



ENOCH OSEI

The Effect of Employee Engagement on
Organizational Performance: The Mediating Role of
Job Satisfaction

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ABSTRACT

The study set out to explore how the work engagement of employees relates to organisational performance. It also tested the mediating role of job satisfaction on the engagement-performance relationship in Ghana's healthcare sector. Data collected from 148 administrative and healthcare professionals across health facilities in Ghana using structured questionnaires in a cross-sectional survey were analysed to address the research questions. The study showed that physical engagement and emotional engagement are significantly positive components of employee work engagement among employees surveyed in Ghana's healthcare sector. Whereas cognitive engagement does not contribute statistically non-significant to employee engagement in Ghana's healthcare sector. Furthermore, the study showed that employee engagement positively impacts both job satisfaction and organizational performance, however, at statistically non-significance levels. In terms of job satisfaction, the study revealed that the workplace environment and supervision received by healthcare workers constitute significant aspects of their job satisfaction. Contrary to this, the level of benefits and rewards received by surveyed employees in Ghana's healthcare sector decreases their satisfaction with work. Additionally, the study showed that the relationship between job satisfaction and performance is significant and moderately positive in Ghana's healthcare sector. Hence, job satisfaction is a mechanism through which healthcare facilities translate the engagement of employees into organizational gains and performance.

Keywords: engagement, job satisfaction, performance, healthcare, Ghana

DECLARATION OF RESEARCH WORK INTEGRITY

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature of any degree. This thesis is the result of my own investigations, except where otherwise stated. Other sources are acknowledged by giving explicit references. A bibliography is appended.

By signing the present document, I confirm and agree that I have read RU's ethics code of conduct and fully understand the consequences of violating these rules in regards of my thesis.

15/09/2022 Reykjavik

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1 Introduction

1.1 Introduction and Problem Statement

The study sought to explore how the work engagement of employees relates to organisational performance in Ghana's healthcare industry and to determine whether job satisfaction acts as a mediator. Originally, the concept of engagement was introduced by Kahn (1990), and since then scholars have created several theories to explain employee actions, behaviours, and emotional states (such as commitment, motivation, and satisfaction) as essential elements of engagement (Ulibrk et al., 2018; Budriene & Diskiene, 2020; Chanana, 2021). Although the concept of involvement has gained a lot of popularity in the literature now in circulation, academics have not yet agreed on a single definition (Shuck, 2011). According to Saks and Gruman (2014), the definitions put forward by Kahn (1990) and Schaufeli et al. (2002) are the ones that are most frequently used in the extant literature.

Engagement, according to Kahn (1990), is the process of fostering employees' dedication to their jobs. According to this definition, engagement is defined as exerting one's complete self in a job role while simultaneously allocating one's emotional, physical, and cognitive resources on a moment-by-moment basis. On the other hand, Schaufeli et al. (2002) defines engagement as "a positive, rewarding state of mind that is tied to work and is marked by vigour, devotion, and absorption" (p. 74). Ulibrk et al. (2018) observed that employees that are engaged in their work often have more optimistic outlook on both their work and the organisation. As such, work engagement is considered a predictor of total job satisfaction, higher productivity, reduced turnover, and eventually superior organisational effectiveness at the level of the organisation (Bao & Analoui; 2011; Gupta et al., 2015; Ulibrk et al., 2018).

Employers and employees establish a tacit understanding whereby employers provide employees with benefits like work resources, job stability, and fair compensation in return for their involvement and commitment. According to the theory of social exchange (Blau, 1963), workers often respond to reflect how their employers treat them (Agyemang, 2013). This follows that employees return favourable treatment by the employer with greater commitment and higher level of engagement in their work (Eisenberger et al., 2001; Agyemang, 2013; Ulibrk et al., 2018). This evokes the concept of reciprocity wherein the employer-employee relationship is dependent on the

contingency that one party delivers benefits based on prior contributions by the other party. This notion of reciprocity is an underlying presumption of the social exchange theory (Coyle-Shapiro & Shore, 2007).

Therefore, the expectation of reciprocity influences the commitment and ultimately engagement of employees because when a person to whom a commitment has been made does not fulfil the expected exchange, the commitment deteriorates (Vance, 2006). As a result, when given the option, employees will choose a pathway that enhances the outlook and performance of their company (Bauer & Erdogan, 2012; Suhartanto & Brien, 2018). More so, because they are conscious of their responsibility in the company and inspire their co-workers to work toward organisational goals, engaged employees go above and beyond the call of duty to fulfil their roles with perfection (Anitha, 2014; Budriene & Diskiene, 2020; Chanana, 2021). But this idea has yet to be put into practise to comprehend how work engagement affects the performance of an organisation in the healthcare industry of Ghana.

Locke et al. (1976, p. 1300) defines job satisfaction as "an agreeable or favourable emotional state generated from a person's evaluation of his work or his work experience. According to numerous authors and academics (see Greenberg, 2008; Saks, 2019; Akyurt, 2021; Abadi et al., 2021) job satisfaction denotes attitudes of people towards their job and workplace atmosphere, whether that attitude is favourable or negative. Consequently, satisfaction with job boosts employee motivation levels, improves the overall quality of their work, and raises their level of productivity (Ahmad et al., 2012; Abadi et al., 2021). Employees become attached to their jobs or strive to be more effective and efficient as a way of contributing to improving the performance of the organisation when they are happy in their roles and have their needs met. As a result, actions that foster meaningful work and increase employees' engagement potential may also have a good impact on satisfaction (Macey et al., 2009; Anitha, 2014; Čulibrk et al., 2018; Akyurt, 2021).

To create policies that can enhance organisational performance, there is the need to understand the factors that constitute engagement and influence work satisfaction as part of managing human resources operations. Employee engagement and work satisfaction have been linked in several research (Otieno et al., 2015; Suhartanto & Brien, 2018; Saks, 2019; Chanana, 2021). It is also essential to ascertain how workforce engagement influences the resultant performance of an organisation (Kazimoto, 2016; Arfeen and Shafi, 2018; Al-dalahmeh, 2018; Onyebuchi et al., 2019). None, particularly in the

healthcare industry of Ghana pays attention to the mediating role of job satisfaction vis-a-vis engagement and organizational performance.

1.2 Study Objectives

The overarching objective of the study was to explore the work engagement - organisational performance relationship and to determine whether job satisfaction acts as a mediator in Ghana's healthcare industry. Specifically, the study seeks to:

- Explore how organisational performance in the healthcare sector of Ghana is affected by employee engagement.
- Analyse the impact of job satisfaction on the engagement of employees in the healthcare sector of Ghana
- Evaluate the mediating impact of job satisfaction vis-à-vis the engagement-performance relationship in the healthcare sector of Ghana

1.3 Research Questions

1.3.1 Research Question 1

Studies continue to show a positive impact of work engagement on job performance using a range of theoretical framework (e.g., Kim et al., 2013; Ulibrk et al., 2018; Budriene & Diskiene, 2020; Chanana, 2021). These studies have shown that employees who become more engaged at work improve their performance which ultimately results in superior organizational performance (Leiter & Bakker, 2010). Yet, little empirical evidence exists on this relationship between engagement and performance at the organizational level within Ghana's healthcare sector. The study seeks to address the question:

- What is the impact of engagement on organizational performance in the healthcare sector of Ghana?

1.3.2 Research question 2

From the Job Demands-Resource (JD-R) model, it follows that job resources, trigger a motivational strategy that gives employees a means to accomplish significant work-related goals and fosters their learning, growth, and development (Bakker et al., 2012; Guo et al., 2017). The study therefore poses the research question:

- What is the impact of work engagement on job satisfaction among employees in the healthcare sector of Ghana?

1.3.3 Research question 3

To understand the relationship between engagement and performance, it is also imperative to ascertain the mechanisms through which engagement translate to performance outcomes at the organizational level. Studies have shown that work engagement drives total job satisfaction and ultimately superior performance at the level of the organisation (Bao & Analoui; 2011; Gupta et al., 2015; Ulibrk et al., 2018). Is this also the case in Ghana's healthcare sector? From the foregoing, the study asks:

- What is the mediating role of job satisfaction on the engagement – performance relationship in the healthcare sector of Ghana?

1.4 Structure of the paper.

The research is divided into the following five sections. The general introduction, which includes an overview of the investigation, research aims, research questions, significance of the study, and study organisation, is covered in chapter one. In Chapter 2 is an assessment of the pertinent theoretical and empirical research, together with the discussion of the healthcare sector of Ghana to better grasp the dynamics of employee engagement and job satisfaction in the framework of the performance of an organisation. The study's research methodology is presented in Chapter 3, with particular attention paid to the sources of data collection for evaluation, methods of sampling and sample sizes, data collection tools and procedures, the type of data presentation and analysis, and ethical issues. The analysis and findings are presented in Chapter four, whereas the discussion of the findings is presented in Chapter five. The study's conclusions and findings are summarised in chapter six along with suitable recommendations and limitations.

