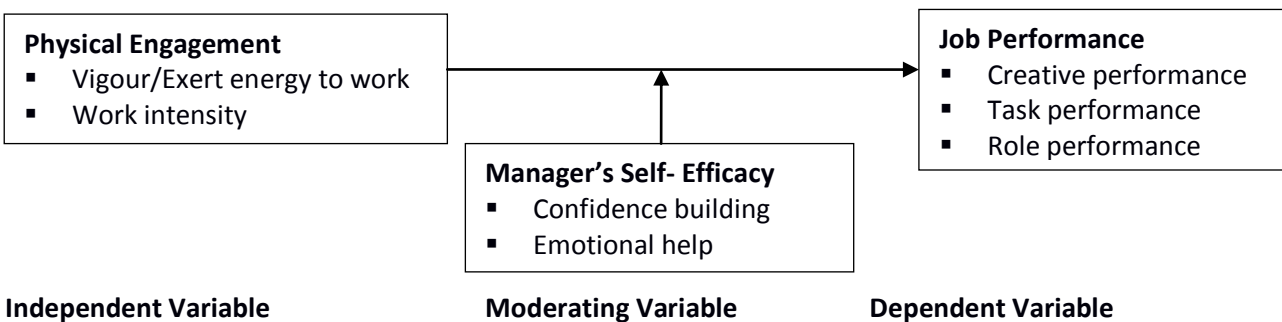


Figure 1: Conceptual Framework

Source: Author (2018)

Empirical Review

Physical Engagement

Attention to the physical component of employee engagement, sometimes referred to as vigor (Chughtai & Buckley, 2008)

posits that higher levels of physical engagement in an individual employee increases the readiness to devote effort within their work by not becoming easily fatigued and developing the tendency to remain resolute in the face of task difficulty or failure and hence increasing job performance.

Employee engagement in all its forms has been found to be related to three major organizational outcomes: job performance, turnover intention (inverse relationship), and organizational citizenship behavior (Rana, Ardichvili, & Tkachenko, 2014). Research has also shown that the physical organizational climate can affect job resources and job demands (Dollard and Bakker, 2010), which in turn could influence personal resources (psychological experience of safety, meaningfulness, and availability), and in turn affect employees job performance (May *et al.*, 2004; Kahn, 1990).

Manager's Self-Efficacy

Employee engagement is very important for organizational managers since it helps them to cultivate various positive HR work outcomes such as job performance (Field & Buitendach, 2011) and organizational commitment (Bakker & Demerouti, 2008). In addition, manager's self-efficacy perceptions have been found to provide the foundation for the motivation of employees, their own personal accomplishments and hence job performance (Lent *et al.*, 2011).

Accordingly, People are generally satisfied with their jobs if they feel that they are competent enough to perform their work-tasks or attain their work objectives (Lent *et al.*, 2011). Self-efficacious individuals tend to hold very strong beliefs in their own ability to perform task situations more successfully, tend to set more challenging assignments for themselves, persist longer and are better of in dealing with experiences that are failing them than persons with low self-efficacy (Heuven *et al.*, 2006). In addition, highly efficacious people are expected to make better use of and generate resources in their work environment to deal with demanding tasks. Similarly, it has been found that persons with high levels of self-efficacy are better able to solve difficult situations than what can be considered by the low efficacious ones (Heuven *et al.*, 2006).

Several research studies have also examined the relationship between self-efficacy and employee

engagement at the workplace. It has indicated that self-efficacy can both precede and follow work engagement (Niu, 2010; Llorens, Schaufeli, Bakker & Salanova, 2007). Furthermore, employee engagement can also offset the various doubts and other psychological feature that can impede self-efficacy. Thus, self-efficacy should promote engagement, which in turn should foster self-efficacy, reflecting a gain of a spiral nature (Heuven *et al.*, 2006).

