

The Impact of Organizational-Based Self Esteem on Work Engagement among State Corporations Employees in Kenya

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Abstract

Work engagement as a work place behaviour is gaining currency in discussions in management literature. Evidence has been adduced linking high levels of work engagement with enhanced individual employee's and organizational performance. The general performance in the public service is perceived to be low globally; this has been attributed to low levels of work engagement among employees. In a survey involving 389 managerial employees in 32 State Corporations in Kenya, organizational-based self esteem was examined as a predictor of work engagement. 325 returned questionnaires were analyzed to derive descriptive and inferential statistics. Instruments were checked for reliability and validity and found to be within the recommended threshold. The respondents rated themselves high on Work engagement and Organizational-based self esteem mean =4.14 and 4.32 respectively. Relationship between work engagement and Organizational-based self esteem was high ($r^2=0.39.1$, $p < 0.01$) $\beta=.601$. This demonstrated evidence that organizational-based self esteem highly influence Work engagement. Employees would exhibit high levels of work engagement when they perceive themselves as valued competent members of their organizations. Managers have a responsibility to identify and nurture organizational-based self esteem as a strategy towards improving their employees' ability to voluntarily invoke vigour, dedication and be totally absorbed in their working.

Key words; Organizational-based self esteem, Work engagement, Positive organizational behaviour.

1. Introduction

In the last few years work engagement has been one of the most discussed constructs in academic and practitioner literature particularly by management consultants and industrial psychologist. Though there seems to be consensus on the benefits that accrue out of a highly engaged work force, the antecedents of work engagement which management can apply to promote its popular practice at the work place is still at development stages in the academic literature.

The global economy has in the recent times integrated in a manner that organizations are presented with both opportunities and threats on equal measures. Only organizations that are competitive enough would survive the market conditions. State enterprises are not spared either; governments are no longer willing to support struggling organizations within its ranks because they no longer make economic and political sense doing so. Many are left to collapse or sold off, others are merged. Kenya, for example has focused on an ambitious program to transform State Corporations into viable entities by gradually implementing reform initiatives that would reduce the current 197 state corporations through mergers and transfer of functions (SCAC, 2015).

Presented with a challenging business environment, players both in the private and the public sectors either strive to be efficient and profitable or close shop. Executives' only alternative is to increase productivity at minimum costs. The most viable route towards organizational efficiency in the current highly competitive political and business environment is enhancement of employee productivity. Indeed studies have demonstrated that employee engagement can enhance productivity (Podsakoff *et al.* 2000; Podsakoff *et al.* 2009; Zigarmi *et al.* 2009). This was attested by Alan Jones a retired Toyota UK CEO who was once quoted saying it's the individuals that make the difference in corporate success rather than systems and processes.

Public service agencies are crucial entities in influencing business processes, economic development and of course stability of nations in most developing countries. Many essential services such as education, health, communication and finance are within the jurisdiction of these bodies, therefore their efficient and effective performance is critical in the functioning of the nation state. Moreover, in the recent times, the Kenya government has initiated reform initiatives aimed at improving efficiency and productivity of State Corporations (SCAC, 2013), however to realize this, public employees need to perform and engage in favourable attitudes and behaviours including being highly engaged in their work.

The state at which an employee is emotionally committed to his organizations' goals resulting in the use of discretionary effort characterized by vigour, absorption and dedication in ones tasks is work engagement(Kahn 1990); it is a positive work performance culture that influence individual employees' and organizational performance (Truss, Soane, Delbridge, Alfes, Shantz, & Petrov 2014). According to Kenexa Institute, a consultancy body tracking global work performance trends, in their 2011 report, employee engagement was declining globally, a scenario which has been worrying governments as well as corporate. According to Kowalski, (2003); Bate (2004) and Johnson, (2004) USA economy loses a whopping \$300 billion annually in productivity resulting from disengaged employees. In 2012, a Scottish government commissioned study showed work engagement was low globally. Individual researchers have also reported low work engagement among public sector employees compared to their private sector counterparts (Agyemang and Ofei, 2013); besides Quantum consultancy firm reported work engagement levels in the private sector stood at 65% and 45% in the public sector in the United States of America for 2013. Alarmed by low employee work engagement levels in the public sector, Canada much earlier in 2004 developed an employee engagement model and implemented an employee engagement survey program across the governments' jurisdictions (Kosuta, 2010).

