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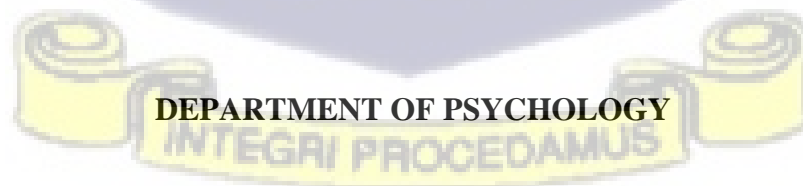
**WORKPLACE SPIRITUALITY AND JOB CRAFTING AS PREDICTORS OF  
EMPLOYEE ENGAGEMENT; A STUDY OF SELECTED BANKS IN GHANA**

**BY**

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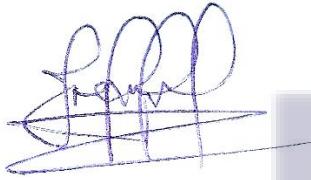
**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN  
PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MPhil IN  
INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY DEGREE**



**OCTOBER, 2020**

**DECLARATION**

This is to confirm that this thesis is the final product and a true reflection of a research conducted by Johanes Francis Kuwornu in pursuant to an award of MPhil. Degree in Industrial and Organisational Psychology at the Department of Psychology, University of Ghana. This thesis was supervised by Dr Maxwell Asumeng and Dr Collins Badu Agyemang. This thesis has not been presented in whole or in part and the ideas of other persons used in this study have been duly acknowledged.



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**DEDICATION**

To God almighty, my parents and my siblings for their prayers and unwavering support. Finally, to myself, for not giving up, being hopeful and industrious to the very end.



### **ACKNOWLEDGEMENT**

To my supervisors, Dr Maxwell Asumeng and Dr Collins Badu Agyemang who were of great help with their guidance, timely responses, patience and contributions towards this work. I am highly appreciative of the support they offered me.

Finally, to the heads of the various banks and participants of this study, I thank you for your acceptance and willingness to be part of my study.