Job Performance

Employee performance is very relevant for the organization and the individual employee as well (Sonnentag, Volmer & Spychala, 2006) in showing that a high performance in accomplishing a task leads to one's satisfaction, feeling of self-efficacy and mastery of content (Bandura, 1997). In addition, high performing employees get to be promoted, get opportunities for career growth get opportunities for career advancement, as well as get to be honoured.

However, job performance has been defined as a multidimensional concept by a number of authors (e.g. Motowildo & Schmit, 1999; Borman & Motowildo, 1997). these dimensions include; task performance, contextual performance (Rich *et al.*, 2010; Saks, 2006; Sonnentag *et al.*, 2006; Motowildo & Schmit, 1999), creativity performance (Fluegge-Woolf, 2014; Langelaan *et al.*, 2006; LeFevre, 1988). Task performance is the proficiency of the individual which they usually put in use to perform certain activities which can directly or indirectly contribute to the organization's 'technical core' (Rich *et al.*, 2010; Borman & Motowidlo, 1997; Motowidlo & Schmit, 1999).

METHODOLOGY

This study adopted the positivism research paradigm which is a social research approach that seeks to apply the natural science model of research as the point of departure for the investigations of a social phenomenon and the explanation of the social world (Babbie, 2011; Denscombe, 2008). This study targeted a

population of 590 employees working as civil servants in the 14 national ministries at Kakamega regional HQs (Public Service Report, 2016). These employees were categorized mainly into three levels of operation; top management, supervisory and lower cadre. This study gathered the primary information by use of questionnaires. The responses were obtained on a Likert scale items of physical engagements as the independent variables, manager's self-efficacy as the moderator and job performance as the dependent variable. Questionnaires were self-administered to the top management, supervisors and employees of the

lower cadre among the civil service employees working at Kakamega regional headquarters.

RESULTS

Physical Engagement

This study sought to determine the extent to which the public service at Kakamega Regional HQs, enhance the physical engagement from the workforce. Physical engagement was measured by the constructs of vigour and work intensity on a five-point likert scale from 1= strongly disagree to 5= strongly agree. The results obtained were presented in table 1.

Table 1: Physical Engagement

| | 5= Strongly Agree, 4= Agree, 3= Neither Agree nor disagree, 2= Disagree, 1=Strongly Disagree | SA% | A % | N % | D % | SD% |
|----|--|------|------|------|------|------|
| 1 | My organization makes me work with intensity | 13.2 | 43.4 | 9.4 | 31.1 | 2.8 |
| 2 | My organization makes me exert my full effort and energy to my job | 15.1 | 34.0 | 19.8 | 24.5 | 6.6 |
| 3 | My organization makes me devote a lot of energy to my job | 19.8 | 32.1 | 12.3 | 27.4 | 8.5 |
| 4 | My organization makes me strive as hard as I can to complete my job | 19.8 | 35.8 | 15.1 | 24.5 | 4.7 |
| 5 | My organization always makes me feel full of energy at my work | 17.0 | 39.6 | 11.3 | 20.8 | 11.3 |
| 6 | My organization makes persevere at work even when things do not go well | 15.1 | 35.8 | 19.8 | 19.8 | 9.4 |
| 7 | My organization always makes me to do more than is required on my job | 18.9 | 39.6 | 10.4 | 28.3 | 2.8 |
| 8 | My organization makes me feel strong and vigour when I am working | 22.6 | 34.0 | 17.0 | 20.8 | 5.7 |
| 9 | My organization makes me burst with energy at work | 17.0 | 34.9 | 18.9 | 20.8 | 8.5 |
| 10 | My organization has made me to become mentally resilient | 19.8 | 31.1 | 20.8 | 14.2 | 14.2 |
| 11 | My organization makes me to work overtime a lot of times | 15.1 | 41.5 | 10.4 | 22.6 | 10.4 |

The results in table 1 showed the descriptive physical engagement which indicated that a majority (43.4 per cent) of respondents agreed that their organizations made them work with a lot of intensity, while 13.2 per cent of them strongly agreed. However, 31.1 per cent disagreed with the statement with only 2.8 per cent strongly disagreeing with it. Furthermore, 34.0 per cent of respondents agreed that their organization made them to exert full effort and energy on their work performance. Another 15.1 per cent strongly agreed with the same statement. On the contrary, 24.5 per cent disagreed with the same statement,

and a further 6.6 per cent strongly disagreeing with it.