In general North America is among the leading in the levels of work engagement in 2013 at 65% and increasing; with Latin America reported to be the leading continent at 70% but declining fast according to Hewitt Associates (2012).Scholars in Europe have advocated for development of the concept work engagement into a major science in order to improve human resource management theory and practice (Truss, Shantz, Soane, Alfes and Delbridge, 2013).Indeed work engagement is being discussed widely in management and industrial psychology literature in European countries, however Europe is the continent with the least engagement levels at 57% as at 2013 according to Hewitt Associates 2014 report.

The concept of work engagement is receiving deserved attention in the Asian academic literature. According to Ahlowalia, Tiwary and Jha (2014) the concept is fast gaining acceptance among companies in Asia Pacific as an attempt to improve human resource performance. Many of them are instituting measures to raise engagement levels. In their report for 2012, Hay Group (2013) reported work engagement rose to 64% in 2012 among companies in the region .A country level analysis showed wide variations; India and Japan witnessed improvement, whereas Singapore and Hong have had their levels unchanged for the year under review .Nevertheless, recent reports by Hewitt Associates (2014) indicate Asia Pacific witnessed a rise in engagement levels.

In Africa, the picture about work engagement is still not clear, academic as well as practitioner's literature is scanty; there are sporadic reports of high work engagement by consultants. For example, Aon Hewitt, Emergence Growth and Open Symmetry consultancies in a survey in 2013 involving 300,000 employees in three regions of Sub Sahara Africa indicated high engagement levels of 74 % for East Africa, 68% for South Africa and 70% for Southern Africa. According to Hewitt Associates (2014), Africa and Middle East is reported jointly to have shared growth in levels of engagement at 61% in 2013. However, these statistics need to be taken with caution since counties in these regions are independently unique. Agyemang *et al*, (2013) reported disparities in levels of work engagement between the public and the private sector in Ghana.Kenyan researchers have also reported high work engagement among employees in the private sector (Mokaya and Kipyegon, 2014), however Kangure, Wario & Odhiambo (2014) reported a moderate work engagement levels among employees in a state agency.

The above scenario may explain the disparities in efficiency and productivity between the sectors globally. It is widely perceived that under performance at individual and organizational levels is more pronounced in the public sector among developing countries (World Bank, 2004).According to Omollo (2012), the public sector is known for inefficient use of resource and low productivity, and the probable reason could be deficiency in positive work behaviours including low work engagement levels.

Despite the apparent compelling arguments for work engagement as a new frontier towards organizational effectiveness, Africa and Kenya in particular still lacks behind in empirical studies on the subject. Besides, though the concept is receiving deserving attention in the global academic literature, studies connecting work engagement with organizational-based self esteem remain scanty.

The study is informed among others by social exchange theory (Blau, 1964) which subsists on the conceptual logic that organizational-based self esteem could have an effect on positive work behaviours such as work

engagement on the basis of the principle of reciprocity. In addition, the conservation of resources theory (Hobfoll, 1989) stating that individuals will seek resources in order to conserve them informed the study.

The construct Organizational-based self esteem has its roots in the works of Korman,(1970,1971,1976),accordingly, organizational occurrences play an important role in employee self-esteem which subsequently shapes the employees attitudes and behaviours at the work place. Pierce, Gardner, Cummings & Dunham, (1989) borrowed heavily from Korman to come up with the construct organizational-based self esteem. Accordingly, employees high in OBSE consistently exhibit positive attitudes and behaviours, further empirical studies have demonstrated evidence that high levels of OBSE lead to higher levels of commitment and motivation.

Similarly, based on Korman's assertion that individual's self esteem is moulded by ones' past experience, Elloy & Patil (2012) suggested that experiences individuals face at the work place essentially impact on their levels of OBSE, in particular the attitudes developed arise from how they are perceived and treated within the organization. Indeed Pierce *et al.*, (1989, 1993) asserted that organizational context as a whole influence the beliefs individuals have about their value and worth within the organization.