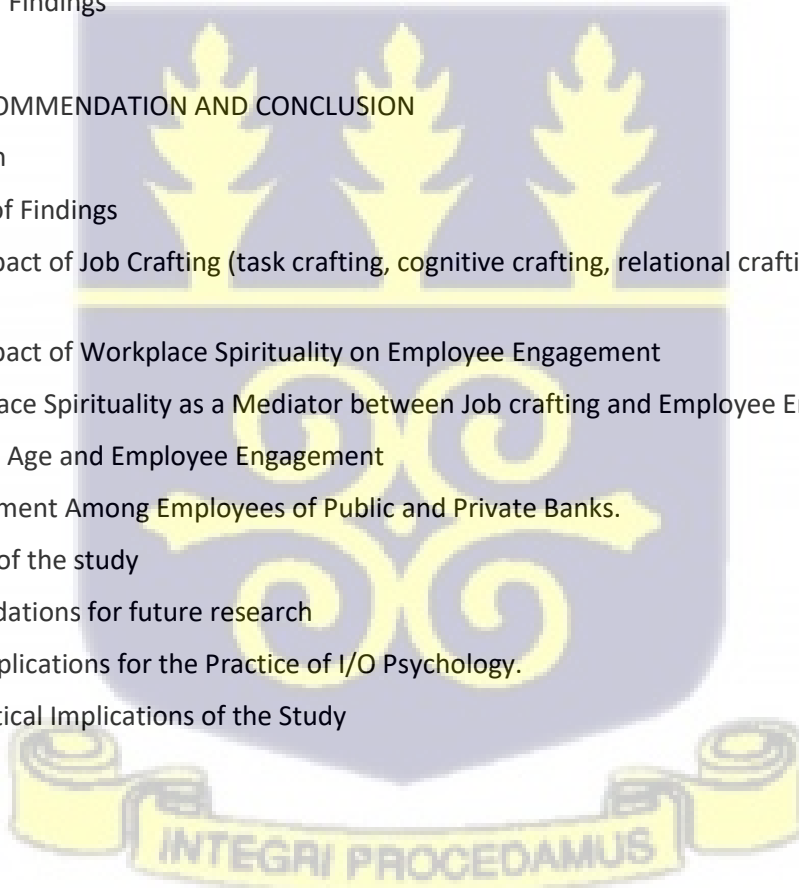
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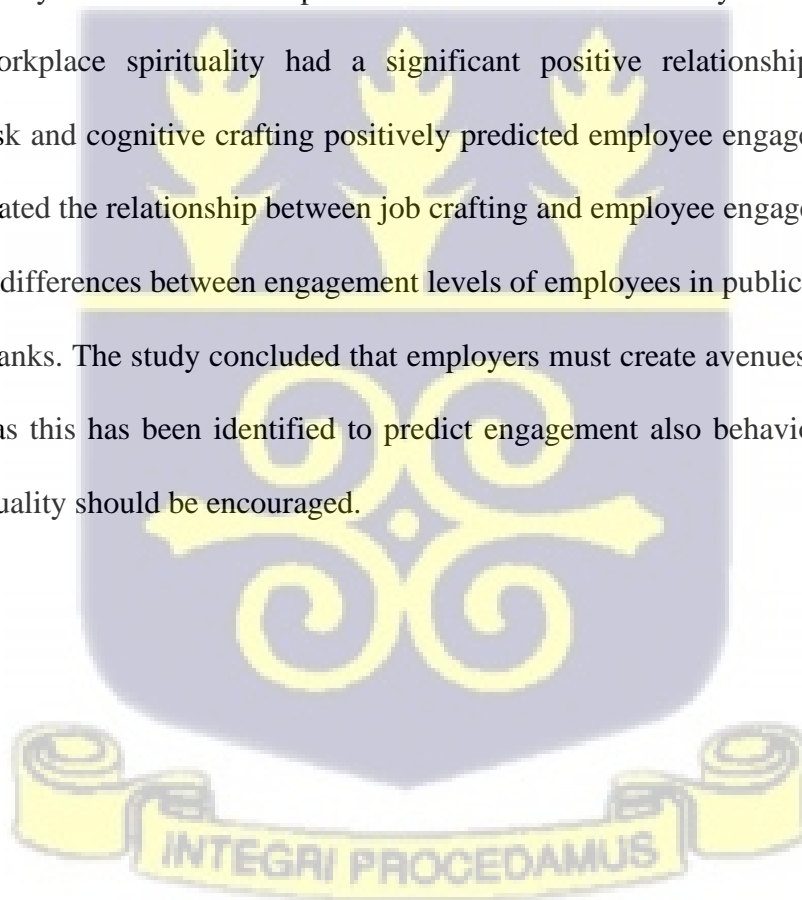
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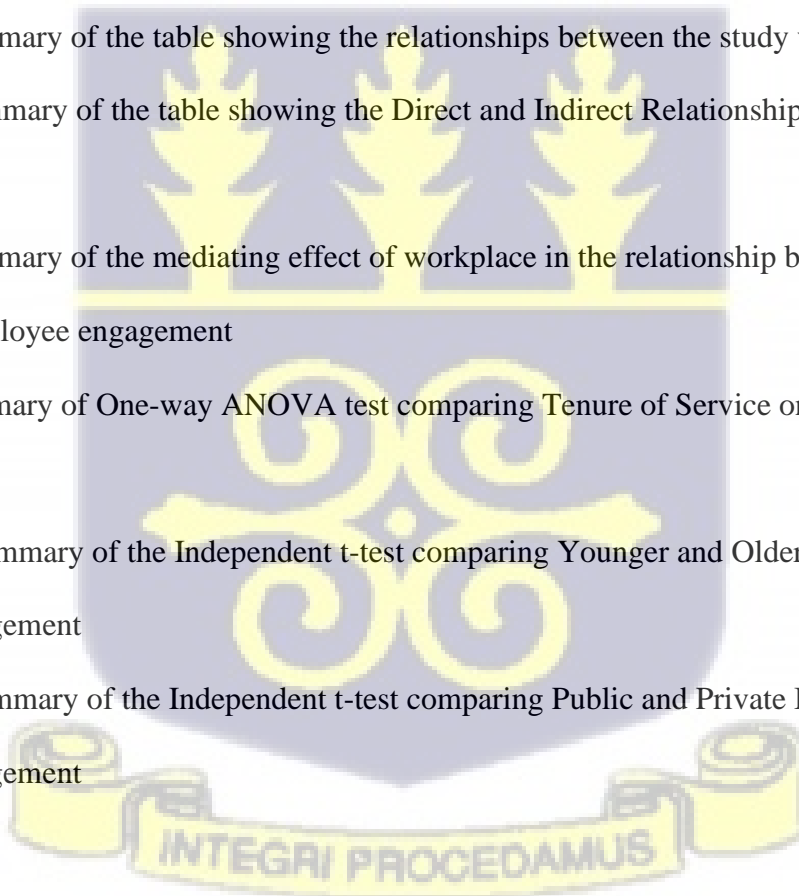
## ABSTRACT