Equally, a majority of respondents (32.1 per cent) agreed that their organization made them devote a lot of energy to the job. Another 19.8 per cent strongly agreed with the same statement. On the other hand, 27.4 per cent of the respondents disagreed with this view, while another 8.5 per cent strongly disagreed with it. In addition, another majority of respondents (35.8 per cent) agreed that the organization makes them strive hard to complete given tasks, with another 19.8 per cent strongly agreeing with the same statement.

Similarly, 24.5 per cent disagreed with the same statement while another 4.7 per cent strongly disagreed with it.

Furthermore, 39.6 per cent (majority) of the respondents agreed that the organization makes them feel full of energy while at work. Another 17.0 per cent strongly agreed with the declarative statement. On the other side, 20.8 per cent were of the opinion that their organization do not make them feel full of energy while at work. Similarly, another 11.3 per cent strongly disagreed with the statement. Consistently, a majority of respondents (35.8 per cent) also agreed that the organization makes them persevere even when things seem not to be going on well for them. A further 15.1 per cent of the respondents strongly agreed with this view. However, 19.8 per cent, and another 9.4 per cent did not feel that way and they opted to disagree and strongly disagreed respectively.

Equally, a majority of respondents (39.6 per cent) agreed that the organization made them to do more than what is required at work. Another 18.9 per cent strongly agreed with the statement. Nonetheless, 28.3 per cent of the respondents were of the contrary opinion, with another 2.8 per cent strongly in disagreement with the statement. Furthermore, 34.0 per cent of the respondents also agreed that their organization makes them feel strong and with vigour when working. Further, 22.6 per cent strongly agreed that this was so. On the contrary, 20.8 per cent of the respondents disagreed with the statement and another 5.7 per cent strongly in disagreement. In a similar case, 34.9 per cent agreed that the organization makes them burst with energy while working, with another

17.0 per cent strongly agreeing with the same statement. Nevertheless, 20.8 per cent of respondents disagreed, while another 8.5 per cent of them strongly disagreed with the same statement.

A majority of respondents (31.1 per cent) were in agreement that their own organization made become mentally resilient. Another 19.8 per cent strongly agreed with the statement. On the contrary, 14.2 per cent of these respondents, simply disagreed with the statement, with another 14.2 per cent strongly disagreeing with it. Finally, 41.5 per cent of the respondents (majority) agreed that their organization makes them work overtime, while 15.1 per cent of them strongly agreed with the statement. On the other hand, 22.6 per cent of the respondents disagreed with the view, while 10.4 per cent were of the respondents strongly disagreed with the statement.

Managers' Self-Efficacy

This study also sought to find out the extent to which the civil service engages in the management's-self efficacy in helping employees to become more engaged and the influence of such efficacy on the relationship between employee engagement and job performance. Manager's self-efficacy was operationalized in terms of confidence building and emotional help. The measures of manager's self- efficacy used 9 questionnaire items on a five-point Likert scale. The results obtained were presented in table 2;

