

**THE ROLE OF STAFF COUNSELING IN  
PROMOTING WORK ENGAGEMENT  
AND PRODUCTIVITY: A CASE OF  
KABARAK UNIVERSITY**

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*&*

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# Introduction

- GALLUP (2013) statistics on state of engagement
  - 13.6% of employees worldwide are engaged at work,
  - 61.7% are disengaged
  - 23.3% actively disengaged.
- 10% in Africa are engaged
- 33% actively disengaged in sub-Saharan Africa
- Kenya was part of the global sample
- Kabarak university is in Kenya

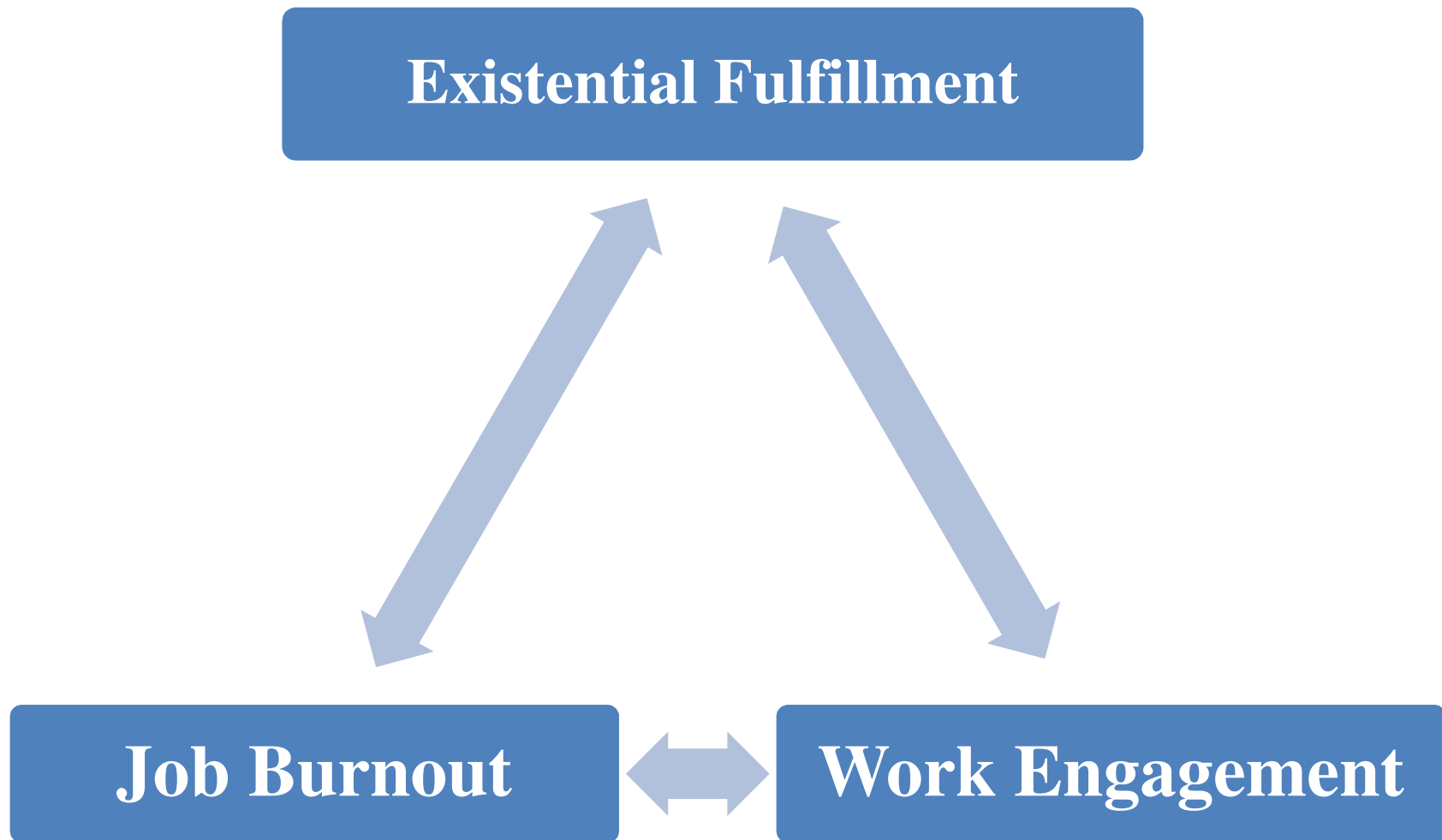
## Statement of the Problem

- Low work engagement erodes self efficacy
- This leads to existential vacuum/burnout
- Combined, these individually /collectively lead to
  - Intention to leave,
  - Staff turnover
  - Low staff productivity
- Kabarak university staff turnover
  - 2008 - 4.25
  - 2009 - 10.2%
  - 2010 - 6.5%
  - 2011 - 3.1%