Further research has shown that individuals high in OBSE exhibit high work motivation (Pierce *et al.*, 1989) as well as high intrinsic motivation (Hui, Lee 2000), besides they are better work performers (Van Dyne & Pierce, 2003). Brockner (1988); McCallister & Bigley (2002) suggested that psychological states shaped by how individuals are treated drive their OBSE levels. Landford & Roe (1997) argued that structural factors including mechanistic forms of work, absence of managerial concern and job designs eliciting role conflict and role ambiguity contributes towards employees low OBSE. In addition, high OBSE contribute to enhanced individual and organizational performance (Pierce, 1989)

2.0 Literature Review

2.1 Work Engagement.

A highly engaged employee work harder, is more likely to deliver beyond the minimum requirements and expectations (Lockwood 2007). Such employees perceive their work as crucial determinants of their physical and psychological well-being (Crabtree, 2005). Engaged employees exhibit high levels of mental and physical energy, as such they are quite resilient in task performance; they put their minds and souls in their jobs as shown from their persistence and willingness to invest effort. They exhibit strong work involvement; derive and exhibit strong feelings of significance, enthusiasm, passion, inspiration, excitement and challenge from their work. And to them, time often passes quickly without noticing because they are fully concentrated and immersed in their work (Schaufeli and Bakker, 2004). As such, Schaufeli, Salanova, Gonzalez & Bakker (2002) defined work engagement as a positive, fulfilling, work-related state of mind which is characterized by three factors; vigor, dedication and absorption.

According to Kahn (1990), the term 'engagement' was used specifically to describe a worker's involvement in assigned tasks. He posits that individuals can be personally engaged in their work by investing positive, emotional and cognitive energy into tasks courtesy of three psychological conditions (Truss *et al.* 2014). First is the Psychological meaningfulness associated with work elements that created incentives or disincentives to engage or disengage. Secondly is the psychological safety; referring to elements of social systems that created more or less secure, predictable and consistent social situations in which to engage in. And finally psychological availability which relates to individual distractions that preoccupied people to various degrees and left them with more or fewer resources with which to engage in role performance.

The argument behind William Kahn's theory of work engagement is that emotional and psychological state though internal is largely externally driven; this suggests that the psychological state precipitating work engagement is not inborn but the forces within the individual person's work environment play a significant role. In other words the environmental forces shape the psychological state of an individual to engage or disengage. Therefore the principle determinants of work engagement according to Kahns' model are the job itself, the people and the organization. The implication is that managers have the responsibility to link the three elements in a manner that facilitate employees to engage in tasks assigned. From the practical perspective, Hewitt Associates (2014) observed that engagement levels depend on the people, the job itself, procedures, quality of work life and opportunities the organization provides. Organizations can therefore harness its physical and human resources, align its work procedures and set quality standards so as to boost their employees' engagement to their work.

Researchers have distinguished work engagement from job satisfaction, engagement is about passion, commitment, and the willingness to invest oneself and expend ones' discretionary effort to help the employer succeed (Baron, 2013). Satisfied employees are retained if only they are fully engaged. Organizational effectiveness depends on more than simply maintaining a stable satisfied workforce; employees must perform assigned duties dependably and be willing to engage in activities that go beyond role requirements. As such, a fully satisfied employee is not necessarily a highly engaged employee.

Supriya *et al* (2014) emphasized emotional and intellectual commitment as key characteristics that drive employees to exhibit work engagement. Engaged employees are physically involved in their tasks, cognitively alert, and ardently connected to others in ways that demonstrate their thoughts, feelings and values (Schaufeli *et al.*, 2007). An employee filled with vigor exhibits high levels of energy when doing his or her work; a dedicated one demonstrate meaningful effort in whatever he or she is engaged in, while an absorbed one exhibit high levels of concentration on assigned duties. These are positive work experiences and behaviors desired of employees at any level because studies have shown they make a positive impact on an organization.

Research in work engagement is widely advocated for because of its potential to improve organizational productivity. Indeed Gruman and Saks, (2010) in a review of literature on work engagement and performance management suggested empirical tests on a number of elements that may enhance the interactive nature of work engagement and performance management as a way of improving organizational effectiveness. In addition, a study in Jordan on the role of employee engagement in work-related outcomes Ram and Prabhakar (2011) linked organizational support with work engagement. They recommended for more research to unearth more drivers of work engagement because it is associated with numerous positive work outcomes.