Table 2: Manager's Self-Efficacy

| | 5= Strongly Agree, 4= Agree, 3= Neither Agree nor disagree, 2=Disagree, 1=Strongly Disagree | SA% | A % | N % | D % | SD% |
|---|--|------------|------------|------------|------------|------------|
| 1 | My supervisor always comes to my help at work when I need it | 17.0 | 34.0 | 6.6 | 34.9 | 6.6 |
| 2 | My manager helps me to meet the goals set in my job | 21.7 | 27.4 | 7.5 | 27.4 | 16.0 |
| 3 | My manager makes me feel prepared for most demands at my job | 37.7 | 15.1 | 10.4 | 25.5 | 11.3 |
| 4 | My manager helps me handle my job effectively | 23.6 | 30.2 | 8.5 | 26.4 | 11.3 |

| | | | | | | |
|---|--|------|------|------|------|------|
| 5 | My manager helps me identify my own negative emotions at work | 23.6 | 18.9 | 12.3 | 18.9 | 17.0 |
| 6 | My manager helps me tackle my negative emotions at work | 20.8 | 27.4 | 13.2 | 32.1 | 6.6 |
| 7 | My manager helps me to get into the mood that best suits the situation at work | 16.0 | 24.5 | 10.4 | 35.8 | 13.2 |
| 8 | My manager listens to my opinions about my work | 24.2 | 24.5 | 10.4 | 26.4 | 14.2 |
| 9 | My manager helps me find several solutions when I find a problem with my job | 12.3 | 37.7 | 13.2 | 21.7 | 15.1 |

The results obtained in table 2 showed that on accumulated basis, a majority of respondents (51.0 per cent) agreed that their supervisors always come to their help at work when need be. On the contrary, 34.9 per cent of the same respondents did not agree with this statement, while 6.6 per cent of them strongly disagreed. Furthermore, an accumulated majority (Agree =27.4 per cent, strongly agree = 21.7 per cent) agreed that their supervisors help them meet the set goals. On the other hand, another 27.4 per cent of respondents disagreed with the statement by suggesting that managers do not help them meet goals on the job. Another 16.0 per cent strongly disagreed with the same statement.

Similarly, 37.7 per cent of the respondents strongly agreed that the respective supervisors' make them feel prepared for most demands at the job. Furthermore, 15.1 per cent strongly agreed with this claim. However, 25.5 per cent disagreed while 11.3 per cent of them strongly disagreed with the same claim. Equally, a clear majority of respondents (30.2 per cent) agreed that the managers help them handle their jobs more effectively, with another 23.6 per cent strongly agreeing with the statement. On the contrary, 26.4 per cent simply disagreed with the claim, while another 11.3 per cent strongly disagreed.

In addition, a majority of respondents (28.3 per cent) agreed that the managers help employees identify negative emotions. Another 23.6 per cent of them strongly agreed with this view. Nonetheless, another 18.9 per cent of the respondents disagreed, while 17.0 per cent of them strongly disagreed with it. Further, 12.3 per cent could neither agree nor disagree with the whole

statement. Consistently, an accumulative majority of respondents (agree=27.4 per cent, strongly agree=20.8 per cent) were in agreement that the same managers help them tackle their negative emotions while at work. On the other hand, 32.1 per cent disagreed with this claim, although only 6.6 per cent of respondents were in a strong disagreement with the view that they are helped to tackle negative emotions. Nevertheless, 13.2 per cent of respondents stayed indifferent to the whole statement.

Furthermore, a clear majority of respondents (35.8 per cent) agreed that managers help employees to get into the mood that best suits the situation at work, while another 16.0 per cent strongly agreed with the same view. However, 24.5 per cent of these respondents could not agree with the statement, while 13.4 per cent strongly disagreed with the statement. Consistent with this finding, an accumulative majority (Agree=24.5 per cent, strongly agree= 24.5 per cent) were in agreement that the managers listen to their opinions about work. An almost clear divide of 26.4 per cent and 14.2 per cent of the respondents disagreed and strongly disagreed with the statement respectively. Similarly, another majority of respondents (37.7 per cent) agreed that managers at the various workplaces help their subordinates find several solutions when they experience any problem at the workplace. Furthermore, 12.3 per cent of the respondents strongly agreed with the statement. Nonetheless, 21.7 per cent disagreed with the statement while another 15.1 per cent of them strongly disagreed with the given claim that supervisors help employees with several solutions while performing given tasks.