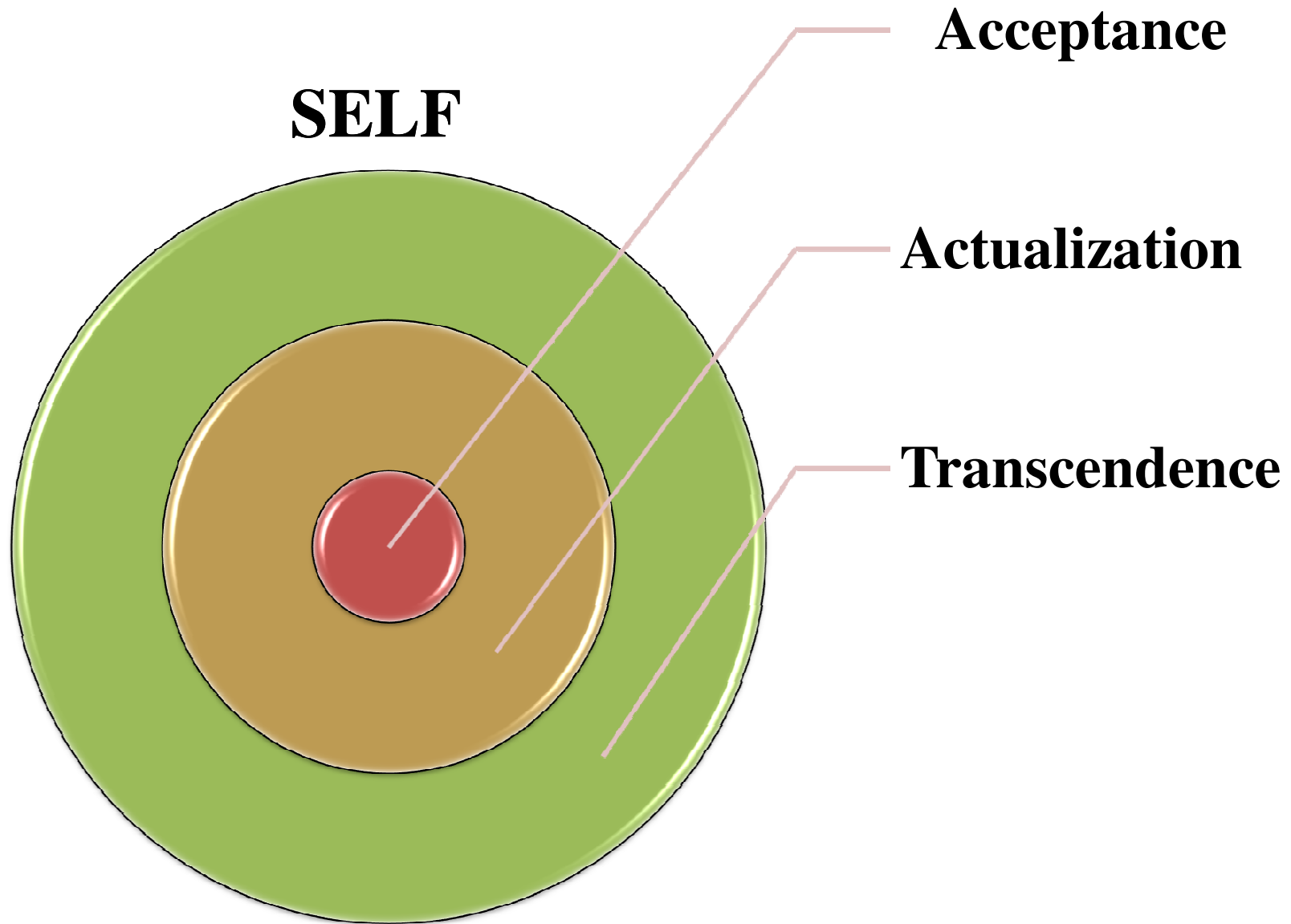
- There is need to study the work and wellness levels in the university and establish whether these levels predict staff attrition in the university.
- It is for this reason that this paper looks into the role of staff counseling in enhancing productivity at Kabarak university.

