

Human Resource and Leadership Journal (HRLJ)

**Employee Engagement and Employee Performance in the County
Government of Siaya**



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Journals**

Employee Engagement and Employee Performance in the County Government of Siaya



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Accepted: 1st March 2025 Received in Revised Form: 20th March 2025 Published: 27th Mar 2025

Abstract

Purpose: The overall objective of the study was to assess the influence of employee engagement on employee performance in Siaya county, Kenya. The Specific objectives focused on the influence of work environment, leadership, team work and compensation as the selected independent variables.

Methodology: The study research design was correlation research design. This study was limited to Siaya County Government and was done between September and December 2024. The target population of the study was 1,087 employees of Siaya County government from which a sample of 337 was selected. The selection of the respondents was done through purposive sampling Data analyzed through the use of descriptive statistics through use of Statistical Package for Social Sciences (SPSS).

Findings: The study results showed that there was significant influence of employee engagement on employee performance.

Unique Contribution to Theory, Policy and Practice: The study recommends that county governments should create conducive work environments as these lead to improved performance. The organizational leadership should encourage and motivate staff towards their goals and team spirit encouraged. Lastly, attention should be paid to various forms of compensation to aid in staff productivity.

Keywords: *Employee Engagement, Work Environment, Leadership, Team Work and Compensation*

INTRODUCTION

Background of the study

Employee performance has continuously gained huge attention since a few decades ago and is frequently highlighted in society. According to Silitonga and Sadeli (2020), employee performance is frequently interpreted as representative of the organization's performance and has a direct impact on the organization's image. Khan and Mashikhi (2017) stated that performance has been considered as the ultimate outcome of an organization as well as an employee. Performance is a metric used by successful businesses to measure their work accomplishments. Experts define performance as the outcome of a person's work or the performance of a person's work in carrying out his or her tasks and responsibilities (Rusmiati & Fitriani, 2021).

Omar *et al* (2021) observe that the achievement of organizational goals is a critical component of employee success. As a result, the organization requires capable people. When people do not perform successfully, it has an effect on their performance and the organization's overall success. Basit (2017) stated, employee performance are the actions taken by workers to perform the work assigned to them by the company. Taking on one's own obligations is never self-sufficient; it is always contingent on the employee's pleasure with the job, the amount of compensation, as well as personal abilities, skills, and personality qualities.

Satata (2021) defined employee engagement is a physical and psychological condition related to work cognitively, emotionally, and behavior to achieve the goals of the organization. The results of their literature review showed that employee engagement influences individual work performance so that organizational goals can be achieved.

Employee engagement has been viewed as an important issue in management theory and practice. However, there are still major differences in the concept, theory, influencing factors and outcomes of employee engagement, and there is still no authoritative standard (Sun & Chanchai, 2019). The influencing factors of employee engagement are divided into three categories: organizational factors (management style, job rewards, etc.), job factors (work environment, task characteristics, etc.) and individual factors (physical energies, self-consciousness, etc.). Employee engagement is found to have a positive relationship with individual performance (organizational commitment, positive behavior, etc.) and organizational performance (customer satisfaction, financial return, etc.).

Budriene and Diskiene (2020) Employee engagement has emerged as a popular organizational concept in recent years. Employee engagement, strangely enough, has been a crucial priority of HR since before the term was using. It has become one of the leading priorities of human resource practitioners and senior managers in the organization today, so employee engagement has generated great deal of attention among many human resource practitioners. They noted that

their paper may serve as the basis for further research in the field of employee engagement generally and individual additional variable components.

Statement of the problem

The importance of employee performance is increasingly visible in the era of globalization and increasingly fierce competition (Atatsi *et al.*, 2019; Egwim *et al.*, 2021; Thin *et al.*, 2022). Companies need to optimize the potential of their employees to generate added value and achieve organizational goals (Yong *et al.*, 2020). Therefore, it is important for companies to develop effective performance management strategies to increase work productivity and efficiency. In the digitalization era, technology can help companies monitor employee performance more easily and accurately (Vahdat, 2022). However, performance management is not only about monitoring employees, but also about providing constructive feedback and providing training and development to employees to improve their skills and abilities (Carnevale & Hatak, 2020; Kim *et al.*, 2019; Motalebi Ghayen *et al.*, 2022). Therefore, it is important for companies to continuously monitor and improve employee performance in order to achieve long-term success.