Job Performance

This study went further to determine the extent to which employees within the civil service were committed to their job performance and how such job performance was influenced by employee

engagement. The predicted variable of job performance was operationalized by the task and role performance. Similarly, all measures of job performance used a five-point likert scale as from 1= strongly disagree (SD) to 5=strongly agree (SA). The results obtained were as shown in table 3.

Table 3: Job Performance

| | 5= Strongly Agree, 4= Agree, 3= Neither Agree nor disagree, 2= Disagree, 1=Strongly Disagree | SA% | A % | N % | D % | SD % |
|----|---|------------|------------|------------|------------|-------------|
| 1 | My organization relies on my abilities to perform my job tasks | 32.1 | 55.7 | 2.8 | 7.5 | 1.9 |
| 2 | My organization allows me to make sound decisions concerning my job responsibilities | 24.5 | 54.7 | 11.3 | 6.6 | 2.8 |
| 3 | My organization allows me to set targets about my job tasks that I can always meet | 21.7 | 56.6 | 10.4 | 5.7 | 5.7 |
| 4 | My organization helps me to cope with the pressures of my job tasks | 28.3 | 42.5 | 8.5 | 12.3 | 8.5 |
| 5 | My organization makes me to assume full responsibility over my job performance | 25.5 | 52.8 | 7.5 | 11.3 | 2.8 |
| 6 | My employer approves of my skills for the responsibilities bestowed on me | 21.7 | 60.4 | 5.7 | 9.4 | 2.8 |
| 7 | My supervisor at work always says that 'you've done an excellent job' | 50.0 | 30.2 | 6.6 | 9.4 | 3.8 |
| 8 | My employer provides favorable feedback in the performance of my roles | 22.6 | 49.1 | 6.6 | 8.5 | 13.2 |
| 9 | My organization feels that I am capable of performing my job | 19.8 | 38.7 | 8.5 | 27.4 | 5.7 |
| 10 | My organization allows me to be creative in performing my job | 20.8 | 57.5 | 2.8 | 13.2 | 5.7 |

The findings presented in table 3 revealed that a majority (55.7 per cent) of respondents agreed that the organization relies on their abilities to perform the job tasks. A further 32.1 per cent strongly agreed with the same statement. Nonetheless, only 7.5 per cent of the respondents disagreed with the statement with only 1.9 per cent strongly disagreeing with the statement. Consistently, 54.7 per cent of the respondents agreed that the organization allows them to make sound decisions about their responsibilities. Another 24.5 per cent strongly agreed with the same statement. On the other hand, only 6.6 per cent of respondents disagreed with this claim and another 2.8 per cent who strongly disagreed.

Similarly, the results obtained in table 3 showed that a majority of the respondents (56.6 per cent) agreed that the organization allows them to set measurable targets about their job tasks. A further 21.7 per cent strongly agreed with this view. On the contrary, only an accumulated minority (11.4 per cent) disagreed with this statement. Another 10.4 per cent of the respondents remained indifferent to this statement. Equally, another majority of respondents (42.5 per cent) agreed that the organization helped them to cope with pressures of their job tasks. Furthermore, 28.3 per cent of those surveyed strongly agreed with the same statement. Nonetheless, only 12.3 per cent of the respondents disagreed with the statement and seemed to suggest that their organization does not help them