In a study in a hospital set up in UK, West & Dawson (2012) underscored the importance of employee work engagement; they reported that work engagement had many significant associations with patient satisfaction, lower infection and mortality rates, as well as lower absenteeism and turnover among employees. Their conclusion was that high work engagement among employees lead to better outcomes for patients and the organization in general. Further, empirical evidence linking high employee work engagement with important work performance variables such as job satisfaction, organizational citizenship behaviours and employee commitment has been adduced (Zigarmi, 2009, Agymang & Ofei, 2013).

Besides, Bakker & Leito (2010) argued that organizations need employees who are psychologically connected to their work. Indeed, the present economic order demands that employees must demonstrate voluntary willingness and ability to invest themselves fully to their assigned roles. After all, as a matter of fact, organizations now seek and desire to retain only energetic and dedicated employees if they have to survive the highly competitive and versatile business environment (Brevaat *et al*, 2015).

Macey *et al* (2008) suggested that engagement is a desirable outfit because it serves organizational purpose by improving organizational effectiveness. They pointed out that the conditions under which people work serve as the main driver of work engagement. Work engagement therefore is a new frontier towards which organization can realise it objectives.

In addition, empirical studies have also demonstrated that customer satisfaction (West & Dawson, 2012), retention and loyalty (Bates, 2004) significantly relate positively with employee engagement. Besides, it enhances good working relationship between fellow employees (Vance, 2006) subsequently it enhances employee performance (Nyongesa, Sewe & Ng'ang'a, 2012).

Using UWES scale developed by Schaufeli *et al.* (2002), Sonnentag, 2003 and Xanthoupolu, Bakker, Demerouti & Schaufeli (2009a) demonstrated evidence that work engagement levels vary substantially according to people and situations. Therefore, organizations must put effort to identify, harness or develop work engagement if it seeks to benefit from it.

In summary the potential benefits of a highly engaged work force are numerous at both individual and organization levels. Employers benefit from highly engaged employees because they create value to the organization as a result of their superior job performance (Chughtai & Buckley, 2011; Gruman & Saks, 2011). Such employees are more creative and often exhibit proactive reasoning and logical thinking when handling work related issues (Bakker & Demerouti, 2008; Park *et al.*, 2013); they often practice innovative work behaviors (Agarwal *et al.*, 2014) and they are associated with reduced absenteeism and turnover (Ibrahim & Al Falasi, 2014). They exhibit more organizational commitment and loyalty (Biswas & Bhatnagar, 2013), superior

customer service leading to higher customer satisfaction and loyalty (Harter *et al.*, 2002 ; Salanova *et al.*, 2005 Chughtai & Buckley, 2011. At the individual employees' level, the benefits of highly engaged employee are also abound; they enjoy much higher career and life satisfaction (Timms & Brough, 2013; Bakker *et al.*, 2014;), higher personal safety concerns (Harter *et al.*, 2002); higher commitment to specific individuals, including their spouses, children, parents and siblings besides coworkers (Vance, 2006). Investing in employee engagement is therefore paramount.

2.2 Organizational based self esteem

Organizational-based self esteem (OBSE) is a positive emotion and consciousness an employee possesses related to ones work place situation, it is that state of mind in which an employee believes he or she can satisfy his or her needs by participating in roles within the organization. It is the state in which individuals perceive themselves as important, meaningful and worthwhile in their organization (Xanthopoulou *et al.*, 2009).

The construct was coined by Pierce, Gardner, Cummings and Dunham (1989) as a buildup of Korman's works on self esteem at work of 1970s. Accordingly, OBSE is defined as the value that employees perceive to possess within their organizational set up. It reveals the self-rated value one has in relation to the organization (Dyne, Vandewalle, Kostova, Latham & Cummings (2000). They argued that employees who rate themselves highly in OBSE feel valuable in an organization. Such employees perceive they matter within the organization and are often taken seriously because they are important. They see themselves as trusted and their superiors and colleagues have faith in them; arising from this, they believe they can make a difference that would lead to organizational success.