Improving employee performance is a major challenge for organizations in various sectors (Pinzone *et al.*, 2019). Poor employee performance can cause a company to lose customers, decrease productivity, and high operational costs. In contrast, high performing employees can help an organization improve product or service quality (Dianovi *et al.*, 2022; Rohmalimna *et al.*, 2022), increase customer satisfaction, and enhance the company's reputation.

The focus of this study was to establish the literature gap on the influence of employee engagement on employee performance and it employed a case study design with the goal of presenting an accurate and trustworthy evaluation of the relevant data from the selected area of study.

Objectives

Overall objective

To assess the influence of employee engagement on employee performance in the County Government of Siaya.

Specific objectives

- i. To determine the influence of work environment on employee performance in Siaya County.
- ii. To establish the influence of leadership on employee performance in Siaya County.
- iii. To evaluate the influence of team working on employee performance in Siaya County
- iv. To examine the influence of compensation on employee performance in Siaya County.

LITERATURE REVIEW

Theoretical review

Social Learning theory

Bandura (1986) developed the social learning theory which holds that human behavior is learned through observation and modeling others. As a result of observations, learning becomes a reciprocal relationship between an individual and the environment. Bandura (1977) postulated that humans learn behavior through socialization (e.g. leadership, moral behavior) and model from their parents or leaders.

Wakahiu (2013) notes that Bandura's theory indicates that leadership training can expose individuals to new knowledge and skills that elevate their consciousness for change. As a result, behavior change and self-efficacy may result and engender performance change. Bandura (1997) defined self-efficacy as the level of confidence that individuals develop in their ability to execute a certain direction in their actions or achieve specific outcomes. Studies show that a positive relationship exists between self-efficacy and performance (Manstead & Van-Eckelen, 1998; Zimmerman, et al, 1992).

Based on the literature, there are three concepts in SLT. Firstly, people can learn through observation which is known as observational learning. Secondly, mental states are important factor for learning it is also named as intrinsic reinforcement. Finally, it refers to this point that learning does not necessarily lead to a change in behavior and it follows by modeling process (Nabavi & Bijandi, 2012).

Social learning theory is increasingly cited as an essential component of sustainable natural resource management and the promotion of desirable behavioral change. This theory is based on the idea that we learn from our interactions with others in a social context. This theory supports team working and leadership as part of the variables of the study.

Stacey Adam's Equity Theory

Stacey Adam's Equity theory is based on the premise that people want to be treated fairly at work. The theory asserts that employees' level of motivation is dependent on the perception of whether they are being fairly treated for tasks related efforts, when compared with others employees.

The equity theory offers a process to help us understand how the distribution of incentives can affect employee performance. According to Fadil *et al.*, (2005), for equitable and fair distribution of rewards, the reward must be given according to the individual contribution. Adams (1965), as cited in (Kealesitse, 2009) describes the rewards system as a social relationship. The relationship is only considered fair if the perceived contribution of the employee matches their rewards. Most

importantly, employees make comparisons on the rewards they receive for the contribution they put forth with other employees in a similar job environment (Skiba, and Rosenberg 2011).

Recently however, the application of the theory has been put to question mainly due to high levels of unemployment. (Skiba and Rosenberg,2011). This situation has led to individuals who perceive that their contributions not equitably rewarded not to attempt to minimize the level of inequality as the theory suggests. The individuals fear that if they try to reduce inequity then they are likely to lose their jobs and livelihood (Skiba, and Rosenberg, 2011). Perceptions about inequity in application of formal procedures can affect overall employee satisfaction with the organization and this can influence their desire to remain in the same organization or to leave. This theory is used in the study to explain compensation and work environment.