to cope with the pressures of their work. In addition, only 8.5 per cent strongly disagreed with original statement while another 8.5 per cent neither agreed nor disagreed with the statement. Consequently, a majority of respondents (52.8 per cent) agreed that the organization makes them to assume full responsibility about their work performance. 25.5 per cent of them strongly agreed with the same view. On the other hand, a paltry 11.3 per cent of the respondents disagreed with this statement with another 2.8 per cent of them strongly disagreeing with the statement. Consistently, the findings obtained indicated that 60.4 per cent of those surveyed agreed that the employer approves of their skills in view of the responsibilities bestowed on them. Another 21.7 per cent of them strongly agreed with the same statement. On the contrary, a paltry 9.4 per cent of these respondents disagreed with this statement, with another 2.8 per cent strongly disagreeing with the same statement. Also, a majority of respondents (50.0 per cent) strongly agreed that their supervisors always congratulate them for a job well done. Another, 30.2 per cent of them merely agreed with the statement. On the other hand, 9.4 per cent disagreed with the statement while another 3.8 per

cent strongly disagreed with it. Similarly, 49.1 per cent of respondents (a majority) agreed that their employer provides favorable feedback about the performance of their roles. A further 22.6 per cent strongly agreed with the same statement. On the other side, 8.5 per cent of respondents disagreed with the statement, while 13.2 per cent strongly disagreed with the same statement. Another majority of respondents (38.7 per cent) agreed that the organization feels that they are capable of performing their jobs. Another 19.8 per cent of them strongly agreed with the statement. However, 27.4 per cent of the respondents disagreed with the same view, while 5.7 per cent of the same respondents strongly agreed with it. Finally, a clear majority of respondents (57.5 per cent) agreed that the organization allows them to be creative in performing of their jobs. Another 20.8 per cent strongly agreed with the same statement. On the contrary, 13.2 per cent of the respondents disagreed with the same statement, while 5.7 per cent strongly disagreed with the same statement. A further 2.8 per cent neither agreed nor disagreed with the same statement.

Table 4: Physical Engagement (b)

| | Descriptive Statistics | | | | |
|---------------------------------|------------------------|-------------------|----------------|---------------|--------------------------|
| | Minimum Statistic | Maximum Statistic | Mean Statistic | Std. Error | Std. Deviation Statistic |
| Work with intensity | 1.00 | 5.00 | 3.3302 | .11031 | 1.13575 |
| Exert effort and energy | 1.00 | 5.00 | 3.2642 | .11477 | 1.18162 |
| Devote a lot of energy | 1.00 | 5.00 | 3.2736 | .12542 | 1.29124 |
| Strive hard to complete | 1.00 | 5.00 | 3.4151 | .11599 | 1.19418 |
| Feeling of energy | 1.00 | 5.00 | 3.3019 | .12516 | 1.28856 |
| Makes persevere at work | 1.00 | 5.00 | 3.2736 | .11803 | 1.21524 |
| Makes me to do more | 1.00 | 5.00 | 3.4340 | .11376 | 1.17123 |
| Makes me feel strong and vigour | 1.00 | 5.00 | 3.4717 | .11779 | 1.21269 |
| Makes me burst with energy | 1.00 | 5.00 | 3.3113 | .11867 | 1.22173 |
| Feel mentally resilient | 1.00 | 5.00 | 3.2830 | .12840 | 1.32201 |
| Makes me work overtime | 1.00 | 5.00 | 3.2830 | .12268 | 1.26306 |
| Valid N (listwise) | | | 3.3311 | 0.1192 | 1.2270 |

The results obtained in table 4 showed that the obtained statistics were good estimators of the

population parameters (average mean score of responses=3.3311, SE=0.1192 and Standard

deviation from the mean =1.227). In addition, the results showed that the civil service at the Kakamega regional HQs worked with intensity, exert effort and energy in their work, were resilient

and persevere at work in order to achieve organizational objectives. Thus, employees were said to be physically engaged to their work.