2 LITERATURE REVIEW

2.1 Definitions and Conceptualization of Work Engagement

Kahn (1990) introduced the concept of engagement as personal engagement. Since then, researchers have created several ideas to describe employee behaviours, actions, and emotional states as essential elements of engagement. Examples include commitment, incentive, and satisfaction. Recent years have seen an increase in research on engagement in human resource development (HRD) (Shuck, 2013), which suggests that engagement helps people and organisations to achieve their goals (Fletcher, 2015). Work engagement and employee engagement are two of these engagement concepts that are crucial to the work of human resource professionals and academics (e.g., Schaufeli & Salanova, 2011). It's interesting to note that while the idea of work engagement is more frequently studied in academia, the concept of employee engagement is more common in business (Schaufeli & Salanova, 2011). Work engagement, on the other hand, simply relates to the interaction between employees and their work. Employee engagement may also include relationships with organisations and their professional or occupational tasks (Schaufeli & Salanova, 2011; Gupta et al., 2015; Ulibrk et al., 2018).

Researchers have not yet agreed on a single definition of engagement (Shuck, 2011). According to Saks and Gruman (2014), Kahn (1990) and Schaufeli et al. (2002) definitions of engagement are the ones that are used the most commonly. Personal engagement was initially introduced by Kahn (1990), who defined it as "the harnessing of organisation members' selves to their professional duties" (p. 694). In other words, according to Kahn (1990), involvement is defined as exerting one's complete self while simultaneously allocating one's emotional, physiological, and cognitive resources on the job. Work engagement is defined by Schaufeli et al. (2002, p. 74) as "a positive, rewarding state of mind that is tied to work and is marked by vigour, devotion, and absorption" (p. 74). The term "vigour" describes a feeling of intense energy, mental fortitude while working, and a willingness to put forth effort in one's task and persist even in the face of difficulties. While absorption is defined as being happily absorbed in one's job, in a way that makes time fly by and makes it difficult to disengage from work, dedication relates to a strong sense of relevance, excitement, and participation in one's work (Schaufeli et al., 2002).

Engagement was defined by Leiter and Bakker (2010, pp. 1-2) as "a positive, gratifying, emotional and motivational state of work-related well-being." Employees who

are engaged, according to this theory, (i) feel pushed to work toward accomplishing difficult goals, (ii) passionately devote their own energy to their work, and (iii) are deeply invested in it (Csikszent-mihalyi, 1991; Abadi et al., 2021; Akyurt, 2021). More so, Shuck and Wollard (2010, p. 103) described employee engagement as "a specific employee's cognitive, emotional, and behavioural state focused on desirable organisational results". Employee engagement also refers to a person's interest in and happiness with their work, as well as their level of zeal (Akyurt, 2021).

As seen above, job and organisational engagement are both often a part of employee engagement (Ulibrk et al., 2018). According to Wefald and Downey (2009), organisational engagement is the simultaneous investment of an employee's physical, mental, and emotional energies in active, complete work performance. Job engagement is the psychological state of fulfilment with one's work (Rich, LePine & Crawford, 2010). According to the study of (Kahn, 1990), employee engagement is defined as an employee's concurrent deployment of psychological, physiological, and intellectual resources for the accomplishment of the employee's job functions. Employee engagement is a motivating condition that is characterised by giving one's all to a job (Meyer & Gagné, 2008; Rich et al., 2010). Kahn (1990) examined engagement fluctuations using the role theory and discussed the behavioural and mental factors involved in stepping up into one's professional role. The continuous moment-to-moment commitment of one's psychological, physiological, and mental resources to one's professional role is what Kahn (1990) defined as involvement.

Overall, engagement is considered as a flow of motivating state premised on either unconscious or conscious choices, in contrast to other conceptions of motivation (Kahn & Fellows, 2014). According to Kahn (1990), three preconditions—psychological accessibility, mental security, and cognitive meaningfulness—are essential for establishing this engaged posture. Employees need to ask themselves the following three questions to recognise this, according to him. (i) How significant is it for me to deploy my total being on this performance? (ii) How risky is doing so? Secondly, (iii) how readily am I able to do so?" (Kahn, 1990, p.703). Following this, the idea that cognitive meaningfulness, security, and accessibility are related to engagement was supported empirically by scholars including May, Gilson, and Harter (2004). Rich et al. (2010) investigated each of these origins of engagement using proxies such as core personality to depict accessibility, value coherence to depict meaningfulness, and perceived support

of the organisation to depict mental security. They discovered evidential basis for each of these origins of engagement.

Whereas Kahn's (1990) definition and methodology started the engagement revolution, Schaufeli et al (2002) definition—whose engagement model is based on burnout research—is the one that is most widely mentioned in the literature. Burnout is described as a long-lasting condition of disengagement in which employees encounter emotional depletion, depersonalization, and decreased personal accomplishment by Maslach et al. (2001). According to Schaufeli et al. (2002), engagement is the exact opposite of burnout. Later, Schaufeli et al. (2002) proposed a three-part conceptualization of engagement, including vigour (e.g., maintaining mental fortitude while working), dedication (e.g., experiencing a sense of passion and challenge at work), and absorption (e.g., becoming mentally absorbed in one's work) (Ulbrich et al., 2018; Akyurt, 2021).

In contrast to both Kahn's (1990) and Schaufeli et al. (2002), Macey and Schneider (2008) proposed that engagement has trait-like and state properties. They observed that state engagement, trait engagement, and behavioural engagement are three separate phases of the process of engagement (Macey & Schneider, 2008; Akyurt, 2021). Trait engagement was used to describe a long-term relationship that was proactive and devoted, mirroring individual temperament. State engagement, which comes after trait engagement, is referred to be an affective dimension that resembles assimilation and vitality (Schaufeli et al., 2002). Macey and Schneider (2008) stated that behavioural engagement includes observable behaviours most closely related to extra-role behaviours, such as organisational commitment and individual responsibility.

Research have shown that some ideas of engagement, such as those by Schaufeli et al. (2002) and Macey & Schneider (2008), are confused with other factors like exhaustion, satisfaction, and innate drive, respectively, and lack consistency as to what engagements are and are not (Cole et al., 2012; Budriene & Diskiene, 2020). Recent research demonstrates that satisfaction, internal motivation, and job involvement are logically and statistically separate from Kahn's (1990) model of engagement (Rich et al., 2010). On the other hand, Schaufeli et al (2002) definition have a lot in common with (Cole et al., 2012). Furthermore, despite the importance that Macey and Schneider's (2008) process model has received (Culbertson et al., 2012), each element of their model also contains significant confounding constructs such as job involvement, commitment, and satisfaction.

From the foregoing, the study adopts Kahn's (1990) definition and conceptualization of engagement as employee's concurrent deployment of psychological, physiological, and intellectual resources for the accomplishment of the employee's job functions. Consequently, individuals are involved in their work when they express themselves and use their bodies, minds, and emotions while carrying out their job duties (Kahn & Fellows, 2014; Kahn, 1990). This conception of work engagement is used in the study because it stands out from other complicating concepts of motivation.

2.2 Employee Engagement and Performance.

Historically, an employee's performance has been assessed based on how well they fulfil the activities listed in their job description. However, the evolving nature of work and organisations has put these conventional notions of work performance to the test, prompting managers and supervisors to set more demanding standards for workers (Griffin et al., 2007; Motyka, 2018). Today's supervisors and managers anticipate that their staff members will go above and beyond the requirements of their job descriptions and exhibit proactive work performance, which can be defined by proactive behaviours like individual innovation and feedback inquiry that show staff members' self-started, prompt action to change and improve a specific circumstance or themselves. Employee involvement thereby enhances productivity in terms of task completion, organisational behaviour, profitability, voluntary effort, work overload, length of working hours, psychological well-being, and customer happiness. Because of this, scholars (e.g., Christian et al., 2011; Rich et al., 2010; Van Wingerden et al., 2018) have advocated for a multifaceted strategy to boost performance by putting a special emphasis on employee engagement (Ćulibrk et al., 2018).