Conceptual framework

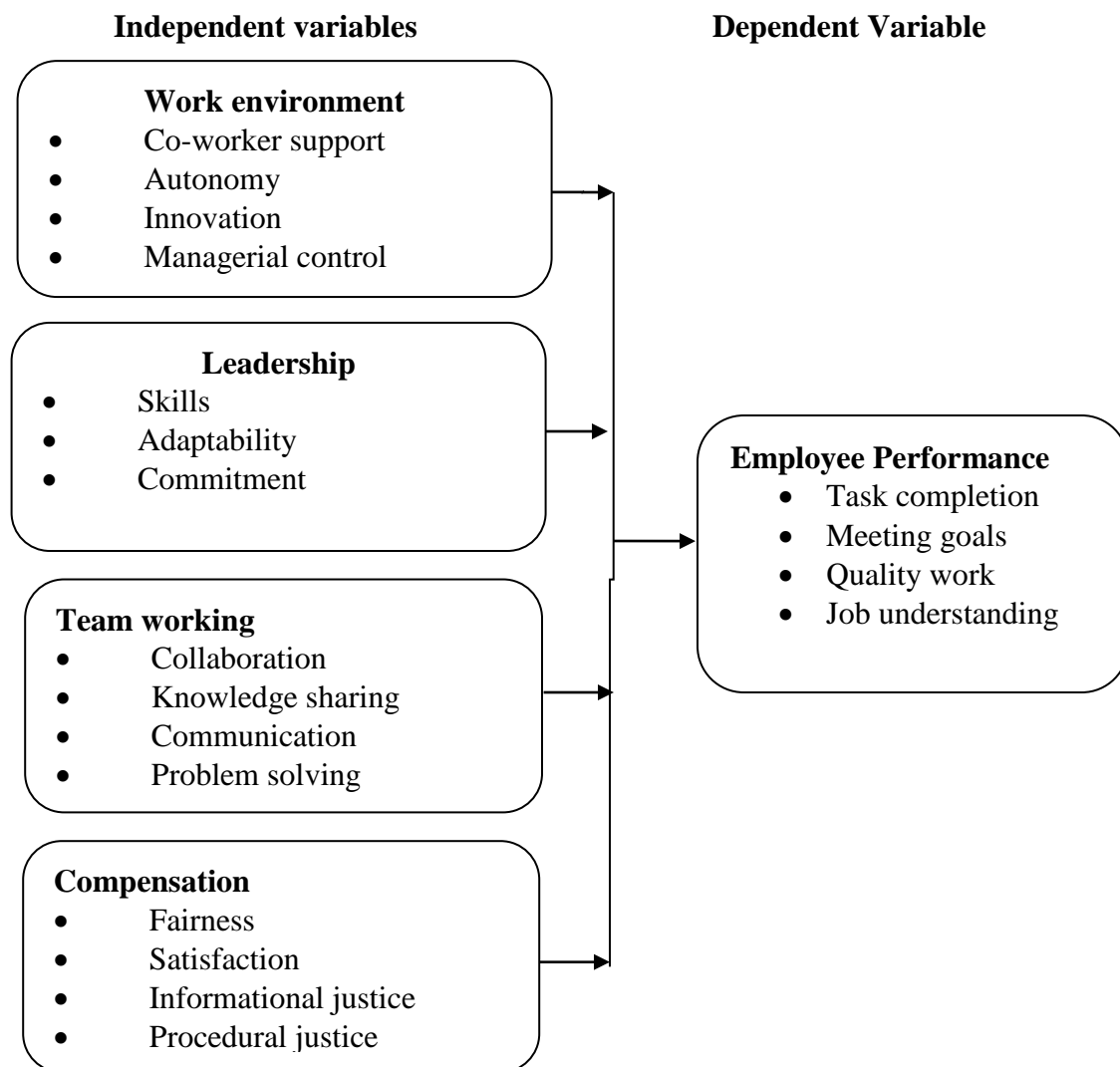


Figure 1 Conceptual framework

Empirical Review

Results of several studies such as (Kettapan *et al.*, 2022) to develop and investigate the consistency and conformity of the structural equation model of causal factors affecting the employees' performance, and to analyze factors that affect employees' performance in modern trade organizations (Bag *et al.*, 2020; Caligiuri *et al.*, 2020; Papa *et al.*, 2020). The result also indicated that loyalty and motivation had significant direct and indirect influences on employees' performance in modern trade organizations.

Additionally, loyalty is passed on to motivation as an indirect power in employees' performance. (Fahlevi, 2021), to explain important factors that affect employee performance in a private hospital. The research uses 100 samples taken from employees of one private hospital in Indonesia (Mousa & Othman, 2020; Singh *et al.*, 2019). The result finds out that there is a significant influence between work environment, competence, and motivation on performance both directly and indirectly.

Onat and Eren, (2020), reveal the effect of perceived over qualification on employee performance. That's why in this research, the effect of perceived over qualification in the hospitality industry on employee performance is discussed (Gabriela *et al.*, 2022; Kartel *et al.*, 2022; Qureshi *et al.*, 2022). The results employee performance may increase or decrease if the over qualification observed in chefs increases or decreases.

Sachane *et al.*, (2018), investigated the factors that affect employee performance at Statistics South Africa with the aim of providing a management framework for improving the performance of employees (Dewi, 2022; Hikmah, 2022).

RESEARCH METHODOLOGY