Table 5: Manager’s Self-Efficacy (b)

| | Descriptive Statistics | | | | |
|---------------------------------|------------------------|-------------------|----------------|---------------|--------------------------|
| | Minimum Statistic | Maximum Statistic | Mean Statistic | Std. Error | Std. Deviation Statistic |
| Supervisor helps at work | 1.00 | 5.00 | 3.2170 | .12432 | 1.27992 |
| Helps me to meet goals | 1.00 | 5.00 | 3.1132 | .13952 | 1.43640 |
| Help Prepares demanding jobs | 1.00 | 5.00 | 3.4245 | .14434 | 1.48611 |
| Helps me handle my job | 1.00 | 5.00 | 3.2830 | .13389 | 1.37844 |
| Help Identify negative emotions | 1.00 | 5.00 | 3.2264 | .13949 | 1.43615 |
| Helps tackle negative emotions | 1.00 | 5.00 | 3.2358 | .12471 | 1.28398 |
| Helps get into the mood | 1.00 | 5.00 | 3.1698 | .12891 | 1.32716 |
| Listens to my opinion | 1.00 | 5.00 | 3.1887 | .13874 | 1.42837 |
| Helps find several solutions | 1.00 | 5.00 | 3.1038 | .12641 | 1.30150 |
| Valid N (listwise) | | | 3.2180 | 0.1334 | 1.3731 |

The results obtained in table 5 indicate that the obtained statistics were also good estimators of the population parameters (i.e the average mean score responses = 3.2180, Standard Error = 0.1334, and Standard deviation = 1.3731). With a response average mean score above 3.0, the results obtained

also show that the civil service employees at the Kakamega regional HQs are usually helped at work by their immediate supervisors, in order to meet their goals, prepare for demanding jobs, handle their jobs, identify and tackle negative emotions and find solutions to various problems at work.

Table 6: Job Performance (b)

| | Descriptive Statistics | | | | |
|-----------------------------------|------------------------|-------------------|----------------|---------------|--------------------------|
| | Minimum Statistic | Maximum Statistic | Mean Statistic | Std. Error | Std. Deviation Statistic |
| Relies on my abilities to perform | 1.00 | 5.00 | 4.0849 | .08802 | .90625 |
| Allows me to make sound decisions | 1.00 | 5.00 | 3.9151 | .09103 | .93725 |
| Allows me to set targets | 1.00 | 5.00 | 3.8302 | .09894 | 1.01861 |
| Helps cope with pressure | 1.00 | 5.00 | 3.6981 | .12077 | 1.24342 |
| Makes assume responsibility | 1.00 | 5.00 | 3.8679 | .09858 | 1.01489 |
| Approves of my skills | 1.00 | 5.00 | 3.8868 | .09221 | .94939 |
| Supervisor never say excellent | 1.00 | 5.00 | 4.1321 | .10979 | 1.13032 |
| Provides favourable feedback | 1.00 | 5.00 | 3.5943 | .12559 | 1.29305 |
| Feels that I am capable | 1.00 | 5.00 | 3.3962 | .12041 | 1.23966 |
| Allows me to be creative | 1.00 | 5.00 | 3.7453 | .10729 | 1.10463 |
| Valid N (listwise) | | | 3.8151 | 0.1063 | 1.0837 |

From table 6 it was observed that the obtained statistics were good estimators of the population parameters given that the average mean score

responses got was 3.8151 with Standard Error of 0.1063, and Standard deviation from the mean of 1.0837. These results showed that the civil service

employees at the Kakamega regional HQs relies more on their abilities to perform, were allowed to make sound decisions, were allowed to set their own targets, are provided with favourable feedback about their performance and so on.

Inferential Analysis

On physical engagement, the findings indicated that physical engagement was positively and significantly associated with job performance ($r=0.841^{**}$, $p < 0.01$). On manager's self-efficacy, findings showed that the manager's self-efficacy has a direct, positive and significant influence on job performance ($r=0.642^{**}$, $p<0.01$). These

findings were consistent with the previous findings about manager's self- efficacy and employees' job performance.

Regression Analysis

On physical engagement, to test the amount of variation of the independent variable (physical engagement) on the dependent variable (Job Performance) a regression analysis was also carried out. In relation to the results of the correlation matrix in table 7, it was found that physical engagement had a strongly positive and significant influence on Job performance ($r=0.841^{**}$, $p < 0.01$).

