



CO-WORKER SUPPORT AND EMPLOYEE ENGAGEMENT AMONG STATE CORPORATIONS IN KENYA

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Structure of the Presentation

- ✓ Introduction
- ✓ Statement of the problem
- ✓ Literature review
- ✓ Dependent and independent variables
- ✓ Research methodology
- ✓ Research findings and discussions
- ✓ Summary, Conclusions and Recommendation

Introduction

- ✓ The aim was to establish the relationship between co-worker support and employee engagement among state corporations in Kenya
- ✓ Co-worker support is considered as a sub variable in work life balance and employee engagement
- ✓ Co-worker support was considered since employees disregard team work and therefore do not support each other at work and eventually brings forth organizational politics

Statement of the problem

- ✓ Researchers have identified that work-family conflict is an important phenomenon, with unfavorable consequences, such as stress (Allen et al., 2000), job dissatisfaction, low performance, commitment and turnover (Kossek and Ozeki, 1999)
- ✓ Despite the positive consequence of co-worker support, employees are still lagging behind to embrace this. This has led to lack of commitment on employees and eventually they feel that they are disengaged

Literature Review

- ✓ **Independent Variable** (Co-worker support)
- ✓ Getting the right support from co-workers
 - a) Team work
 - b) Feeling of belonging
 - c) Freedom and open sharing
 - d) Feeling comfortable with colleagues

Dependent Variable

- Employee engagement:- (Commitment)
 - ✓ Commitment to the organization
 - ✓ Commitment to work group
 - ✓ Commitment to the job
 - ✓ Intention to quit
 - ✓ Absenteeism

Research Methodology

- ✓ This study adopted an explanatory research design using both quantitative and qualitative approaches

Population

- ✓ 197 State Corporations are were categorized as follows:
 - Financial (20)
 - Commercial/ Manufacturing (40)
 - Regulatory Corporations (35)
 - Public Universities (19)
 - Training and Research Corporations (20)
 - Service Corporations (35)
 - Regional Development Authorities (15)
 - Tertiary Education and Training Corporations (13)

Sample

- Stratified sample of 498 employees in various job scales in the organizations were selected that is top management, middle management, lower management and the operatives
- Using Fishers formula
- **Pilot testing**
- Data Analysis and Presentation

Research Findings and Discussion

- The results showed majority of the respondents (74.5%) agreed to have co-workers support
- Factor analysis results show that all the factors related to co-worker support were found to have a factor loading of 0.4 and above
- Co-worker support had an $\alpha = 0.784$ which was a sufficient confirmation of data reliability for the independent variable

Findings Continuation

- The dependent variable also indicated that the variable was reliable with a Cronbachs alpha of 0.717 of which this meets the threshold
- The dependent variable was tested for normality and the normal QQ plot indicated that the condition of normality for employee engagement was satisfied
- Correlation showed that there was a positive relationship between co-worker support and employee engagement.

Findings Continuation

- Pearson correlation coefficient was used to gauge the relationship between co-worker support and employee engagement
- The results were co-worker support had a positive significant relationship with employee engagement
- The precision under consideration was 0.000 and this meets the threshold since $p < 0.05$
- The positive relationship was represented by correlation coefficient of 0.467, and the number of respondents considered was 434
- The variable corroborates with the findings of Cohen, 2007 which indicated that co-worker support influence employee engagement

Regression Analysis Results of Co-worker Support

- The regression line indicated that co-worker support has a positive relationship with employee engagement as observed
- Goodness of fit showed that co-worker support explained 21.6% (R^2) of employee engagement
- The other 78.4% is explained by other variables that were not considered in this study
- Analysis of variance results showed that the model fit is significant at $p=0.00$, with 433 degrees of freedom and $F= 120.316$
- The fitted model $Y=12.780+0.501*X1$

- This implies that a unit change in co-worker support will increase employee engagement by the rate of 0.501
- Significant associations was found between co-worker support and employee engagement.
- Null hypothesis that there is no significant relationship between co-worker support and employee engagement was rejected.
- Alternative hypothesis, there is significant relationship between co-worker support and employee engagement was accepted.

- This corroborates findings by Wadsworth & Owen, (2007) and Thompson & Prottas(2005); argue that co-worker support is a potential predictor of work-family enrichment leading to enhanced employee engagement in the workplace.

Summary, Conclusions and Recommendation

- Majority of the workers agree that there is co-worker support in State corporations in Kenya.
- The results and findings therefore conclude that there is significant association between co-worker support and employee engagement
- If the co-worker support is not there this will lead the employees to feel disengaged and therefore the organizations will not be able to achieve their objectives which consequently leads to performance.

Areas of Further Research

- ✓ Other studies need to be done to come up with other variables that are likely to influence employee engagement especially under higher institutions of learning in Kenya since they are mostly affected in relation to employee engagement more so the faculty