The study research design was correlation research design. This study was limited to Siaya County Government and was done between September and December 2024. The target population of the study was 1,087 employees of Siaya County government from which a sample of 337 was selected. The selection of the respondents was done through purposive sampling so that only those respondents working for the revenue department at the county were considered. The researcher used a closed ended questionnaire as the data collection instrument since the research was largely quantitative. Validity of the research instrument was done through a pilot test. In order to establish the reliability of the instrument, the questionnaire with Cronbach Alpha of 0.7 and above was adopted. Data was checked for accuracy, uniformity, logical completeness and consistency before analysis. Data analyzed through the use of descriptive statistics through use of Statistical Package for Social Sciences (SPSS). Presentation of the findings was done using frequency distribution tables and diagrams, pie charts, and bar graphs. The regression analysis and ANOVA was used to test the influence of grievance handling procedures on

employee retention. The study hoped to establish a positive relation between the grievance handling procedures and employees desire to stay with the organization.

RESEARCH FINDINGS AND DISCUSSION

Response Rate

The researcher distributed 208 questionnaires to the respondents out of which 125 were returned completely filled, this represented a response of 60.1%, thus good for generalizability of research findings to a wider population. This is supported by Mugenda and Mugenda (2003) who posit that a response rate of 60% is good while a response rate of 70 % and above is excellent especially when considering generalizability of study findings.

Findings of the study Variables

This section presents the findings based on the research objectives. Further we present findings on how the engagement factors influenced employee performance. The findings were measured on a 5-point Likert scale with 5 – Strongly Agree; 4 - Agree; 3 - Unsure; 2 – Disagree; 1 – Strongly Disagree.

Work Environment

Table 1 shows respondents' participation, the mean and standard deviation of the statements from respondents in relation to influence of work environment on employee performance.