Table 7: Physical Engagement and Job Performance

| Model Summary | | | | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | |
| | | | | | R Square Change | F Change | Sig. F Change |
| 1 | .841 ^a | .707 | .704 | .60733 | .707 | 251.094 | .000 |

a. Predictors: (Constant), Physical Engagement

Table 8: Coefficients of Physical Engagement

| Coefficients ^a | | | | | | |
|---------------------------|-----------------------------|------------|-----------------------------------|------|--------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients Beta | t | Sig. | |
| | B | Std. Error | | | | |
| 1 | (Constant) | .123 | .208 | .591 | .556 | |
| | Physical Engagement | .948 | .060 | .841 | 15.846 | .000 |

a. Dependent Variable: Job Performance

Similarly, the unstandardized regression coefficients β value of the computed (composite index) scores of physical engagement was 0.948 with a t-value of 15.846 and at a significance level of $p < 0.01$. Since the t-value was greater than +1.96, the regression model obtained was confirmed to be significant and feasible. Further, with a $p < 0.01$ it implied that for every 1 per cent increase in physical engagement there was a predicted increase in the percentage of job performance of zero. Having achieved the objective, the study rejected the null hypothesis that; **H₀₁: Physical engagement has no significant influence on job performance among employees in the civil service at Kakamega regional HQs in Kenya.**

SUMMARY

The objective sought to determine whether physical engagement influences job performance in the civil service at Kakamega regional HQs in Kenya. Physical engagement was measured by use of 11 questionnaire items on which the respondents had been asked to give the extent to which they agreed with the declarative statements asked. The correlation and linear regression coefficients obtained indicated that physical engagement had a positive and significant influence on job performance. Thus, the corresponding alternative hypothesis was also supported.

Similarly, this study also sought to establish a direct relationship between manager's self-efficacy and job performance. The variable (manager's self-efficacy) used 10 questionnaire items on which the respondents were asked to give the extent to which they agreed with the declarative statement. In general, this study observed that manager's self-efficacy has a positive and significant influence on job performance and that the civil service can use it to support their own employees to perform better. Nonetheless, another objective sought to investigate whether the manager's self-efficacy has a moderating influence on the relationship between physical employee engagement and job performance. From the hierarchical regression analysis, it was observed that the manager's self-efficacy had a positive and significant moderating influence on the relationship between physical employee engagement and job performance.

CONCLUSIONS

The study also sought to determine whether physical engagement influences job performance. This objective was achieved and a conclusion drawn that the influence of physical engagement on job performance was positive and significant.

On the other hand, this study also sought to investigate whether manager's self-efficacy had a significant moderating influence on the relationship between employee engagement on job performance in the civil service at Kakamega regional HQs in Kenya. From a hierarchical regression analysis, this study established that the manager's self-efficacy had a positive and significant moderating influence on the relationship

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between employee engagement and job performance.

RECOMMENDATIONS

These findings added to the already existing empirical and conceptual evidence that physical employee engagement had an influence on job performance. They also added to the empirical evidence that the relationship between physical employee engagement can be moderated by manager's self-efficacy. However, it was recommended organizational managers should strive to physically engage their employees more for improved job performance.

Suggestions for Further Research

The factors used to measure physical employee engagement may not be exhaustive. A further review of employee engagement constructs may identify additional variables and other possible moderators or intervening variables which may broaden the range of influence between employee engagement and job performance. Nonetheless, the replication of this study in other sectors as well as countries could demonstrate the universality and significance of physical employee engagement and how it relates to job performance in general. Similarly, future research in this area should adopt a different research design such as a longitudinal one, to provide a better assessment of the variables and how they improve over time. A longitudinal testing of employee engagement may also be critical in terms of establishing a causal linkage between the variables instead of a relationship testing as shown in the descriptive study used.

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