# LITERATURE REVIEW

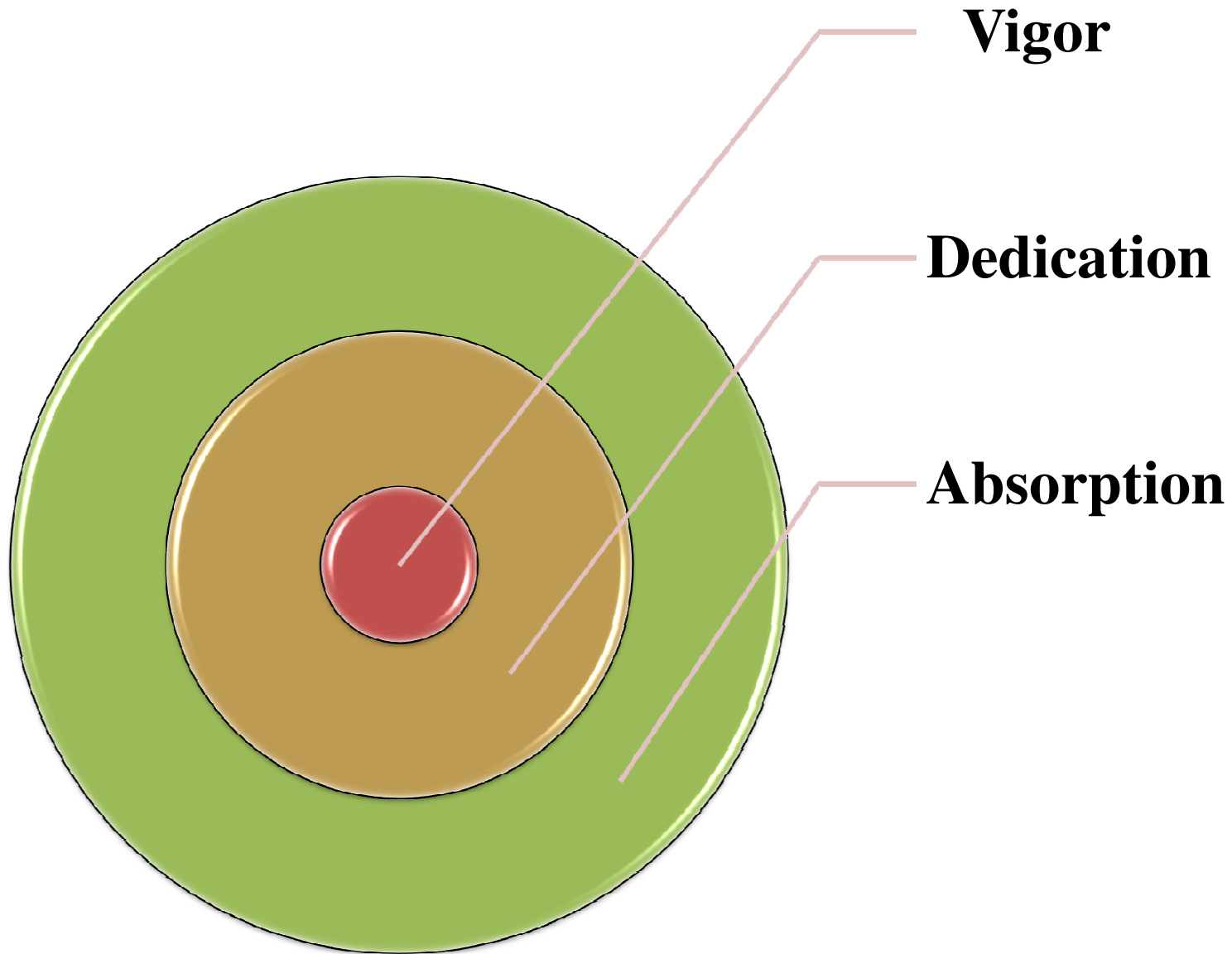
## The Concept of Job Wellness



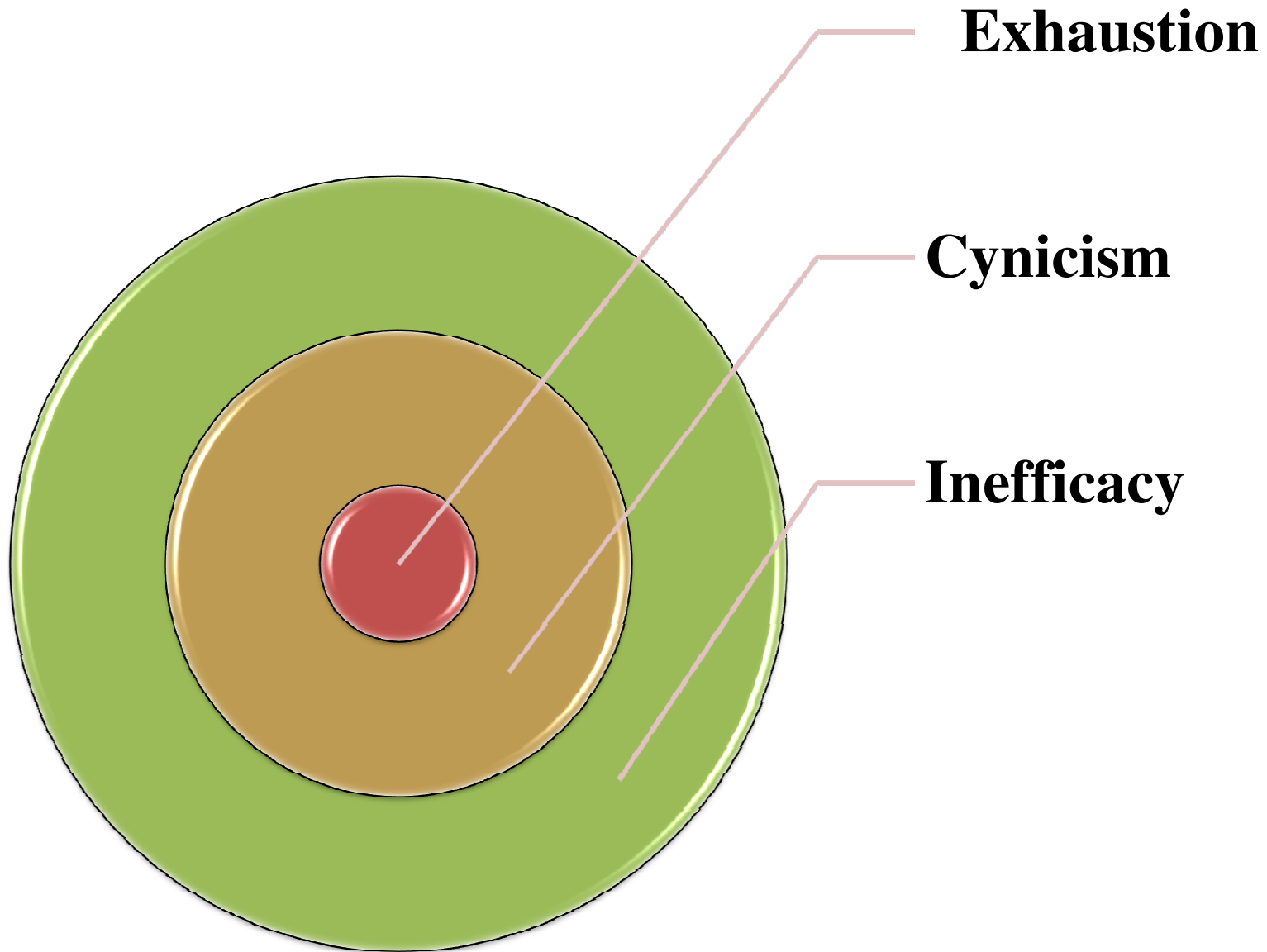
# EXISTENTIAL FULFILMENT



# WORK ENGAGEMENT

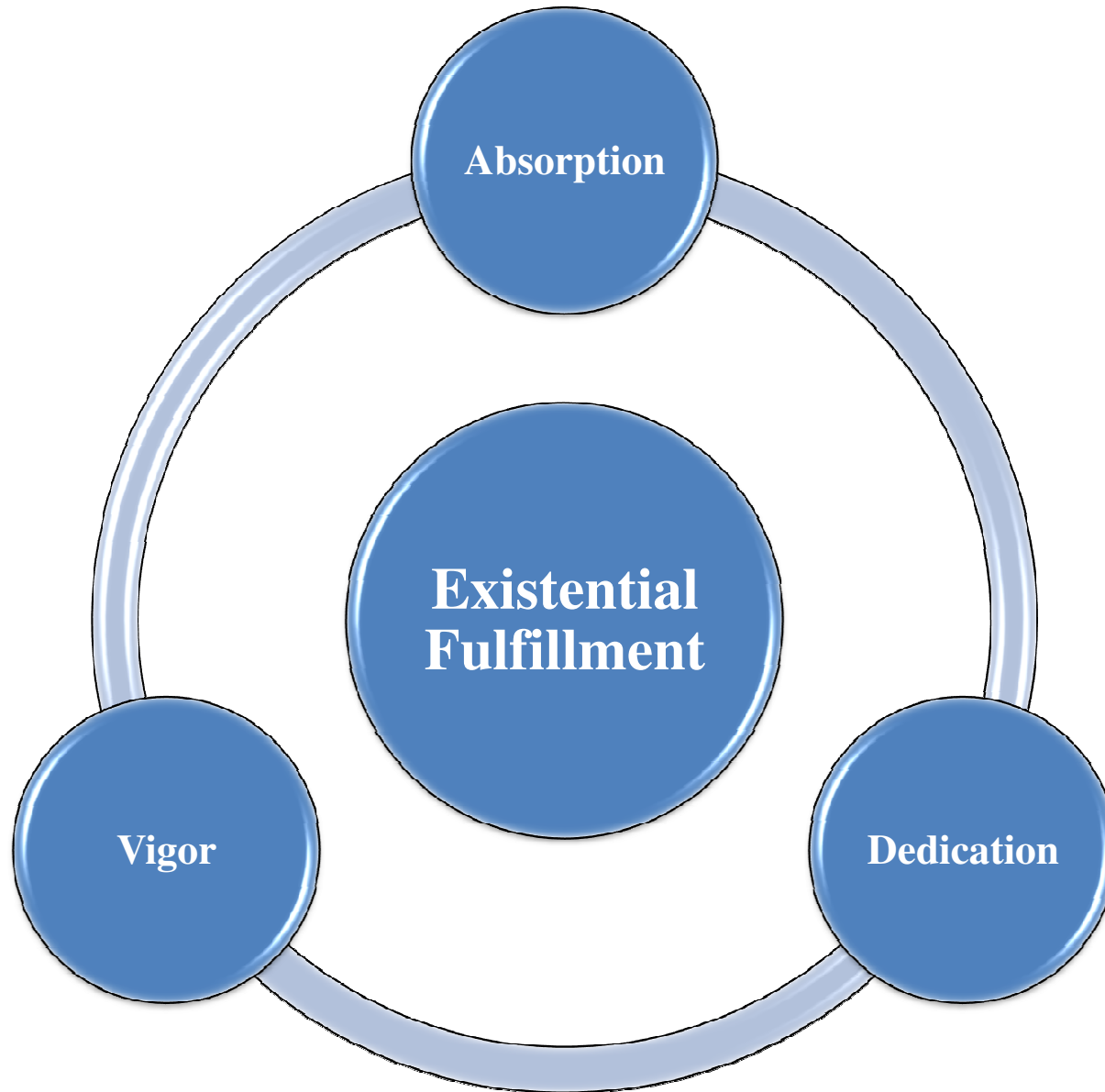