Table 1 Work Environment

	SA	A	N	D	SD	Mean	Standard deviation
Employees are encouraged to be self-sufficient and to make their decisions.	50(40.0%)	59(47.2%)	14(11.2%)	2(1.6%)		4.26	.717
Employees are supportive and friendly towards each other	49(39.2%)	48(38.4%)	17(13.6%)	9(7.2%)	2(1.6%)	4.06	.982
Employees know what to expect in their daily routines	50(40.0%)	54(43.2%)	12(9.6%)	6(4.8%)	3(2.4%)	4.14	.945
Management use rules and pressure to control employees	46(36.8%)	45(36.0%)	21(16.8%)	11(8.8%)	2(1.6%)	3.98	1.020
Firm emphasizes variety, change and new approaches	21(16.8%)	48(38.4%)	23(18.4%)	21(16.8%)	12(9.6%)	3.36	1.221

Grand mean =3.82

Valid N (listwise) =125

From the descriptive results in Table 1 on work environment, most respondents agreed (47.2%) while (40%) strongly agreed that employees are encouraged to be self-sufficient and to make their decisions., (39.2%) strongly agreed and (38.4%) agreed that employees are supportive and friendly towards each other. Further, (43.2%) of respondents agreed that employees know what to expect in their daily routines as (40%) strongly agreed that employees know what to expect in their daily routines. When asked whether management use rules and pressure to control employees (36.8%) strongly agreed as (36.0%) agreed with only (1.6%) disagreeing. On whether the firm emphasizes variety, change and new approaches, (38.4%) agreed and (16.8%) strongly agreed as (9.6%) strongly disagreed.

Table 2 Leadership

	<i>SA</i>	<i>A</i>	<i>N</i>	<i>D</i>	<i>SD</i>	<i>Mean</i>	<i>Standard deviation</i>
Demonstrates leadership skills when necessary.	30(24.0%)	36(28.8%)	33(26.4%)	15(12.0%)	11(8.8%)	4.26	1.229
Provides guidance and support to colleagues.	34(27.2%)	38(30.4%)	28(22.4%)	19(15.2%)	6(4.8%)	3.60	1.178
Fosters a positive team environment.	34(27.2%)	55(44.0%)	20(16.0%)	8(6.4%)	8(6.4%)	3.79	1.109
Adapts well to changing work conditions or requirements.	28(22.4%)	53(42.4%)	16(12.8%)	14(11.2%)	14(11.2%)	3.54	1.267
Demonstrates a commitment to meeting customer needs.	51(40.8%)	46(36.8%)	18(14.4%)	7(5.6%)	3(2.4%)	4.08	.997
Leader holds regular meetings to create awareness.	38(30.4%)	45(36.0%)	17(13.6%)	19(15.2%)	6(4.8%)	3.72	1.189

Grand mean =3.69**Valid N (listwise) =125**

From the descriptive results in Table 2 on leadership, most respondents were uncertain (26.4%) that their leaders demonstrate leadership skills when necessary while (28.8%) agreed. Those who responded to whether the leader provided guidance and support to colleagues, (30.4%) of them agreed as (27.2%) strongly agreed. Further, (44.4%) of respondents had a view that their

leaders fostered positive team environments , while (40.8%) were of the general view that they adapted well to changing work conditions or requirements. Likewise, the respondents noted that their leaders demonstrated commitment to meeting their customer needs and that they held regular meetings to create awareness. The overall mean of the results was 3.9 meaning that the responses tended to be positive.

Table 3 Team Working

	<i>SA</i>	<i>A</i>	<i>N</i>	<i>D</i>	<i>SD</i>	<i>Mean</i>	<i>Standard deviation</i>
Collaborates well with team members.	42(33.6%)	44(35.2%)	18(14.4%)	16(12.8%)	5(4.0%)	3.82	1.153
Shares knowledge and resources.	17(13.6%)	39(31.2%)	30(24.0%)	23(18.4%)	16(12.8%)	3.14	1.242
Encourages a culture of innovation within the team.	36(28.8%)	43(34.4%)	27(21.6%)	11(8.8%)	8(6.4%)	3.70	1.164
Encourages a culture of innovation within the team.	50(40.0%)	36(28.8%)	23(18.4%)	12(9.6%)	4(3.2%)	3.93	1.123
Clearly and effectively communicates with colleagues and superiors.	36(28.8%)	43(34.4%)	23(18.4%)	16(12.8%)	7(5.6%)	3.68	1.182
Listens actively and responds appropriately.	32(25.6%)	51(40.8%)	18(14.4%)	18(14.4%)	6(4.8%)	3.68	1.147
Identifies and solves problems independently.	36(28.8%)	43(34.4%)	16(12.8%)	20(16.0%)	10(8.0%)	3.60	1.276
Team recognizes and handles conflicts effectively	16(12.8%)	22(17.6%)	44(35.2%)	28(22.4%)	15(12.0%)	2.97	1.184