Employee Engagement has become a very crucial issue at organizations due to its positive outcomes. It has become an area of interest for many researchers because in recent times employers have identified its key role in the lives of their employees. This study examined how workplace spirituality and job crafting predicted engagement among some selected employees of banks in Ghana. Two hundred and twenty-one employees were sampled using purposive and convenient sampling techniques in Greater Accra. The study employed a quantitative design, specifically, a cross-sectional approach and questionnaires were used to gather data. Structural equation modelling, One-way ANOVA and independent t-test were used to analyse the data. The results showed that workplace spirituality had a significant positive relationship with employee engagement. Task and cognitive crafting positively predicted employee engagement. Workplace spirituality mediated the relationship between job crafting and employee engagement. Also, there were significant differences between engagement levels of employees in public-owned banks and private-owned banks. The study concluded that employers must create avenues for employees to craft their jobs as this has been identified to predict engagement also behaviours that cultivate workplace spirituality should be encouraged.



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**LIST OF ABBREVIATION**

|      |                                  |
|------|----------------------------------|
| JC   | Job Crafting                     |
| EE   | Employee Engagement              |
| WPS  | Workplace Spirituality           |
| SET  | Social Exchange Theory           |
| BoG  | Bank of Ghana                    |
| GDP  | Gross Domestic Product           |
| PwC  | PricewaterhouseCoopers           |
| POS  | Perceived Organizational Support |
| HR   | Human Resource                   |
| JD-R | Job Demand Resources             |



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Current trends in the world and its sustainable development greatly depends on the activities of humans within it. Similarly, in the business space, the sustainable development and survival of economies and businesses depend on a competent, active, dynamic and healthy workforce, this makes the human resource a high-profile asset within organizations (Ehsan Malik et al., 2012). Additionally, economies around the world are also witnessing a change in industry-based employment structures towards service-oriented sectors that provide larger populace and organizations for goods and services (Teoh et al., 2013).

Juxtaposed to other relevant sectors, the service sector thrives greatly on human capital for their survival as compared to other sectors that depend on naturally occurring resources more (ECSIP Consortium, 2014). Some activities associated with the service sector include banking which is the target area of this study. Here in Ghana, the banking sector which falls under the service sector has been identified to be a key component when it comes to the development of the country's economy (Bawumia et al., 2008).

Classified as a developing country, Ghana calls for a need for a robust, competent and efficient workforce in the quest to adapt, withstand and survive the global competition. This could be a starting point to sustaining competitive advantage which could boost the capacity of industry potential as well as strengthen the economic growth metrics of the county amidst the global economic development space.

However, the world today with Ghana not being an exemption is faced with several challenges, for example, general market value depreciation, structural reforms in economies, shrinking of labour sizes in organizations, and the devaluation of neighbourhoods and extended family systems leaving workers feeling demotivated, marginalized, drained and socially disconnected (Ashmos & Duchon, 2000; Beck, 2014; Laabs, 1995).

In response to environmental, social and economic pressures, organizations are also in search of novel ways to equally achieve and sustain competitive advantage on an equal footing therefore not being left behind. To gain this edge, most companies initially focused on implementing scientific methods such as product nature or price level in their organizations; but in recent times, the spotlight has shifted to the employees instead. Many more employers in the 21st-century now prescribe a workplace where employees are fully engaged and their self is immersed in the work rather than engaging their strength and abilities only; thus, their physical, spiritual and emotional components are all at play at the workplace. At this point it is safe to note that occupational health and safety of employees should be a priority to most employers; because most employees today are constantly putting in potentially noticeable differences in aspects of novelty, competitiveness, productivity and general profitability at the organizational level (Bakker & Schaufeli, 2008). Employees are getting stressed by the day at their respective workplaces with less fringe benefits to match up their efforts at work. In addition, employees get exposed to various occupational hazards. Examples of these hazards include; physical, ergonomic, emotional, psychosocial hazards, inter alia, cognitive and social hazards. This, in the long run creates negative work environments or perceived negative work environments as well as pose direct health problems for employees, which affect their wellbeing and consequentially their levels of engagement (Leka & Jain, 2010).