According to Bakker et al. (2012), employee work engagement is characterized by "a positive, rewarding, work-related frame of mind that is marked by vitality, devotion, and intensity". Engagement, as mentioned by its definition, has three distinct components. The first dimension, vigour, is characterised as the high levels of vigour that employees might display when working. The second dimension, dedication, is demonstrated by those who put a lot of effort into their profession and have a feeling of challenge, excitement, and purpose (Van Wingerden et al., 2018). Absorption the third dimension of engagement, is denoted by the state of being completely absorbed in one's activity, in which time goes rapidly and one finds it difficult to disengage from it. As such, engaged employees develop their own personal and work resources (such as peer or management

support), feel positivity (such as enthusiasm, happiness), and are frequently physically and mentally healthier. Hence, it is thought that engaged workers can perform better than those that are less engaged (Bakker et al., 2008; Bakker et al., 2012; Motyka, 2018). Consequently, the combination of job and personal resources has a major impact on engagement, which enhances job performance. Therefore, fully engaged workers generate their own resources, are closely involved, and deliver good outcomes (Memon et al., 2018).

A rising number of research have shown a positive, albeit modest, association between work engagement and job performance utilising a range of theoretical frameworks (e.g., Memon et al., 2018; Motyka, 2018; Akyurt, 2021). Numerous empirical studies on the subject have shown that when given the right job resources, such as supervisory support, performance feedback, autonomy, and learning opportunities, employees become more engaged at work, which will improve their performance at work (Leiter & Bakker, 2010). It is thought that job resources trigger a motivational strategy that gives workers a way to accomplish significant work-related goals and fosters their learning, growth, and development (Bakker et al., 2012). The job demands-resource (JD-R) model, a well-known conceptual model used in recognising how specific job characteristics—such as demands and resources—contribute to clarifying variability in both in-role and extra-role performance via work engagement, supports this relationship between work engagement and performance. According to Chughtai and Buckley (2011), in-role performance specifically refers to actions associated with one's official job role, but extra-role performance includes employee-displayed discretionary behaviours associated with the efficient operation of the company (Bakker et al., 2012; Guo et al., 2017; Čulibrk et al., 2018; Akyurt, 2021).

In their cohort of 54 Dutch teachers, Bakker and Bal (2010) discovered a favourable relationship between weekly work engagement between in-role and extra-role productivity. Additionally, it was found that work engagement acted as the mediator between work resources and extra-role and in-role performance. This finding suggests that teachers who were offered the freedom to make decisions in their line of work and opportunities for professional growth were more engaged and, as a result, demonstrated high levels of performance on the job. These results show that motivated workers not only perform effectively in their assigned duties but also go above and beyond their own responsibilities to engage in activities that are beneficial to the company. This is because

they are given resources relating to their jobs, such as autonomy (i.e., extra-role behaviours). Additionally, several other scholars (Mahmood & Sahar, 2017; Poon, 2013; Shuck, Reio & Rocco, 2011) show that increase in employee engagement lead to improved performance that give the firm a competitive edge. According to Buckingham and Coffman (2014) and Akyurt (2021), higher levels of engagement, push employees' drive toward efficacy and enable them to perform tasks more efficiently. The study concludes that there is a correlation between the work engagement of employees and their performance in the healthcare sector of Ghana.

2.3 The Mediating Role of Job Satisfaction

Job satisfaction explains the attitude of employees toward their job. It represents the degree of happiness that employees experience when their needs and wants are met at work. Numerous schools of thought have attempted to define job satisfaction in a variety of ways. Job satisfaction is an enjoyable or pleasant emotional state brought on by an evaluation of one's job or work experience. According to Locke (1976), job satisfaction is a feeling of contentment that results from a person's assessment of their work or experiences. The concept of job satisfaction takes cognition and effect into account. While the cognitive element includes thoughts and beliefs about the profession, the effect aspect focuses on emotions and reactions related to the job (Cook, 2008; Karanika-Murray et al., 2015; Giménez-Espert et al., 2020).

Similarly, job satisfaction is described as the level of liking or disliking one's employment or people's attitudes regarding their jobs as a measure of job satisfaction (Karanika-Murray et al., 2015). Accordingly, job satisfaction is a collection of emotions that employees experience in relation to their employment. These imply that a happy employee is one who is content with all aspects of their work. Studies have demonstrated that circumstances can either result in job contentment or discontent (Giménez-Espert et al., 2020). When workers are involved in their task, they enter an interactive mode that is filled with obstacles, motivations, and pride (Garg, Dar & Mishra, 2017; Giménez-Espert et al., 2020). These employees' interactional style of work engagement helps them be more satisfied with their jobs. According to Lu et al. (2016), job satisfaction is the result of each individual dimension that makes up work engagement. According to Karanika-Murray et al. (2015), employees who are actively involved in their work and put in effort and dedication are, in turn, satisfied with their positions. Meanwhile, employees who have

low levels of involvement with their jobs and their organisations are more likely to be negatively impacted by stressful situations at work.

Additionally, highly engaged workers are more satisfied with their jobs than disengaged workers. In his study, Saks (2006) makes the case that highly engaged workers exhibit a joyful behaviour and attitude at work. More studies have concluded that employee involvement plays a role in influencing job satisfaction (e.g., Karatepe, 2013; Giménez-Espert et al., 2020; Han et al., 2020). The relationship between the feeling part of involvement and job satisfaction has been proven by some experts. Towers (2009) claimed that "the emotions tie to people's fulfilment and the sense of motivation and validation they have from their job and being engaged with the organisation" (p. 5). However, Macey and Schneider (2009) disagreed, saying that "being content with the job doesn't really imply the employee has an emotional involvement with their employment, and it also does not result in their engagement."

From the foregoing, employee engagement is regarded as essential to organisational performance because it explains why some workplaces go above and beyond as especially in comparison to others, while doing their jobs. Engagement is beneficial to employees at personal levels in executing their roles and minimises their motivation to leave. For instance, studies show that public sector employees who are engaged are: (1) two times more likely to stay in their present role (2) twice as likely to think they can change there and (3) thrice more probable to commend that they are fulfilled in their job roles. Thus, it can be deduced that satisfaction in a job can serve as a mediator in the engagement of an employee and the performance of an organization (Karatepe, 2013; Han et al., 2020; Giménez-Espert et al., 2020).

2.4 Theoretical Framework

2.4.1 The Theory of Social Exchange

According to the theory of social exchange (Blau, 1960), parties' interactions create a pattern of reciprocity and perhaps quid pro quo reciprocity in interdependent relationships. According to the reciprocity norm, when one party receives favourable treatment, they are required to reciprocate favourably. In other words, when one party offers a benefit, the recipient party is required to return the favour. The reverse would also hold true; when poor behaviour or unfavourable treatment is displayed, it will be met with undesirable behaviour in return. Giving benefits in social exchanges is optional, as

opposed to getting physical advantages or goods in commercial exchanges (Aryee et al., 2002).

Previous research has provided evidence for the social exchange theory and the reciprocity norm's application to organisations (e.g., Eisenberger et al., 1990). As an illustration, when employees feel that their employer cares about them and invests in them, they feel obligated to treat the company well in return (Dejoy et al., 2010). In other words, customers or employees react in line with how they believe they are being treated by their company. Dejoy et al. (2010) discovered that management commitment to occupational safety functions boosted social exchange interactions in that workers were observed to react more favourably when they perceived higher levels of organisational support for workplace safety.

The relationship between worker satisfaction, productivity, and workplace engagement has been supported by both theoretical evaluations and research evidence. Employee engagement includes vigour, dedication, and absorption among its traits. The current study makes the same claim based on the social exchange theory: workers who are engaged in their work roles are more likely to be content with their occupations and, as a result, provide the organisation with higher-quality performance. Therefore, the theory of social exchange (Blau, 1960) is used in this study as the underlining framework to describe how employee work engagement, work satisfaction, and efficiency are interrelated in the healthcare sector of Ghana.

2.4.2 The Theory of Job-Demands Resources

According to the theory of Job Demands-Resources (JD-R), all job characteristics can be divided into two categories: resources or demands (Bakker & DeMerouti, 2007). Job demands are "those physiological, mental, social, or managerial aspects of the job that requires ongoing physical and/or mental (cognitive and emotional) exertion or abilities and are thus related with certain biological and/or psychological costs," (Bakker & DeMerouti, 2007, p. 312). The components of a job that "are either functional in attaining work goals, decrease working pressures, or inspire self-improvement, learning, and development" are known as job resources (Bakker & DeMerouti, 2007, p. 312). They contend that when employees must exert high levels of sustained effort to meet job expectations, this results in job strain, and that workplace resources give workers both internal and extrinsic motivation.

Also, the impact of job demands and resources, respectively, on employee outcomes like job performance are moderated by job strain and motivation. While the theory suggests that job demands are mainly related to exhaustion (job strain) and job resources are primarily related to work involvement (motivation), meta-analytic evidence shows that job demands not only worsen burnout but also unfavourably connect to work engagement (Crawford et al., 2010; Bakker et al., 2014)). The Utrecht job engagement scale is mostly redundant with measures of job burnout, according to a different meta-analysis (Cole et al., 2012).