Grand mean =3.56**Valid N (listwise) =125**

From the descriptive results in Table 3, most respondents agreed (35.2%) as (33.6%) strongly agreed that members collaborates well with team members followed by(31.2%) who responded that teams share knowledge and resources at the county. Further, (34.4%) of respondents had a view that counties encourage a culture of innovation within teams, while 40.8%) were of the view that their leaders clearly and effectively communicates with colleagues and superiors. On whether the members listen actively and respond appropriately, (34.4%) agreed to this as (35.2%) of the respondents were uncertain on whether team members identify and solve

problems independently. Only 30.4 per cent of the respondents agreed that their teams recognize and handle conflicts effectively. This was further compounded by 32.4 % who chose to remain neutral about the question.

Table 4 Compensation

	<i>SA</i>	<i>A</i>	<i>N</i>	<i>D</i>	<i>SD</i>	<i>Mean</i>	<i>Standard deviation</i>
There is fairness in salary administration	48(38.4%))	44(35.2%))	16(12.8%))	6(4.8%)	11(8.8%)	3.90	1.224
Pay raises are based on salary structures	26(20.8%))	38(30.4%))	24(19.2%))	18(14.4%))	19(15.2%))	3.57	1.352
Mangers behavior towards pay is consistent	22(17.6%))	59(47.2%))	30(24.0%))	10(8.0%)	4(3.2%)	3.68	.964
Salaries are paid in time leading to satisfaction	28(22.4%))	36(28.8%))	36(28.8%))	18(14.4%))	7(5.6%)	3.48	1.154
Information on pay is timely and consistent	1(0.8%)	4(3.2%)	14(11.2%))	29(23.2%))	77(61.6%))	1.58	.872

Grand mean =3.18

Valid N (listwise)=125

From the descriptive results in Table 4, on compensation, most respondents strongly agreed (38.8%) as (35.2%) agreed that there was fairness in salary administration followed by (30.4%) who responded that pay raises are based on existing salary structures. When asked whether managers behavior towards pay is consistent, a great percentage (47.2%) of respondents agreed, (while 61.6%) strongly disagreed that salaries are paid in time leading to satisfaction. This means poor payment times affect service delivery and job satisfaction within the counties. Lastly, that information on pay is timely and consistent also received a very negative rating from over 60% of the responses. This shows poor relaying of information to staff was affecting their work.

Inferential Analysis

In this study all independent variables had significant correlation with dependent variable (employee performance) as can be ascertained from the correlation table 5.

Table 5 Correlations

		Work envir	Leadership	teamwork	compensation	employee performance
work environ	Pearson Correlation	1				
Leadership	Pearson Correlation	.959**	1			
	Sig. (2- tailed)	.000				
	N	125	125			
Teamwork	Pearson Correlation	.934**	.962**	1		
	Sig. (2- tailed)	.000	.000			
	N	125	125	125		
Compensation	Pearson Correlation	.922**	.929**	.940**	1	
	Sig. (2- tailed)	.000	.000	.000		
	N	125	125	125	125	
employee performance	Pearson Correlation	.871**	.880**	.879**	.794**	1
	Sig. (2- tailed)	.000	.000	.000	.000	
	N	125	125	125	125	125

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

All the four variables of work environment, leadership, team work as well as compensation practices were shown to positively influence employee performance in the county governments of Siaya.

Multiple Regression Results

Multiple regression tested the influence of employee engagement (independent variable: work environment, leadership, team work and compensation) on employee performance (dependent variable).