The aspect of these occupational hazards that have been identified to affect employee engagement mostly include psychosocial hazards. Psychosocial hazards have been identified by Asumeng et al. (2015) to contribute to the detrimental health and safety conditions of employees to the extent of making them less productive at work. Psychosocial hazards refer to the dimension of hazards naturally occurring at the workplace, that affect an employee's psychological well-being, and their ability to function in a normal work environment amid other employees (Brun & Milizarek, 2007). They elaborated more on this concept by adding that it encompasses all facets of the aesthetics of a piece of work, the manners and ways in which the work is organised and managed, the economic and social dimensions of the work, and these aspects are tied to the psychiatric, psychological and/or physical damages to the individual employee.

In response to the above, one method organizations leverage their employees on is by putting in place initiatives to optimize their performance and contributions to the workplace. This is achieved by creating positive organizational climates that will freely permit workers to give out their best. Every organisation wants all its employees to be proactive, to exhibit initiative, to engage one another at various levels, and to exhibit a strong allegiance to high-performance expectations put in place (Bakker & Schaufeli, 2008). This study focuses on novel ways to build positive work environments devoid of psychosocial hazards, by using workplace spirituality and job crafting as personal resources for employees; in a quest to make employees engaged at work.

Given this, both researchers and practitioners have identified employee engagement as a viable mechanism to aid in boosting the competitiveness of every company or economy (Baumruk, 2004; Masson et al., 2008). Consequently, increasing numbers of employers across various sectors are now investing in novel ways to improve engagement, particularly certain organisations choose to hire the services of consultants whose efforts could boost the engagement of their employees.

After identifying the value of employees being engaged in their work given the demands of this 21<sup>st</sup> century, coupled with the already alarming rate of disengagement among the workforce, every employer or manager is very much concerned about how to get their employees engaged or increase levels of existing engagement. To understand adequately strategies that help boost engagement, we will first understand the meaning of employee engagement.

Consulting groups in the human resource field also offer a variety of perspectives on the concept, employee engagement. The Gallup organization defines employee engagement as the involvement with and enthusiasm for work (Gallup Inc., 2010). The group likens the concept of positive employees' emotional attachment and employees' commitment (Dernovsek, 2008).

The most widely used definitions of engagement, those of the Utrecht Group (Schaufeli et al., 2002) and Kahn, (1990) share several commonalities, in that both regard engagement as multifaceted and as comprising three dimensions: an affective, a cognitive and an energetic dimension. Gallup (2013), classified employee engagement into three main types namely; 1. Engaged 2. Not Engaged and 3. Actively Disengaged. The basis of the classification is in terms of involvement and role of the employee in the organization. An engaged employee is one who drives the organization in a positive direction. Not only are they interested in performing their tasks, but they also help realize organizational objectives and are classified as the core of organizational success. Schaufeli (2015), noted that engaged employees possess values that are similar to that of the organization and engage in positive organisational behaviour over and beyond what is expected of them.

Employees classified as not engaged only care and are concerned about their work and not the overall objective or goals of the organization neither its success. According to Reilly and Tushman (2004), such employees lack zeal, spirit, energy, passion in their work and are generally uncooperative in their dealings. Their contribution to the overall development and success of the

organization is marginal. Actively disengaged employees are undisciplined and lack purpose. According to Kahn (1990), disengaged employees do not conform with organizational goals, thus, are emotionally absent and passive about their roles. Such kinds of employees carry the organisation in the negative direction and these have a direct effect on organisational success (Vazirani, 2007).

Employee engagement (EE) is seen as one of the enforcement strategies for modern employers to achieve organizational success. It's been found that in an organisation where employees are considered to be engaged in their work it relates as well to both emotional and spiritual areas of employees within the specific piece of work as well as the overall work environment and organisational values (Saks, 2011). The dimensions of employee engagement are discussed into details below.

### **Established Dimensions of Employee Engagement**

There are three established dimensions of employee engagement which reflect the extent to which workers are connected with their work namely; Vigor, Dedication, Absorption (Salanova et al., 2005; Schaufeli & Bakker 2004; Schaufeli et al., 2006).

#### **A. Vigor**

This is characterized by a sense of physical or mental strength, intensity and activeness exerted into an activity. Employees who possess this trait though are faced with difficulties exhibit high levels of persistence to perform work roles. Thus, the strength to complete tasks and resistance are associated with this aspect of engagement. The direct opposite of this trait is exhaustion, a dimension of burnout. Regular exercise and about 7 to 9 hours of sleep daily have been identified to revitalize energy levels (Dworak et al., 2010).