Job satisfaction is an emotional response to different aspects of one's professional achievements (such as salary, status, knowledge, and skills) based on accumulated work experiences, work environment, supervisor management, benefits, rewards, and recognition in the organisation (Seibert et al., 2013). Therefore, work engagement and job satisfaction are positively correlated because highly engaged workers put in more physical, mental, and emotional effort to execute their jobs and accomplish their goals at work (Rich et al., 2010; Giménez-Espert et al., 2020). High job performance and the attainment of work objectives are rewarded with pay raises and a sense of self achievement, which in turn lead to job satisfaction (Bergeron et al., 2013).

Furthermore, robust work activity denotes persistent high levels of physical effort and fortitude while working (Schaufeli et al., 2006). This helps to achieve long-term goal through sustained physical effort (Kahn, 1990; Richet al., 2010). Being emotionally invested, enthusiastic, and showing pride in one's work are all examples of dedication (Schaufeli et al., 2006). The achievement of work goals and general job satisfaction should be facilitated by people who are more emotionally committed to their work responsibilities (Kahn, 1990; Rich et al., 2010; Giménez-Espert et al., 2020). These individuals can also preserve authenticity and emotional resilience. Absorption, the third element of job engagement, denotes that the person puts a lot of cognitive effort into their task (Schaufeli et al., 2006). Because they are more "vigilant, alert, and concentrated," people who utilise cognitive effort are better at attaining their goals at work (Rich et al., 2010, p. 619). Attaining work objectives should boost happiness over time and enhance organisational performance in the long run.

2.5 Conceptual Framework and Hypotheses

According to Maxwell (2004), conceptual framework is a visual or textual description of the main ideas, theories, or variables being studied, together with the interactions that are

assumed to exist between them. It serves as a model of the world you intend to examine, as well as an attempt to explain what is happening to these things and why. This theory serves as a guide for the remaining components of your design, aiding in the evaluation and improvement of your objectives, the creation of pertinent and realistic research questions, the choice of suitable methodologies, and the identification of potential validity threats to your conclusions.

The main goal of this research is to examine the impact of employee work engagement on job satisfaction and ultimately organizational performance in Ghana's healthcare sector from the social exchange perspective. According to the study, increasing job satisfaction through employee work ultimately improves the performance of an organisation. The overall model is illustrated in Figure 2.1 below.

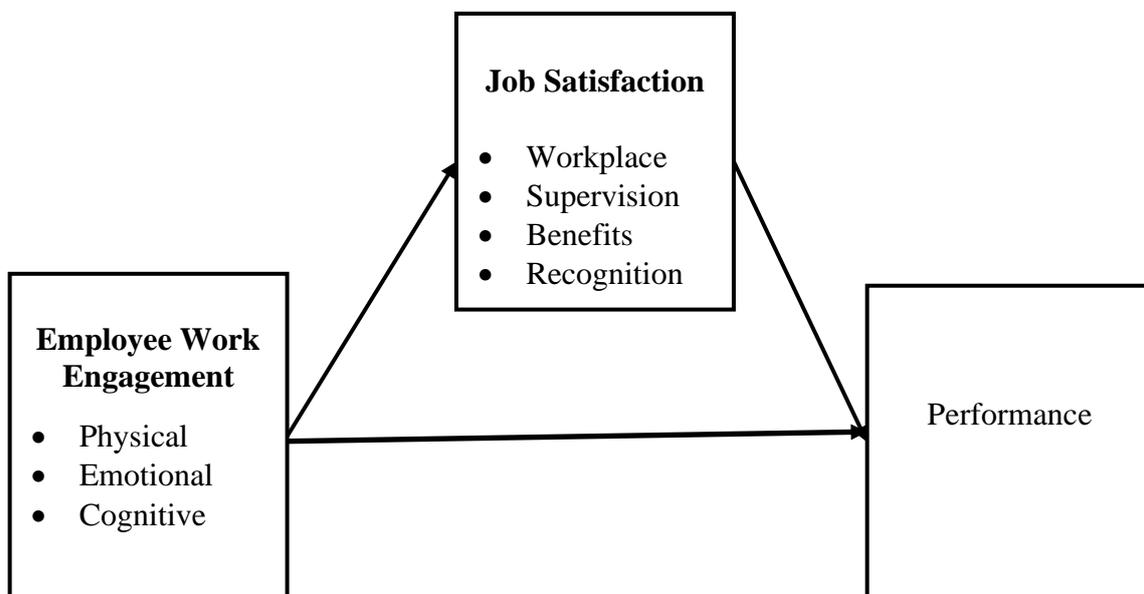


Figure 2.1: Conceptual Framework and Hypothesis

Four categories of hypotheses are developed based on the framework. The first category of hypotheses investigates the causes of employee engagement among healthcare employees in Ghana. The research suggests that:

- H1a: Physical engagement is a significant dimension of employee engagement in Ghana's healthcare sector.
- H1b: Emotional is a significant dimension of employee engagement in Ghana's healthcare sector.

- H1b: Cognitive engagement is a significant dimension of employee engagement in Ghana's healthcare sector.

The second level of hypotheses analyses the result of employee engagement at the level of the individual employee and the level of the organization. The study proposes that:

- H2a: Employee engagement positively affects the performance of an organization in the healthcare sector of Ghana.
- H2b: Employee engagement positively affects employee's satisfaction with jobs in the healthcare sector of Ghana.

The third category of the hypotheses evaluated the elements that contribute to the job satisfaction of employee in the healthcare sector of Ghana. Therefore, the study suggests that:

- H3a: The environment of the workplace is an important part of employee job satisfaction in the healthcare sector of Ghana.
- H13b: The management of supervision is an important part of employee job satisfaction in the healthcare sector of Ghana.
- H3c: Rewards and benefits is an important part of employee job satisfaction in the healthcare sector of Ghana.
- H3d: Awards and recognitions is an important part of employee job satisfaction in the healthcare sector of Ghana.

The fourth category of hypotheses determines the result and mediating functions of job satisfaction. In this regard, the study opines that:

- H4a: Satisfaction with job is positively correlated with the performance of an organization in the healthcare sector of Ghana.
- H4b: Satisfaction with job mediates the connection between employee engagement and the performance of an organization in the healthcare sector of Ghana.

3 METHODOLOGY

3.1 Research Design

This outlines the systems and procedures for information gathering and analysis and is a master plan of the techniques and processes that the researcher will use to gather and evaluate data (Neuman, 2007). It is also a framework or plan used to carry out a study. Consequently, it provides an outline of the researcher's broad strategy for addressing the study issue (Saunders, Lewis & Thornhill, 2012). The study uses a cross-sectional survey approach to gather quantitative information about the phenomenon being studied and utilises an exploratory research design.

According to academics, exploratory research entails gathering data to address concerns about present phenomena (Saunders et al., 2012). When learning more about a social phenomenon is the goal of the study, exploratory research is performed. As a result, the objective is to explore social phenomena without expressing any clear expectations and does not seek to offer definitive answers to the research topics (Saunders et al., 2012). Furthermore, when learning more about the range of variables at play in a circumstance is one of the research goals, the exploratory research design is used. It is also used to identify and develop backup plans of action during the investigation. Additionally, the design aids in deciding on the most acceptable techniques for gathering data and subject choices (Saunders et al., 2012).

3.2 Population, Sample and Sampling Procedure

The population of the study comprises both administrative and healthcare professional in the healthcare sector of Ghana. This is so that the study, which uses the health industry as an example, may examine how employee engagement, job satisfaction, and performance are related to one another. Executives and health workers can thus inform others on how employees' participation in work activities affects their job satisfaction and, consequently, impacts organisational performance. Probability and non-probability sampling procedures are the two basic sampling strategies. A sampling approach known as probability sampling is one in which every person of the population has an equal chance of being chosen to be a part of the sample, as opposed to non-probability sampling, in which each member of the population has a different chance of being chosen (Jackson, 2010; Neuman, 2007).

To choose study participants, this study uses a non-probability sampling technique. Convenience sampling, purposeful sampling, and quota sampling procedures are a few examples of non-probability sampling methods (Saunders et al., 2012). Based on the availability of informants and participants, the purposive sample strategy was utilised to pick healthcare administrators and professionals in the healthcare sector of Ghana for this study (Etikan, Musa, & Alkassim, 2016). To gather data for the study, 150 healthcare professionals and managers from different hospitals in the healthcare sector of Ghana were chosen as the target sample.

3.3 Data Collection: Instrument and Procedure

Over the course of three weeks in July 2022, quantitative data was gathered from the target sample utilising a standardised questionnaire. The questionnaire was created to gather data on respondents' demographics as well as information on organisational performance, job happiness, and employee engagement. Structured questionnaires can be constructed more quickly than other data gathering techniques, can collect a wide range of data, and are also extremely cost-effective (Neuman, 2007). Nevertheless, respondents to structured questionnaires may not provide accurate information, and data mistakes caused by missing values may arise. However, it was decided that the best strategy for gathering data for this study was a cross-sectional survey. A well-structured questionnaire is also known to be quite valid and trustworthy when used in exploratory investigations like the one being conducted here (Neuman, 2007).