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 ^a	.819	.813	.420

a. Predictors: (Constant), work environment, leadership, team work and compensation

Table 7 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.665	4	23.16	135.791	.000 ^b
	Residual	21.135	120	.176		
	Total	116.800	124			

a. Dependent Variable: employee performance

b. Predictors: (Constant), work environment, leadership, team work and compensation

Table 8 Regression of Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.341	.152		8.820	.000
	Work environment	.353	.119	.425	2.958	.004
	Leadership	.236	.149	.288	1.582	.116
	Teamwork	.528	.126	.668	4.186	.000
	Compensation	-.340	.084	-.492	-4.038	.000

To investigate how well combined independent variables; work environment, leadership, team work and compensation influenced employee performance, multiple regression was computed. From the values of unstandardized regression coefficients in table 8 above, all independent variables significantly influences employee performance thus confirming the fitness of the conceptualized multiple regression model;

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon.$$

Where:

Y = employee retention

 β_0 = constant term $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = Beta coefficients X_1 = work environment X_2 = leadership X_3 = team work X_4 = compensation, ε = error term.

Therefore the revised final multiple regression model is;

$$Y = 1.341 + 0.353X_1 + 0.236X_2 + 0.528X_3 - 0.340X_4 + \varepsilon$$

Therefore, supposing all independent variables are (0.000), employee performance in Siaya County will be 1.341. A single increase in work environment will significantly leads to (0.353) increase in employee performance. A single increase in leadership will leads to (0.236) increase in employee performance. A single increase in leadership will lead to (0.528) increase in employee performance while a single increase in compensation will lead to (-0.340) increase in employee performance.

It can therefore be concluded that in terms of hierarchical contribution, compensation (0.528) influences employee performance most followed by work environment (0.353), leadership (0.236) and lastly, team work (-0.340).

CONCLUSIONS AND RECOMENDATIONS

Conclusions

The study established that work environment influences these employee performance. The findings indicated that work environment is a major determinant of job satisfaction and employee performance. The study observed that enhancing the work environment results in improved morale among employees resulting to improved organizational performance.

The findings of the study also showed that leadership increases employees' performance in Kenyan counties. The study also revealed staff within counties looked up to their leaders for support and encouragement and this had a positive influence on their work.

The study found out that team work and team spirit had a positive influence on employee performance. The findings showed that inability to resolve conflicts had an adverse impact on work. The findings suggested that cognitive job demands and time pressures reduce work performance, thereby augmenting the likelihood of subdued employee performance. It was also evident that team work significantly influenced the decision of the employees to work more consistently.

Lastly, the study established that compensation also influenced employees' performance in the county government of Siaya. This inference was evident in the feedback given by the respondents regarding this relationship and the information retrieved from primary sources, which suggested that there is a positive relationship between compensation satisfaction and job performance.

Recommendations

To begin with, work environment has significant influence on employee performance; therefore the study highly recommends the supervisors to be organizing the work in such a way that the environment becomes more fulfilling and satisfactory. The managers should create more conducive environments that addresses matters affecting the staff to be discussed at personal and group levels. The conducive environment would make the informal discussions of work related

problems to yield satisfactory solutions thus facilitating faster grievance handling before it gets out of hand hence enhanced employee retention.

Secondly, from the findings of the study it is clear that organizational leadership as well influences the employee performance in Siaya County. The bosses can create an open forum where employee issues that affect work are presented, discussed and collective decisions are agreed. This would make the leadership process more accommodating and flexible. The ability to guide individuals and teams towards achievement of their goals.

The counties should also provide continuous support and reward to their employees. This recommendation emanates from this study's findings which showed that compensation, combined with higher levels of effort and commitment are linked to increased employee performance. Emphasis should be placed on ensuring that employees are well taken care of in terms of remuneration.

Lastly, the study highly recommends management of the county offices to be fully engaging their staff in team working and team building activities. Team working allows staff to work well with others while engaging in county projects. This is because team working has been shown to improve communication, brain storming, problem solving among other things.

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