According to Pierce *et al.*, (1989) individuals high in OBSE seek to maintain and enhance a positive view of themselves by working hard, performing well and accomplishing more. This is a deliberate move to alleviate their perception that they are important, effectual and worthwhile members of their organization. This assertion is grounded on the conservation of resources theory (Hobfoll, 1989). However, it is important to note that managers as well as the entire organizational system may play the most important role in shaping this motivation.

On the contrary, Pierce *et al.*, (1989) further posits that individuals low in OBSE have low confidence on their abilities, they often avoid activities that have the potential of success out of fear of failure. And since their minds are fixed in failure, they shy away from even venturing at improving their own performance.

Research has shown that individuals high in OBSE experience better life well-being. In other words they lead a meaningful, purposeful and significant life; as a result they experience less depression, more life satisfaction and happiness (Pierce, Gardner & Crowley, 2015). Furthermore, the role of organizational based self esteem in managing job demands is demonstrated by Pierce & Gardner (2004), according to their study, OBSE offsets the effects of organizationally determined stress. These are the demanding conditions at the work place such as organizational changes and role ambiguity which easily bring depression, physical strain and job dissatisfaction. The implication is that an employee high in OBSE believes that despite the difficult moments associated with his work, his participation and role in the organization remains important in attaining his needs. Such employee will persevere and continue to perform

In a longitudinal study of Finnish health personnel Mauno *et al* (2007) found that Organizational-based self esteem (OBSE) predicted work engagement measured two years later. Qureshi, Shahjehan, Zeb & Saifullah (2011) studied 200 public university staff in Pakistan and demonstrated that OBSE significantly relate with OCB among permanent employees but not among contracted employees. This implies that contracted employees do not perceive themselves important, after all the organization can dismiss them any moment, as such they cannot see the reason to exhibit extra role behaviour.

Ogunyele, Oke, Olawa, & Osagu, (2014) studied 150 secondary school teachers in Nigeria and found a positive significant relationship between OBSE and OCB. They also found that there were no differences among the gender in terms of OBSE and OCB. It meant that teachers with negative perception about themselves in relations to their work were unlikely to exhibit work behaviors that go beyond the call of duty.

In their extensive research, Pierce and group suggest managers have a responsibility to identify and build OBSE. This is possible in a number of ways. First, is that certain individuals are naturally predisposed to develop high OBSE; these individuals have a positive view of themselves, others and the world in general. Secondly, they suggest individuals exposed to social situations that recognize personal competence and ability tend to easily build OBSE. Thirdly, the unspoken signals at work often associated with stringent work processes and micromanagement speak volumes about the organizations trust for the employees' ability to make competent decisions. Fourthly, managers have the responsibility to be agents of success and more success attributable to

individual employees enhance organizational-based self esteem. This is possible in situations where managers provide the ideal work environment including facilitating successful undertaking of assignments through provision of sufficient budgets, time, clear objectives and other essential tools of trade.

From the foregoing, organizational based self esteem is a positive self evaluation in relations with ones work environment, the evaluation shape the individuals' attitudes and possible positive behaviour at the work place. Such positivity is likely to be exhibited in high levels of work engagement; this forms the basis of the hypothesis H1 that organizational-based self esteem would predict work engagement among managers in State Corporations in Kenya.

3.0 Methodology

The study employed a cross-sectional design in which hierarchical regression was used for data analysis. Stratified sampling was used to select the primary sample of 32 organizations from a population of 197 State Corporation in Kenya. The strata constituted the five sectors of finance, commerce, public universities, regional development, regulatory bodies and services. A sample of 389 respondents was proportionately selected from a target population estimated to be 14,790 managerial staff in the selected State Corporations.

For ethical purposes, authority to carry out the study was sought from the management of all the selected State Corporations and approval received. Respondents were also formally informed of the purpose of the study and assured of the confidentiality of their opinions and identity.

Data was collected between July-October 2015 from participants spread across Kenya. Questionnaires were issued through the respective heads of units of participating Corporations. A total of 325 returned questionnaires were ideal for analysis representing a response rate of 81.6%.

Factor analysis was used to ascertain the validity of the study instruments and reliability of data was tested to ensure they meet the assumptions of regression including normality and linearity of the study variables.

The measurement scales were adopted from past researches. Organizational-based self esteem was measured using the 10- item scale instrument by Pierce, Gardner, Cummings & Dunham (1989). The items were scored on a Likert scale ranging from 1 for "Strongly Disagree" to 5 for "Strongly Agree". The mean and standard deviation were derived.