The instrument for the structured questionnaire was adapted from the literature. There were four primary sections to the structured questionnaire. Information about the demographics and employment history of the employees was gathered in Section A. The information about employee work involvement was gathered in Section B. Finally, Section D gathered data on organisational performance. Section C collected data on employee work satisfaction. Close-ended questions of the Likert scale type were used as the data collecting tool, and respondents were asked to rate how much they agreed or disagreed with assertions made regarding the various study subjects. Scores for the closed-ended questions ranged from 1 for strongly disagree to 5 for strongly agree, and from 1 for very small degree to 5 for a very big degree

The targeted sample of 150 healthcare and administrative personnel in the healthcare sector of Ghana in the metropolis of Accra received the questionnaires. Within three weeks of distribution, the questions were sent to the respondents via a jot-forms link

for online completion. The total of 148 completed replies were received at the end of the session and were ready for data analysis.

3.4 Measures

The construct measures are derived from the existing literature, guaranteeing their reliability and robustness. Employee Engagement: According to Rich et al. (2010), the UWES omits Kahn's (1990) original idea since it contains confusing items that measure the antecedent conditions of engagement rather than engagement itself. Rich et al. (2010) attempted to construct and test a different measure that more closely represents Kahn's notion by capturing three engagement sub-dimensions to overcome this issue (i.e., physical, emotional, and cognitive engagement). The findings indicate a sound organisational framework for the three subdimensions of involvement, but they have not been verified across a range of cultures and business sectors (Jeung, 2011). To assess employee engagement about the degree to which individuals allocate physiological, psychological, and cognitive resources to fulfil a job role or task, this study uses the UWES-9 global scale revised by Rich et al. (2010). A 5-point Likert scale was used to measure the indicators.

Job Satisfaction: Workplace satisfaction, satisfaction with supervisors and management, satisfaction with perks and rewards, and satisfaction with the acknowledgment received for contributions made to the organisation were all measured using Spector's (1994) four dimensions of the job description scale. A 5-point Likert scale was used to evaluate the items, with 1 denoting strongly disagree and 5 denoting strongly agree.

Performance: A modified 5-point Likert scale was used to evaluate organisational performance (Shackleton, 2007). A 5-point Likert scale was used to evaluate the items, with 1 denoting strongly disagree and 5 denoting strongly agree.

3.5 Method of Data analysis

Using the SmartPLS version 3.2 software, each of the completed surveys was appropriately coded and analysed (Ringle et al., 2015). To present the results of the demographic data with frequency tables, descriptive statistics were created. To address the research questions given by the study, structural equation modelling (SEM) was then employed to identify the various inter-correlation among the variables under consideration. The potential of PLS to maximise explained variation is the driving factor

for the selection of the SEM-PLS strategy (Hair et al., 2016). The method was found adequate to investigate how job satisfaction influences the interaction between the work engagement of employee and their performance in the healthcare sector of Ghana.

4 RESULTS AND ANALYSIS OF DATA

4.1 Characteristics of Respondents

Overall, data collected from a total of 148 respondents was used in the data analysis. The respondents comprised of 55% males and 45% females, majority of whom are below 30 years (49%) demonstrative of the young labour force in Ghana's healthcare sector. The dominant education qualifications among respondents are diploma (51%) and bachelor (23%) indicative of the structure of Ghana's healthcare education where majority of nurses complete 3-year diploma or 4-year bachelor's in nursing from accredited nursing training colleges or universities. Most respondents have worked for below 5-years (43%) and between 5-10 years (24%). The dominant positions are nurse/mid-wife (44%) as they form majority in the various hospitals and healthcare facilities across the country. Respondents were from 9 hospitals and healthcare facilities in metropolis of Accra in Ghana. Details of respondents' characteristics are shown in Table 4.1 below.

4.2 PLS measurement model validation

The key concepts – employee engagement, job satisfaction and organizational performance were modelled as reflective constructs in this study accordingly to recommendations by Hair et al. (2017). The validity of the measures was assessed by the average variance extracted criterion whilst the reliability of the measures used in the study were examined using the Cronbach's alpha and composite reliability tests (Hair et al., 2017; Chin, 1998). The results show acceptable validity and of the measures with Cronbach's alpha values (0.731 to 0.903) and composite reliability (0.731 to 0.903) values of constructs being greater than 0.70 whereas AVE (0.731 to 0.903) values are above 0.50. See Table 4.2 for details.

In terms of discriminant validity, results for Fornell and Larcker (1981) criterion in Table 4.3 show acceptable validity because constructs loaded higher on themselves than on other constructs. Similarly, as shown in Table 4.4, results for Heterotrait-monotrait HTMT tests indicate acceptable validity at the strict HTMT 0.85 specificity criterion. Finally, cross loadings in Table 4.5 show that indicators load higher on their constructs than on others, therefore depicting acceptable validity of the measurement model.

Table 4.1: Characteristics of the Respondents

	<i>Freq</i>	<i>Percent</i>		<i>Freq.</i>	<i>Percent</i>
Gender			Work Years		
Male	82	55%	Below 5 years	63	43%
Female	66	45%	5 - 10 years	35	24%
	148	100%	11- 15 years	30	20%
			16 - 20 years	14	9%
Age			Above 20 years	6	4%
Below 30 years	72	49%		148	100%
30 - 40 years	37	25%			
41 - 50 years	21	14%			
51 - 60 years	13	9%	Job Title		
Above 60 years	5	3%	Accounts	4	3%
	148	100%	Administration/HR	6	4%
Education			Counselling	8	5%
Secondary	5	3%	Lab Technician	18	15%
Diploma	75	51%	Pharmacy	15	10%
Bachelor	34	23%	Doctor/Physician	12	8%
Postgraduate	18	12%	Nurse/mid-wife	65	44%
Doctoral	16	11%	Marketing	9	6%
	148	100%	Research/Data Entry	5	3%
			Database and IT	4	3%
			CEO	2	1%
Institution				148	100%
Korle Bu Hospital	56	38%			
37 Military Hospital	18	12%			
Ridge Hospital	30	20%			
Holy Trinity	15	10%			
Yeboah Hospital	11	7%			
Kasoa Health Centre	5	3%			
DEL International	4	3%			
Lapaz Community	2	1%			
The Trust Hospital	7	5%			
	148	100%			

Table 4.2: Measurement model validation

	α	CR	AVE
1. Employee Engagement	0.84	0.86	0.72
1a. Physical Engagement	0.86	0.90	0.60
1b. Emotional Engagement	0.82	0.87	0.53
1c. Cognitive Engagement	0.73	0.82	0.65
2. Job Satisfaction	0.83	0.86	0.76
2a. Workplace Satisfaction	0.81	0.86	0.60
2b. Supervisor Satisfaction	0.71	0.78	0.58
2c. Benefits Satisfaction	0.86	0.73	0.68
2d. Recognition Satisfaction	0.74	0.78	0.77
3. Employee Performance	0.88	0.91	0.68

Table 4.3: Fornell-Larcker criterion

	Employee Engagement	Physical Engagement	Emotional Engagement	Cognitive Engagement	Job Satisfaction	Workplace Satisfaction	Supervisor Satisfaction	Benefits Satisfaction	Recognition Satisfaction	Employee Performance
Employee Engagement	0.521									
Physical Engagement	0.861	0.773								
Emotional Engagement	0.684	0.325	0.726							
Cognitive Engagement	0.583	0.319	0.608	0.677						
Job Satisfaction	0.577	0.214	0.402	0.069	0.491					
Workplace Satisfaction	0.496	0.515	0.330	0.094	0.889	0.662				
Supervisor Satisfaction	0.371	0.343	0.377	-0.023	0.761	0.378	0.690			
Benefits Satisfaction	0.079	0.210	-0.022	-0.168	0.502	0.240	0.374	0.648		
Recognition Satisfaction	0.651	0.681	0.395	0.197	0.662	0.433	0.519	0.285	0.656	
Employee Performance	0.180	0.119	0.115	0.183	0.312	0.266	0.376	0.090	0.096	0.826

Table 4.4: Heterotrait-monotrait ratio (HTMT)