# JOB BURNOUT

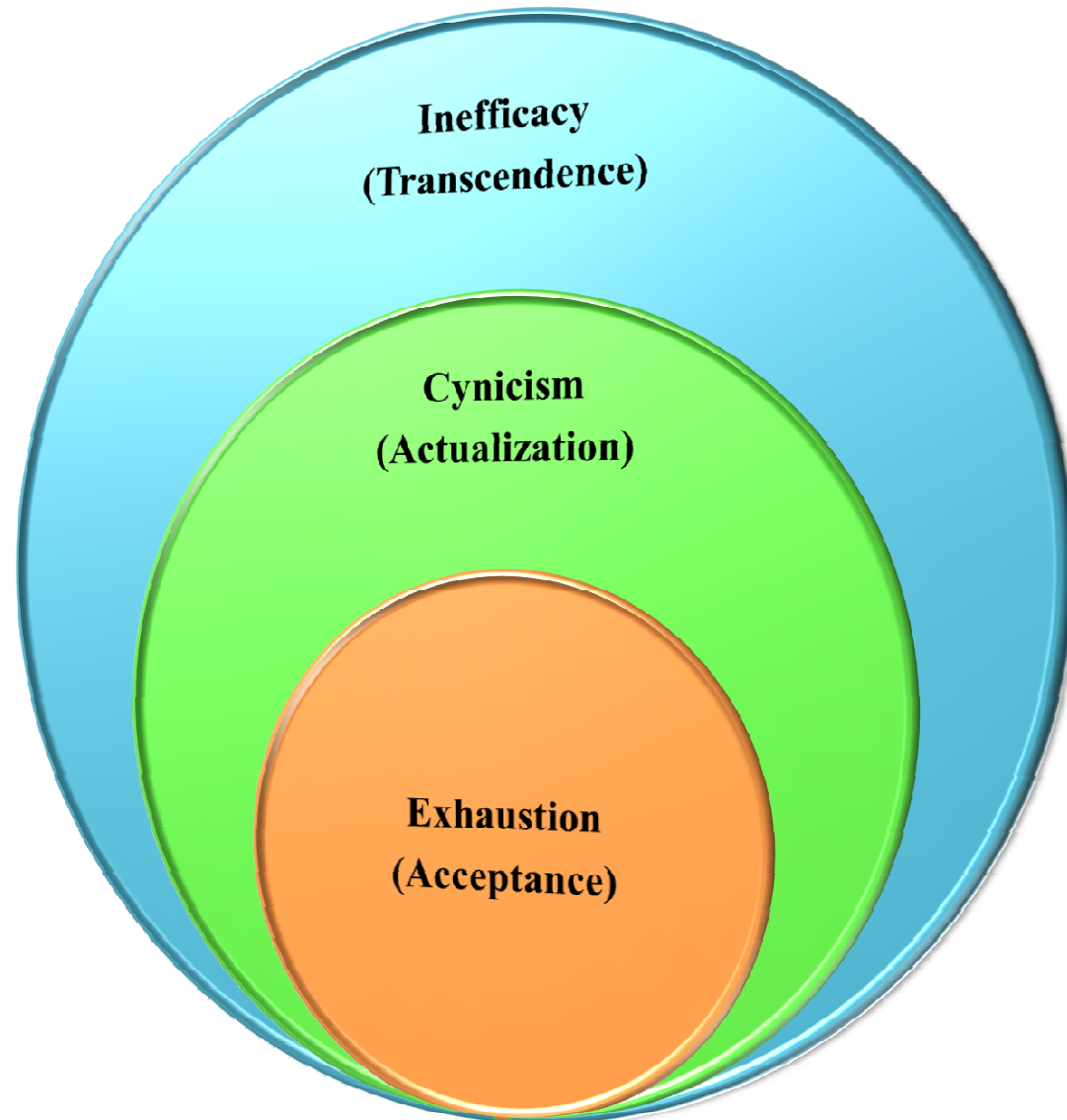




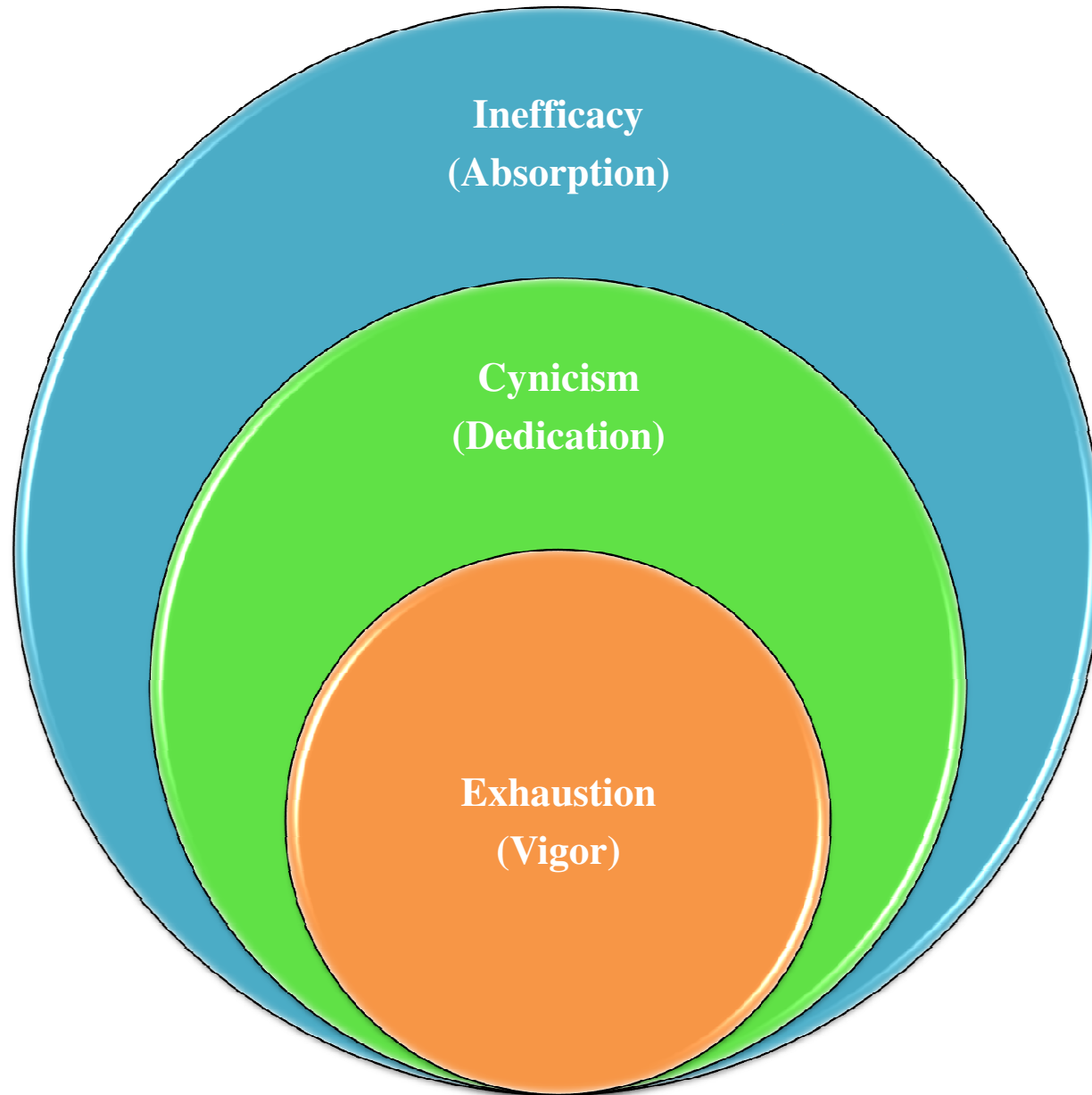
# Existential Fulfilment and Work Engagement



# Existential Fulfilment and Job Burnout



# Work Engagement and Job Burnout



# Theoretical Framework

## The Job Demands – Resources Model

- Job demands are the physical, psychological, social, or organisational aspects of the job that require sustained physical and/or psychological effort or skills, and are associated with physiological or psychological costs
- Job resources, on the other hand, are the physical, psychological, social, or organisational aspects of the job that function to reduce job demands, enable achievement of work goals, and/or stimulate personal growth, learning, and development
- Resources promote work-related motivation and engagement while excessive job demands lead to impaired health and exhaustion via energy depletion