Work engagement was assessed using the shortened nine-item version Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli and Bakker,(2003).The scale constitutes three indicators measured each with three items namely; Vigour (e.g "At work I feel busting with energy");Dedication (e.g "My job inspires me") Absorption (e.g " I get carried away when I am working") and scored on a 5 point Likert scale ranging from 1 for "Strongly Disagree" to 5 "Strongly Agree. The reliability coefficient for the scale was 0.91 on Cronbach alpha. The mean and standard deviation was also computed.

4.0 Data Analysis

4.1 Demographic Characteristics of the study subjects

The respondents were diverse in terms of gender, age, educational levels and work experience. Notable from the results was that, majority of the respondents were male (71.4%), this was unexpected given the popular belief that many women have risen to managerial levels in Kenya given the large strides made in educating the girl child. The bulk of respondents (>83 %) had at least a degree an indication that this was a true sample representing a target population of management employees in a country like Kenya where managerial positions are almost a preserve of the individuals with university education, besides Kenya enjoys a fairly highly educated workforce. Observed also was the tenure of the respondents, over 50% had served the present organization for more than 10 years, this appear practical in that, to ascend to position of authority at functional levels, one need to have grown with the organization, besides the respondents had better evaluation of themselves in relation to their employer.

4.1 Correlation between OBSE and Work engagement

Pearson moment correlation was used to examine the relationship between organizational-based self esteem and work engagement, a positive relationship between the variables was established [$r=0.626$, $n=325$, $p<.01$], as

shown in Table 1. This indicated a there is a high correlation between organizational-based self esteem and work engagement.

Table 1: Correlation between OBSE and Work Engagement.

		Engagement	OBSE
Work engagement	Pearson Correlation	1	.626**
	Sig. (2-tailed)		.000
Optimism	Pearson Correlation	.626**	1
	Sig. (2-tailed)	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=325

4.2 Linear Regression on OBSE and Work Engagement

A linear regression model was used to predict work engagement using organizational-based self esteem. The predictive power of the independent variable was set at 95% confidence level. R^2 represent the variability in work engagement that organizational-based self esteem accounted for, controlling for demographic variables. From the model, R^2 was .601 indicating that organizational-based self esteem accounted for a huge 60.1% variation in the managers' work engagement (Table 2).

Table 2 Model Summary^c of OSE on Work Engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson
					R Square Change	F Change	df1	df2	
1	.187 ^a	.035	.023	5.88144	.035	2.885	4	320	.023
2	.626 ^b	.391	.382	4.67749	.357	186.932	1	319	.000

a. Predictors: (Constant), Experience, Gender, Education, Age

b. Predictors: (Constant), Experience, Gender, Education, Age, Organizational-based self esteem

c. Dependent Variable: Work engagement

4.3 Analysis of Variance on OSE and Work Engagement

Analysis of variance (ANOVA) was used to test whether the regression model could significantly fit in predicting Work engagement than using the mean as shown in (Table 3). The F- ratio was 41.03 and model was significant ($P < .05$) confirming the proposed hypothesis.

Table 3 ANOVA^a on OSE and Work Engagement

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	399.164	4	99.791	2.885	.023 ^b
	Residual	11069.224	320	34.591		
	Total	11468.388	324			
2	Regression	4489.026	5	897.805	41.035	.000 ^c
	Residual	6979.362	319	21.879		
	Total	11468.388	324			

a. Dependent Variable: Work engagement

b. Predictors: (Constant), Experience, Gender, Education, Age

c. Predictors: (Constant), Experience, Gender, Education, Age, Organizational-based self esteem

4.4 Coefficients of OBSE and Work Engagement

In addition, the standardized β coefficient for the variable Organizational-based self esteem was generated from the model and subjected to a t-test in order to establish whether it makes a significant contribution and to test the

hypothesis. Table 4 shows the estimates of β value of a positive coefficient for OBSE, implying a positive relationship with work engagement.