	Employee Engagement	Physical Engagement	Emotional Engagement	Cognitive Engagement	Job Satisfaction	Workplace Satisfaction	Supervisor Satisfaction	Benefits Satisfaction	Recognition Satisfaction	Employee Performance
1. Employee Engagement										
1a. Physical Engagement	0.887									
1b. Emotional Engagement	0.837	0.356								
1c. Cognitive Engagement	0.901	0.409	0.306							
2. Job Satisfaction	0.694	0.688	0.501	0.338						
2a. Workplace Satisfaction	0.555	0.600	0.381	0.234	0.997					
2b. Supervisor Satisfaction	0.554	0.473	0.524	0.229	1.040	0.697	0.000			
2c. Benefits Satisfaction	0.358	0.272	0.189	0.333	0.895	0.367	0.730			
2d. Recognition Satisfaction	0.779	0.814	0.556	0.337	0.934	0.543	0.586	0.502		
3. Employee Performance	0.264	0.144	0.152	0.295	0.350	0.325	0.483	0.166	0.157	

Table 4.5: Cross loadings

	Physical Engagement	Emotional Engagement	Cognitive Engagement	Workplace Satisfaction	Supervisor Satisfaction	Benefits Satisfaction	Recognition Satisfaction	Employee Performance
PHYENG_1	0.729	0.344	0.268	0.428	0.375	0.144	0.548	0.121
PHYENG_2	0.738	0.246	0.285	0.340	0.262	0.177	0.563	0.043
PHYENG_3	0.820	0.294	0.201	0.426	0.332	0.161	0.607	0.081
PHYENG_4	0.794	0.245	0.274	0.453	0.162	0.100	0.533	0.124
PHYENG_5	0.766	0.179	0.197	0.309	0.154	0.204	0.463	-0.012
PHYENG_6	0.784	0.185	0.249	0.418	0.292	0.196	0.430	0.185
EMOENG_1	0.083	0.576	0.118	0.052	0.071	-0.083	0.208	-0.015
EMOENG_2	0.104	0.629	-0.072	0.206	0.264	0.011	0.161	-0.048
EMOENG_3	0.362	0.849	0.255	0.306	0.286	-0.025	0.360	0.175
EMOENG_4	0.292	0.780	0.193	0.233	0.396	0.012	0.320	0.117
EMOENG_5	0.082	0.603	0.123	0.268	0.275	0.102	0.215	0.086
EMOENG_6	0.321	0.864	0.193	0.314	0.304	-0.078	0.369	0.083
COGENG_2	0.286	0.229	0.736	0.015	0.020	-0.063	0.145	0.204
COGENG_4	0.223	0.179	0.732	0.079	0.026	-0.124	0.183	0.314
COGENG_5	0.243	0.078	0.834	0.073	-0.067	-0.143	0.152	-0.012
COGENG_6	0.243	0.188	0.794	0.093	-0.010	-0.135	0.180	0.196
COGENG_7	0.243	0.078	0.834	0.073	-0.067	-0.143	0.152	-0.012
WWSAT_1	0.345	0.221	0.082	0.754	0.295	0.205	0.288	0.197
WWSAT_2	0.534	0.276	0.135	0.772	0.272	0.232	0.495	0.104
WWSAT_3	0.336	0.178	-0.004	0.650	0.268	0.229	0.325	0.108
WWSAT_5	0.324	0.172	0.032	0.717	0.261	0.194	0.280	0.198
WWSAT_7	0.228	0.274	0.022	0.646	0.529	0.056	0.116	0.329
WWSAT_8	0.400	0.341	0.111	0.652	0.626	0.132	0.320	0.263
SUPSAT_1	0.270	0.379	0.080	0.496	0.830	0.139	0.281	0.410
SUPSAT_2	0.152	0.370	0.013	0.425	0.794	0.054	0.198	0.386

BENSAT_1	0.164	0.012	-0.093	0.211	0.319	0.800	0.238	0.132
BENSAT_1	0.164	0.012	-0.093	0.211	0.319	0.800	0.238	0.132
BENSAT_2	0.211	-0.010	-0.178	0.221	0.342	0.882	0.295	0.045
BENSAT_3	0.145	-0.038	-0.137	0.167	0.296	0.754	0.122	0.060
REGSAT_1	0.571	0.178	0.048	0.359	0.326	0.313	0.792	0.090
REGSAT_2	0.722	0.322	0.215	0.424	0.256	0.167	0.859	0.031
REGSAT_3	0.377	0.446	0.213	0.201	0.320	0.220	0.646	0.103
PERF_2	0.093	0.129	0.081	0.264	0.310	0.078	0.087	0.908
PERF_3	0.120	0.080	0.157	0.255	0.264	0.101	0.102	0.804
PERF_4	0.097	0.050	0.243	0.198	0.304	0.049	-0.009	0.871
PERF_5	0.081	0.118	0.194	0.183	0.329	0.070	0.040	0.795

4.3 Results of Model Specification

To determine the multiple interrelationships among the constructs, the PLS algorithm in SmartPLS 3 was run. The standard bootstrapping method was also run to determine the significance of the hypothesized relationships among the constructs in the model (Hair et al., 2017). The standard path coefficients (β) and explanatory powers R^2 for the relationships are shown. Results of bootstrapping to determine path significance are also shown in **Figure 4.1**.

As hypothesised in H1a and H1b, the results suggest that physical engagement ($\beta = 0.768$, p value = 0.000, $p \leq 0.01$) and emotional engagement ($\beta = 0.381$, p value = 0.000, $p \leq 0.01$) are significantly positive components of employee work engagement among employees surveyed in Ghana's healthcare sector. On the other hand, cognitive engagement ($\beta = 0.025$, p value = 0.171, n.s.) turns out low and statistically non-significant component of employee engagement in Ghana's healthcare sector, thereby not providing support for H1c. In terms of outcomes, the relationship between employee engagement and job satisfaction ($\beta = 0.019$, p value = 0.648, n.s.) as well as organizational performance ($\beta = 0.008$, p value = 0.928, n.s.) were positively low and statistically non-significant thereby not supporting hypotheses H2a and H2b.

Also, results show support for H3a and H3b where workplace environment ($\beta = 0.401$, p value = 0.000, $p \leq 0.01$) and supervision management ($\beta = 0.629$, p value = 0.000, $p \leq 0.01$) exhibited positively high and statistically significant effect on job satisfaction. In other word, the workplace environment and supervision received by healthcare workers constitute significant aspects of their satisfaction with their jobs. Contrary to H3c, however, benefits and rewards ($\beta = -0.017$, p value = 0.590, n.s.) received by workers in Ghana's healthcare sector is detrimental to their job satisfaction, although the effect is statistically non-significant. This implies that the level of benefits and rewards received by surveyed employees in Ghana's healthcare sector rather decreases their job satisfaction. Furthermore, the results show that employee recognition ($\beta = 0.011$, p value = 0.784, n.s.) is a positively weak component of job satisfaction in Ghana's healthcare sector. This implies that perhaps employees feel their work and contribution is not recognised enough, and this demotivates and decreases their level of satisfaction with their jobs. As hypothesized in H4a, the result show that indeed job satisfaction ($\beta = 0.384$, p value = 0.000, $p \leq 0.01$) has significant and moderately positive impact on organizational performance in Ghana's healthcare sector. See Table 4.6 below for more details.