## **B. Dedication**

Employees classified as dedicated possess a strong sense of inspiration that translates into devotion or commitment sometimes extremely sacrificial towards organizational goals or completion of tasks. Employees are zealous and proud of their work also even in the face of challenges and difficulties in task completion. This makes them feel significant and intrinsically motivated to do more (Rayton & Yalabik, 2014).

## **C. Absorption**

When employees are absorbed, they are intensely immersed in their work or by the work role, and extremely attentive towards work leaving them detached from the external environment (Rayton & Yalabik, 2014). They do not pay attention to time and find it difficult to be detached from their work (Demerouti et al., 2015). Their attention is fully invested in their work and their work environment. In other words, such employees get lost in their task completion and delivery of services. Such employees do not have an issue with staying a little later after work or taking work home just to complete the work.

Employers are more concerned because, Gallup (2013), found out in their country study that an alarming rate of only thirteen per cent (13%) of employees around the world were found to be engaged in whatever work they do. That same study revealed that out of the total number of employees around the world; 63% of them are not engaged, which meant that they were not in any way inspired and will be indifferent in exhibiting behaviours towards the attainment of the laid down organizational goals. Beside this, the study revealed that another 24% of employees in various organizations are actively disengaged, meaning they have negative emotions towards their work, dissatisfied and are likely to exhibit traits of presenteeism at work which will consequentially affect other employees negatively. In the same report, nine hundred million

employees across the world were identified to be not engaged with another three hundred million workers being actively disengaged from their jobs globally. Away from world statistics, highest levels of workers who are termed to be actively disengaged were situated within the Middle East and North Africa as a unit and the Sub-Saharan African regions at 35% and 33% respectively.

The essence of engagement and the demonstrated lack of engaged employees have pushed researchers and managers to focus on methods to uplift employees' engagement levels in various workplaces. Thus, a substantive reason why factors that could aid employees be engaged at their workplace and generally be engaged to their work need to be studied. Several antecedents have been identified to boost employee engagement; however, this study focuses on workplace spirituality and employee engagement as strategies that employers leverage on to help make their employees engaged at the workplace.

### **1.1.1 Workplace Spirituality-WPS.**

Identifying and understanding an individual's intent and significance is a good attribute and a source of psychological power (Seligman & Csikszentmihalyi, 2000). Workplace spirituality stands for harnessing and developing a distinct organizational environment that respects and acknowledges the spiritual needs of their workforce. Such acknowledgements come with unique rewards for both employers and employees. Employers get employees who are loyal and dedicated to their work, this, in turn, reduces turnover intentions and the cost of recruiting new employees, employees are more effective and efficient at work in turn affecting their performance levels. This generally translates to the achievement of company targets leading to higher profit for organizations (Krishnakumar & Neck, 2002). Employees, on the other hand, can deal with the stress associated with their work, they generally experience an optimal work environment both on an individual and team level thereby boosting their morale (Daniel, 2015).

Most professionals who consult for organizations appreciate the essence of experiencing spirituality at the workplace, and they use that as a unique chance to educate organizations they consult for. Hicks (2003), has uncovered answers and opinions from diverse perspectives that the factors listed below are key in the interest in workplace spirituality. For this work, a specific number of them will be discussed below:

### **A. Heightened Job Insecurity**

Employee-employer relationship harmony breaks and is probably broken when the trust between them is broken as a result of the layoff of employees due to economic shocks. This effect unfolds in two directions. First and foremost, aside from the fact that it devalues that sense of mutual trust and loyalty, it also lowers the expectation that employees' hold concerning their organisations having their best interests at heart. Secondly, such layoffs discussed to put the surviving employees in an overwork environment. For instance, in a classic case where several workers were laid off during the cleaning of the banking sector in Ghana, the effects to be observed can range from discourages workers to a reluctant to form meaningful relationships with co-workers the workers may not know when they will be a transfer or another layoff due to other factors. This leads to the creation of a workforce that is demoralised and living in fear. Other negative factors that can emanate include stress, insecurity and thoughts of impermanency at post. This builds a negative environment for the workers.