Table 4: Coefficients of Optimism and Work Engagement

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Zero-order	Partial	Part	Tolerance	VIF
(Constant)	8.270	2.500		3.308	.001					
Gender	-.347	.583	-.026	-.595	.552	-.058	-.033	-.026	.971	1.030
Age	1.078	.399	.151	2.704	.007	.153	.150	.118	.615	1.627
Education	-.057	.297	-.009	-.194	.847	-.030	-.011	-.008	.977	1.024
Tenure	-.697	.396	-.097	-1.761	.079	.019	-.098	-.077	.630	1.588
OSE	.723	.053	.601	13.672	.000	.613	.608	.597	.986	1.014

a. Dependent Variable: Work engagement

The coefficients results showed that the prediction of work engagement in relation to the OBSE was significant at; $\beta_1 = 0.601$ ($p < 0.05$). This confirms the hypothesis stating that there is a significant relationship between organizational-based self esteem and work engagement since a unit increase in OBSE would lead to a .601 unit increase in work engagement.

Discussion

Researchers have explored the link between organizational-based self esteem and work place attitudes and behaviors; there seem to be a popular consensus that employees high in OBSE exhibit positive work behaviour .This study is joining the growing research works affirming the robust relationship between the construct and the many positive work behaviors. Bowden, (2002) observed the relationship between OBSE and job satisfaction. Tinger, Singer & Roberts (2000) observed that OBSE empirically linked to job commitment. Apparently, this study demonstrated evidence that OBSE predict specific aspect of commitment, i.e. the employees' ability to work with vigour, dedication and be totally absorbed while working. Employees with this level of commitment are a clear indication of their strong identification with their organization. This assertion was demonstrated by Kark & Shanir (2002) when they reported a positive and significant relationship between OBSE and organizational (i.e. work unit) identification; similar findings was reported by Bowden (2002).

Further, empirical studies have also shown a strong relationship between work engagement and OCB (Soane, Truss, Alfes & Shantz, 2012), Rich, 2010) ; Rana ,2013).While Chattopadhyay & George (2001) earlier observe that there is a relationship between organizational-based self esteem and a key component of OCB. Besides, Tanget et al.(2002) reported similar results in a transnational study sample. Therefore, the empirical link between organizational-based self esteem and work engagement is apparent.

Work engagement has been linked to enhanced performance (Truss, Shantz, Soanec, Alfesd & Delbridge, whereas OBSE has also been linked with high level performance (Pierce,et al,1989).In addition Wiesenfeld et al (2000) observe a positive and significant relationship between OBSE and organizationally beneficial managerial behaviours. Furthermore, Arysee *et al*, 2003 also suggested OBSE facilitates job dedication, career commitment (Carsm et al, 1997, 1998).All these are positive work behaviours characteristic of highly engaged employees.

These empirical studies provides important indication that that self-esteem formed around work and organizational experiences determines the employees motivation, attitudes and behaviour including being highly engaged in work.

Conclusion and Implication to Managerial Practice

Psychologists have argued that individuals invest themselves in tasks they consider important to their self-worth, therefore work becomes an avenue employees seek to project themselves and boast their self-esteem. This is possible as long as they perceive themselves as important and valued members of an organization, however if they feel they are not recognised they tend to engage less in their work and are likely to divert their energy to deviant work behaviours including narcissism and dysfunctional interpersonal relationships. Managers therefore ought to have this perspective of work in order to understand work behaviours; it means more than just the physical rewards received in terms of compensation. It is a situation that defines the social being of individuals; people seek and derive psychological and emotional stability and satisfaction in work situations. They should bear with the fact that employees will invest their cognitive and emotional energy in work and behave in a manner favourable to work performance in this case be highly engaged when they feel they matter and valued in an organization.

5.0 Recommendation for further research.

Despite making contributions in the body of knowledge in Kenya and beyond, this study is not free from limitations arising from self-report questionnaires a feature of cross-sectional survey design. Like many other studies on the construct work engagement and OBSE, the likelihood of suffering common method bias is real; though it is widely argued that the constructs are all about how individuals perceive themselves and self-ratings remain essential; ratings by supervisors using a longitudinal design may reveal more insight. Secondly, the study was limited to public sector management employees, for better generalization of findings, related research needs to be extended to non-management and management employees in public and private sectors respectively in a similar context. Nevertheless, the results reported make significant contributions to the ongoing discussions on the antecedents of work engagement.

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