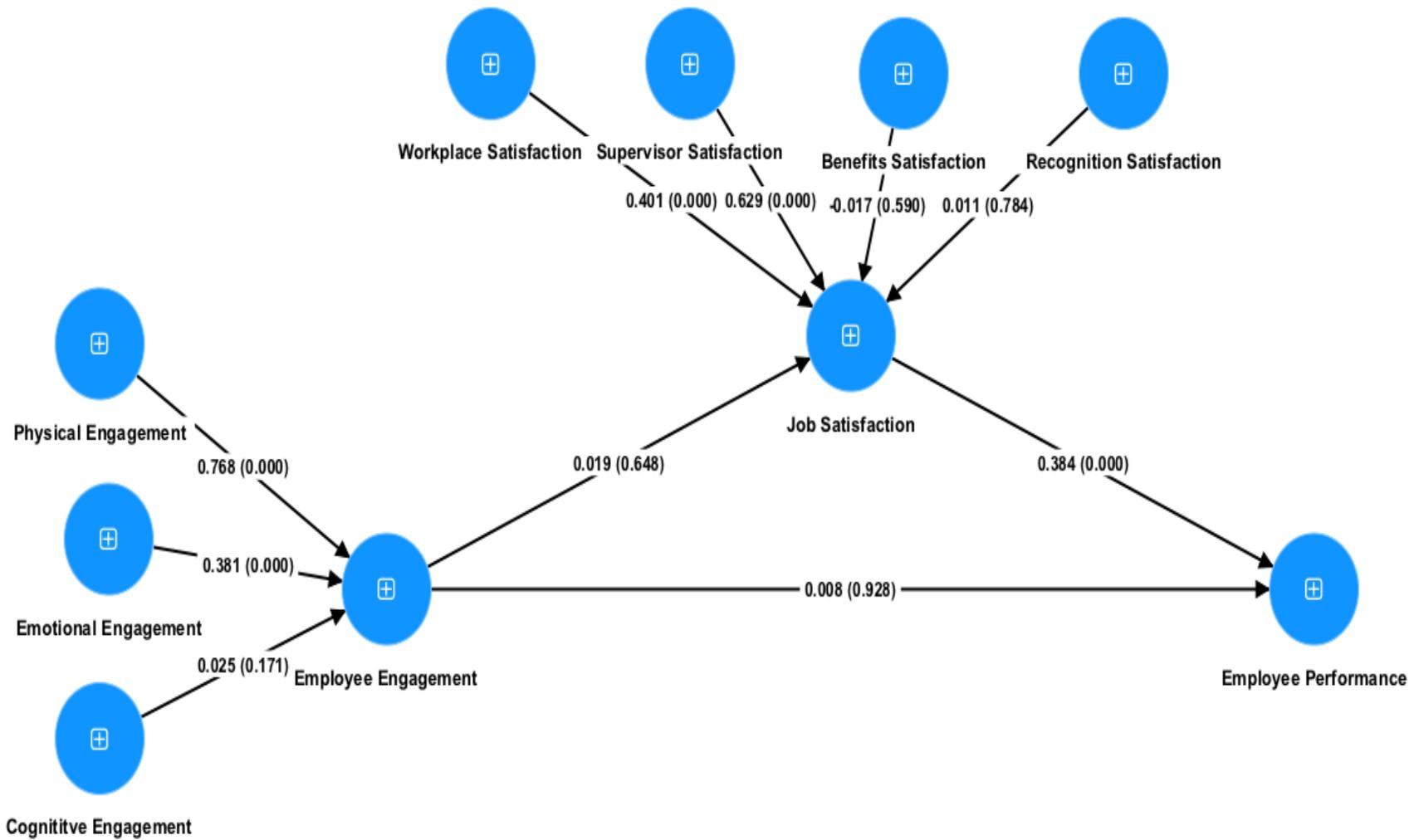


Figure 4.1: Overall Research Model Results

Table 4.6: Path Coefficients and Significance

	β	P Value
H1a: Physical engagement -> Employee Engagement	0.768	0.000
H1b: Emotional engagement -> Employee Engagement	0.381	0.000
H1c: Cognitive Engagement -> Employee Engagement	0.025	0.171
H2a: Employee Engagement -> Job Satisfaction	0.019	0.648
H2b: Employee Engagement -> Performance	0.008	0.928
H3a: Workplace environment -> Job satisfaction	0.401	0.000
H3b: Supervision -> Job satisfaction	0.629	0.000
H3c: Benefits and rewards -> Job satisfaction	-0.017	0.590
H3d: Recognition and awards -> Job satisfaction	0.011	0.784
H4a: Job satisfaction -> Performance	0.384	0.000
H4b: Engagement -> Satisfaction -> Performance	0.244	0.002

4.4 Mediation tests

In hypothesis H4b, the study posited that the engagement – performance relationship is mediated by job satisfaction in Ghana’s healthcare sector. To assess this hypothesis mediation tests were run following the approach of Zhao, Lynch and Chen (2010) and Hair et al. (2017). Two main outcomes are possible with mediation tests: either the relationship is mediated or not mediated. To access mediation, the significance of the direct and indirect paths between the independent and dependent variables are assessed. There is no mediation if the independent variable exhibits a significant direct effect on the dependent variable but a non-significant indirect effect (through the mediator), then there is not mediation. Similarly, there is no mediation if both the direct and indirect effects are non-significant (Hair et al., 2017). However, there is full mediation if the independent variable has a non-significant direct effect on the dependent variable but at the same

time exhibits a significant indirect effect on the dependent variable through the mediating variable. See Table 4.10 for details.

From Table 4.7, employee engagement ($\beta = 0.008$, p value = 0.928, n.s.) showed a non-significant direct effect on organizational performance. However, the indirect effect through job satisfaction ($\beta = 0.244$, p value = 0.000, $p \leq 0.01$) is significantly positive. Hence the study finds support for hypothesis H4b, that indeed job satisfaction mediates the relationship between employee work engagement and organizational performance in Ghana’s healthcare sector.

Table 4.7: Specific Indirect Effects

	β	P Values
Indirect Relationship		
Engagement -> Job Satisfaction -> Performance	0.224	0.000
Direct Relationship		
Job Satisfaction -> Performance	0.384	0.000
Employee Engagement -> Performance	0.008	0.928

Table 4.8: Summary of hypotheses

Hypothesis	Remark
H1a: Physical engagement is a significant component of employee engagement in Ghana's healthcare sector	Supported
H1b: Emotional engagement is a significant component of employee engagement in Ghana's healthcare sector	Supported
H1c: Cognitive engagement is a significant component of employee engagement in Ghana's healthcare sector	Not Supported
H2a: Employee engagement positively impacts Job satisfaction of workers in Ghana's healthcare sector	Not Supported
H2b: Employee engagement positively impacts organizational performance in Ghana's healthcare sector	Not supported
H3a: Workplace environment is a significant component of job satisfaction among employees in Ghana's healthcare sector	Supported
H3b: Supervision management is a significant component of job satisfaction among employees in Ghana's healthcare sector	Supported
H3c: Benefits and rewards is a significant component of job satisfaction among employees in Ghana's healthcare sector	Not Supported
H3d: Recognition and awards is a significant component of job satisfaction among employees in Ghana's healthcare sector	Not Supported
H4a: Job satisfaction is positively associated with organization performance in Ghana's healthcare sector	Supported
H4b: Job satisfaction mediates the relationship between employee engagement and organizational performance in Ghana's healthcare sector	Supported

5 DISCUSSION

5.1 Employee Engagement and Organizational Performance

Previous studies (Kim et al., 2013; Motyka, 2018; Van Wingerden et al., 2018; Memon et al., 2018; Akyurt, 2021) support the assertion that employee engagement would yield positive employee work attitudes. Hence, the study posited that employee engagement generates job satisfaction and promotes organizational performance in Ghana's healthcare sector. However, the results suggest that employee engagement does not significantly impact job satisfaction ($\beta = 0.019$, p value = 0.648, n.s.) and organizational performance ($\beta = 0.008$, p value = 0.928, n.s.). The findings of the study therefore contradict earlier views that employee engagement yields significant job satisfaction, greater productivity, and ultimately improved organisational performance.

Karanika-Murray et al. (2015) observed that engaged employees have higher energy and dedication to work, thereby attain job satisfaction. On the other hand, low engaged employees are easily distracted by negative events they encounter, thereby decreasing job satisfaction. The findings suggest that employee engagement in Ghana's healthcare sector is not strong enough to generate the necessary stimuli towards satisfaction. It is possible that work-related stressors adversely mitigate the job satisfaction of workers in the healthcare sector. The findings buttress Macey and Schneider's (2009) assertion that job satisfaction is not necessarily a measure of emotional attachment to one's job.

In terms of organizational performance, the findings suggest that the level of work engagement exhibited by employees in Ghana's healthcare sector does not significantly translate into superior performance at the organizational level. This is contrary to Čulibrk et al.'s (2018) view that engagement leads employees to exhibit positive attitudes not only to their job, but also to the whole organization. From the foregoing, employee work engagement does not necessarily improve employees task execution, voluntary effort, organizational behaviour, and related factors that generate superior organizational performance. It follows that the level of employee engagement does not lead to employees in Ghana's healthcare sector displaying extra role performance that are linked to the effective functioning of the organization. Thereby, employee work engagement does not significantly impact organizational performance in the healthcare

sector. This implies that the findings of this study do not support earlier findings (Bakker et al., 2012; Guo et al., 2017; Čulibrk et al., 2018) that predict a positive relationship between employee engagement and organizational performance.

Furthermore, job resources have been found to trigger a motivational process that influences employees' engagement from the social exchange theory perspective. Yet, contrary to the findings of several previous studies (e.g., Mahmood & Sahar, 2017; Poon, 2013), the support provided for employees although a very important factor and motivator for employee engagement across organisations, does not yield similar outcomes among employees surveyed in Ghana's healthcare sector. This suggests that the extent of employee work engagement in Ghana's healthcare sector does not provide sufficient satisfaction for employees nor motivation for employees to be dedicated to improving organizational performance. This finding, therefore, requires attention as it deviates from the general literature on the impact of employee engagement on job satisfaction and organizational performance.