## **Design**

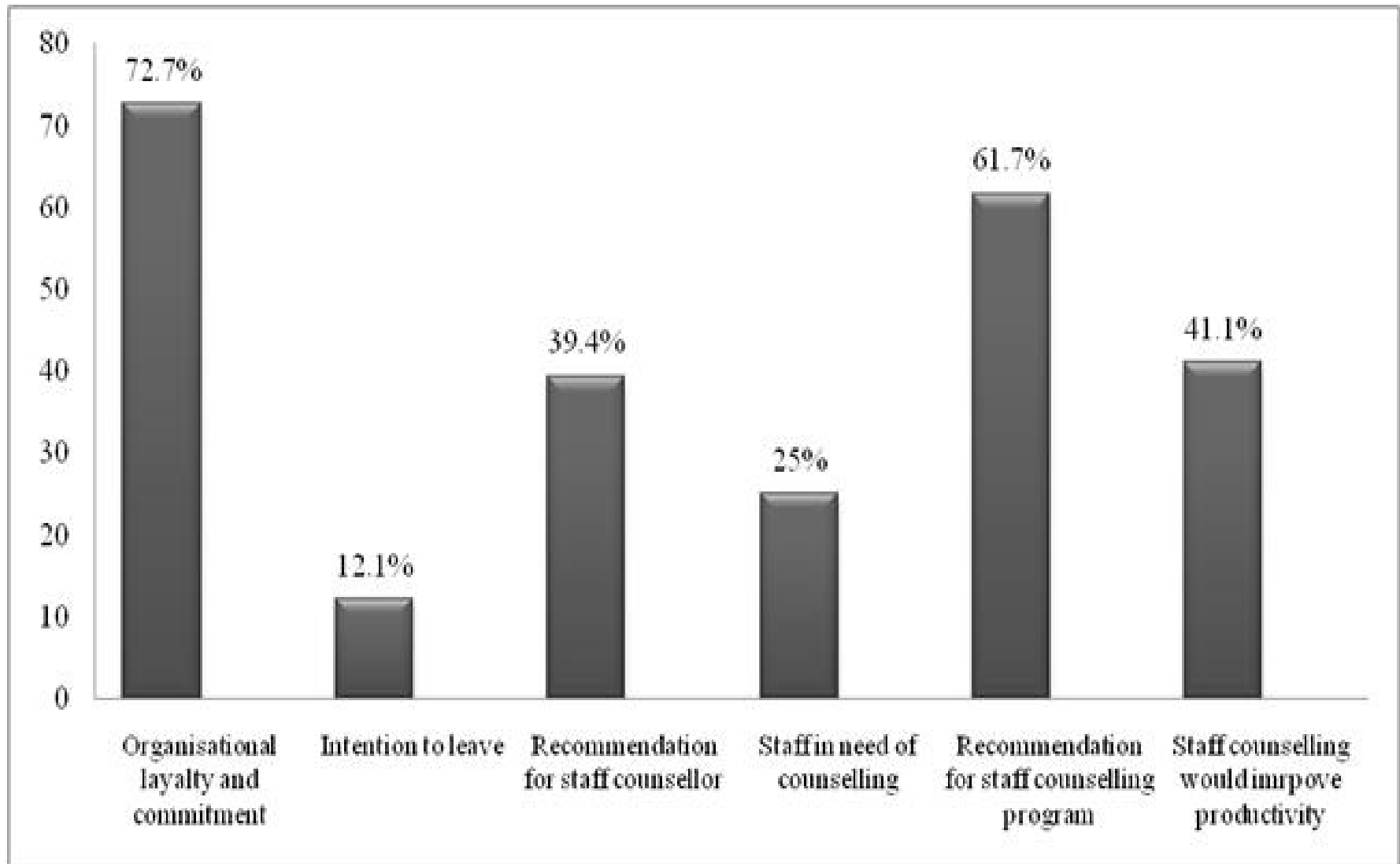
- Mixed methods
  - Secondary data
  - participant observation
  - Questionnaire data collection procedure.
- *Ex post facto* cross-sectional survey design.
  
- **Tools**
  - psychometrically validated scales:
    - existential Fulfillment Scale,
    - Utrecht Work Engagement Scale,
    - Maslach Burnout Inventory and
    - Singh's (2000) three-item measure.

## Results

- 59% male
- 41% female. This correlates with the staff distribution by gender in the university and a study by Tumwet in 2012.
- 68% married,
- 29% single
- 3% were separated.
- 82% permanent n pensionable
- 12% contractual
- 6% casual.

- 4.6 engagement index
- 2.7 burnout index
- 3.7 existential fulfillment index
- 4.9 organizational loyalty and job commitment index
- 1.2 Intention to leave index
- 3.27 need for staff counselor
- 4.24 need to strengthen staff counseling programs
- 3.71 staff counseling would lead to staff productivity

## Percentages of respondent's perceptions





## Correlations between variables

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	1	2	3	4	5
1 No intention to leave	-				
2 Intention to leave	-0.26				
3 Need for counseling	0.15	0.46*			
4 Psychological needs	0.11	-0.42	-0.01		
5 Necessity for staff counseling	0.12	0.31	0.48*	0.02	
6 Productivity	-0.01	0.36	0.52*	0.15	0.67*

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## **Conclusion**

- The following conclusions can be drawn from the findings of the study:
- Work engagement at Kabarak University is high
- There is observed moderate burnt out levels among employees in the university
- Though the organizational structure and moral code predisposes university employees high existential fulfillment, the study established it to be moderate
- Kabarak university staff are highly loyal and committed to their jobs and there is low intention to leave
- It was established that there was need for the university to strengthen staff support services with special reference to staff counseling programs

## **Recommendations**

- There is need to demystify counseling by rebranding the title given to professional counselors from ‘student counselor’ to a more neutral terminology
- The counselor job specification should be expanded to include provision of services to other Kabarak community members including staff
- The counseling office could be delineated from the Student Affairs Department for it to be more relevant to university community