5.2 Employee engagement, Job satisfaction and Performance

According to Karanika-Murray et al. (2015), employees are mostly satisfied with their work when they exert energy and dedication. Following this, the study posited that employee's engagement will generate job satisfaction among healthcare sector workers in Ghana. The findings reveal that indeed job satisfaction ($\beta = 0.224$, p value = 0.002, $p \leq 0.01$) mediates the employee engagement – organizational performance relationship in Ghana's healthcare sector. Furthermore, findings reveal that indeed employee work engagement generates job satisfaction; among who in turn exhibit work attitudes that improve performance at the organizational level. Thus, it is likely that vigour, dedication, and absorption to one's work influence the emotional factors attached to their job satisfaction that causes them to give off their best towards organizational performance. The findings support the assertion that job satisfaction is dependent on employees measure of rewards and benefits, recognition for work done, and workplace environment provided by the employer.

The findings reveal that the core components of employees' job satisfaction are conducive workplace environment ($\beta = 0.401$, p value = 0.000, $p \leq 0.01$) and excellent supervision management ($\beta = 0.629$, p value = 0.000, $p \leq 0.01$). This implies that the work environment and supervisor relationship in Ghana's healthcare sector evoke satisfaction in employees to deliver

greater productivity for improved organizational performance. Thus, job satisfaction generates a sense of attachment between the employee and the employer which motivates the employee to perform better to contribute meaningfully to the overall organizational performance. As a result, when organizations create conditions that foster job satisfaction through employee work engagement, it benefits from greater performance outcomes.

6 CONCLUSIONS AND RECOMMENDATION

6.1 Conclusion

The study examined the impact of employee engagement on organizational performance and tested the mediation role of job satisfaction on the relationship between engagement and performance in Ghana's healthcare sector. To achieve this, the study set out to address three research questions, i) what is the impact of employee engagement on organizational performance in Ghana's healthcare sector? ii) what is the relationship between employee engagement and job satisfaction in the healthcare sector of Ghana and iii) what is the role of job satisfaction on the relationship between employee engagement and organisational performance in healthcare sector of Ghana? The study collected data from 148 administrative and healthcare professionals across healthcare facilities in the metropolis of Accra in Ghana to examine the phenomenon in a quantitative research design.

The study shows that physical engagement and emotional engagement are significantly positive components of employee work engagement among employees surveyed in Ghana's healthcare sector. Whereas cognitive engagement does not contribute statistically non-significant to employee engagement in Ghana's healthcare sector. Also, employee engagement positively impacts both job satisfaction and organizational performance, however, at statistically non-significant levels. Whereas this finding is contrary to most outcomes of previous studies, it is observed that being satisfied with the job does not necessarily mean the employee has an emotional engagement with their job.

In terms of job satisfaction, the study reveals that the workplace environment and supervision received by healthcare workers constitute significant aspects of their satisfaction with their jobs. Contrary to this, the level of benefits and rewards received by surveyed employees in Ghana's healthcare sector rather decreases their satisfaction with work. Furthermore, the study shows that job satisfaction has a moderately positive and significant impact on organizational performance in Ghana's healthcare sector. Hence, job satisfaction is a mechanism through which employees translate their work engagement into superior performance for the organization. This finding supports outcomes of previous studies and suggests that interventions that create the conditions for meaningful work to engage employees positively impact job satisfaction which in turn improves the work quality and productivity level of employees towards superior organizational performance.

This study has demonstrated that work engagement has the potential to make employees more committed, engrossed and dedicated to their job roles with greater job satisfaction. In line with the social exchange theory, these satisfied employees are then motivated to give off their best to the organization in terms of task completion, work effectiveness and efficiency that ultimately improves the overall organizational performance. The study provides deeper understanding of the engagement-satisfaction-performance relationship recognising that individuals who are highly engaged in their work roles, are more satisfied because they exert more physical, cognitive, and emotional effort into performing their job roles and achieving work-related goals (Rich et al., 2010). More specifically, vigorous work activity implies exerting high levels of sustained physical energy while working. But this sustained physical effort only facilitates accomplishment of work goals over time if it leads to job satisfaction among employees. This understanding is essential to help practitioners formulate and implement appropriate policies to ensure employees are satisfied with their job roles for greater performance.

6.2 Limitations

The study was conducted in the metropolis of Accra in Ghana, and this could limit the ability to generalise the findings to the healthcare sector in the country and the sub-Saharan Africa region. Future studies could consider extending the scope of the study to cover the 15 other regions in the country for a broader understanding of the phenomenon. Additionally, employee engagement is a dynamic construct and so is job satisfaction. As such, a cross-sectional survey that collects data at one-point in time may lack the capacity to reveal the undulating changes and dynamics that characterise the concepts under study. Future studies could consider a panel study or experimental design to dive deeper into the antecedents and outcomes of employee engagement and how they relate to job satisfaction and organizational performance.

6.3 Recommendations

The study recommends that practitioners pay attention to the work engagement of healthcare professionals and administrators in the healthcare sector. There are several job stressors in the healthcare sector due to the nature of work, hence, promoting work engagement through physical, emotional, and cognitive activities is essential to ensuring employees are satisfied with their jobs. Since employees indicate that they are not engaged cognitively, practitioners should develop and implement initiatives that address this shortfall. Additionally, practitioners should encourage conducive workplace environment and high supervision standards to maintain the continued positive impacts they provide. On the other hand, employee benefits and rewards as well as recognition for work done should be looked at critically and reviewed to mitigate the current shortfalls in the sector.

Future studies should consider a longitudinal study approach to collect and analyse panel data to ascertain the interrelations among engagement, satisfaction, and performance over time. Additionally, the study focused on hospitals in the Greater Accra region, which is Ghana's capital. Future studies could take a broader survey to determine the reliability of the results.

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APPENDIX A: QUESTIONNAIRE

The Effect of Employee Engagement on Organizational Performance: The Mediating Role of Job Satisfaction

SECTION A: DEMOGRAPHY

Please tick the appropriate box

1. Gender Male Female
2. Age 18 – 30 31 – 40 41– 50 51 – 60 Above 60
3. Marital Status Single Married Divorced Widowed
4. What is your current role in your job?
5. How long have you been with your employer?

SECTION B: EMPLOYEE ENGAGEMENT (Rich et al., 2010; Houle et al., 2021)

Please indicate your agreement with the following about your work engagement using the scale below, *1. Strongly disagree 2. Disagree 3. Neither agree nor disagree 4. Agree 5. Strongly agree*

Physical Engagement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I work with intensity on my job.					
I exert my full effort to my job.					
I devote a lot of energy to do my job.					
I try my hardest to perform well on my job.					
I strive as hard as I can to complete my job.					
I exert a lot of energy on my job.					
Emotional Engagement					
I am enthusiastic about my job.					
I feel energetic at my job.					
I am interested in my job.					
I am proud of my job.					
I feel positive about my job.					
I am excited about my job.					

Cognitive Engagement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
At work, my mind is focused on my job.					
At work, I pay a lot of attention to my job.					
At work, I focus a great deal of attention on my job.					
I am good at making flexible timetables for my work.					
At work, I am absorbed by my job.					
At work, I concentrate on my job.					
At work, I devote a lot of attention to my job.					

SECTION C: JOB SATISFACTION (Spector, 1994)

Please indicate your agreement with the following about your satisfaction at work t using the scale below, *1. Strongly disagree 2. Disagree 3. Neither agree nor disagree 4. Agree 5. Strongly agree*

Recognition	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I feel that the work I do is appreciated					
My performance evaluation provides me with meaningful information about my performance					
I feel my job has value to the community					
When I do a good job, I receive the recognition for it that I should receive.					
The company asks for and values my ideas					

Work and workplace	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I like the people I work with					
I like doing the things I do at work					
I have the opportunity to take part in trainings, and outreach activities					
I receive the information, tools, and resources I need to do my job effectively					
I know what is expected of me at work					
I am encouraged to make decisions to solve problems for my customers					
The people I work with cooperate as a team.					
I have a safe workplace					

Supervisor and Management	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
My supervisor is quite competent in doing his/her job					
The company practices high standards and ethics					
My supervisor shows interest in my feelings and acknowledges my concerns.					
My supervisor and management treat me with dignity and respect					

Benefits and rewards	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I feel I am being paid a fair amount for the work I do.					
I am satisfied with the benefits I receive.					
The benefits we receive are as good as most other organizations offer.					
I feel satisfied with my chances for career advancement					
I don't feel my efforts are rewarded the way they should be.					

SECTION D: ORGANISATIONAL PERFORMANCE (Robbins, 1987; Shackleton, 2007)

Please indicate your agreement with the following about your company's performance using the scale, *1. Strongly disagree 2. Disagree 3. Neither agree nor disagree 4. Agree 5. Strongly agree*

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
The company adjusts well to shifts in external conditions and demands.					
The company successfully meets its targets and goals					
There is high efficiency of business processes and operations					
There is sense of order, continuity, and smooth functioning of operations					
The company has increased external support and expand market share.					