### **B. An Emerging Paradigm**

The birth of this new paradigm spurred from the shift from the scientific view of work and scientific management styles where managers were considered to be 'impersonal instruments to achieve material ends' (Ashmos & Duchon 2000, p. 135). Biberman and Whitty (1997), argue why and how the spiritual paradigm replaces the early-modern paradigm. The modern paradigm posits that employees are moved by a strong sense of self-centeredness and competition with co-workers

due to inadequate resources (for example fewer positions at the top). Biberman and Whitty (1997), argue that in future years the spiritual paradigm will thrive and environmental factors and other economic shocks may serve as a catalyst for the transformation of organizations into ones that factor in spirituality at the workplace, just as personal challenges led to personal spiritual growth and transformation. As an emerging field, there is the need to embark on a more detailed and specific study of the behaviours, principles and thoughts that appropriately depict what spirituality at work means. Therefore, allowing for the vast and multifaceted meanings associated with workplace spirituality be simplified and make direct because, Krishnakumar and Neck (2002, p. 153-154) in their works have noted that “there is debate as to what exactly the term ‘spirituality’ means” and that “several definitions and perspectives of spirituality appear within the literature.”

For this study, workplace spirituality will be defined by using the three dimensions of workplace spirituality as proposed by Milliman et al., (2003) in the model below.

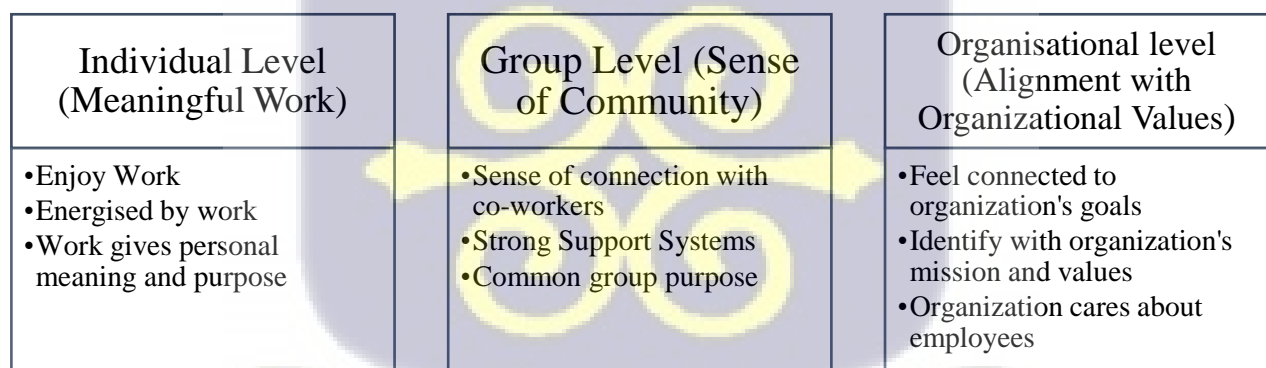


Figure 1.1 Model of Workplace Spirituality by Milliman et al., (2003)

According to Milliman et al., (2003), when employees experience meaningful work, they enjoy their tasks and the role they play at work because their work is of value to them and society. As a

result of this, they derive energy from the work they do and it is through that they attain mastery and derive meaning in work. With sense of community, employees have to be able to form meaningful and equitable connections at work be it with their supervisors or their coworkers. Also, these bonds serve as support groups. Finally, when employees experience a connection between their value and that of the organization, an alignment with organizational values is attained. Therefore, the organization cares about the well-being of employees.

### **1.1.2 Job Crafting-JC**

Employers have always focused on designing the work of employees until recently. To encourage higher levels of engagement among employees, employers are now approaching job design from a bottom-up approach (Berg et al., 2010). Job crafting refers to enterprising behaviors employees engage in to effect significant changes within their work environments. Specifically, their working conditions, relationship with coworkers and supervisors and perceptions of their work (Dutton & Wrzesniewski, 2001). Berg et al. (2013), discussed 3 components of job crafting namely; task, cognitive and relational crafting. Task crafting refers to employees having the opportunity to consciously alter tasks at work by introducing new elements or removing redundant ones. In some instances, employees alter the time needed to complete specific tasks. Cognitive crafting refers to employees changing their perceptions associated with their work or the perceptions they generally hold towards their work. Cognitive crafting of jobs can easily compare to the other forms of job crafting which need physical efforts to attain them (Wrzesniewski & Dutton, 2001). Relational crafting refers to employees' active efforts to make alterations in their relationships at work. Here, employees choose whom, when and the manner to interact with employees whiles executing their tasks at work (Berg et al., 2013). According to Berg et al. (2013), once employees succeed in making such significant changes in their work, they are likely to experience meaningful work, they

enjoy their work, negative experiences are suppressed and they build resilience through mastery of skill and growth.

Though other researchers have proposed other models for job crafting, this study adopts the hypothesized model of job crafting (Berg et al., 2007; Wrzesniewski & Dutton, 2001).

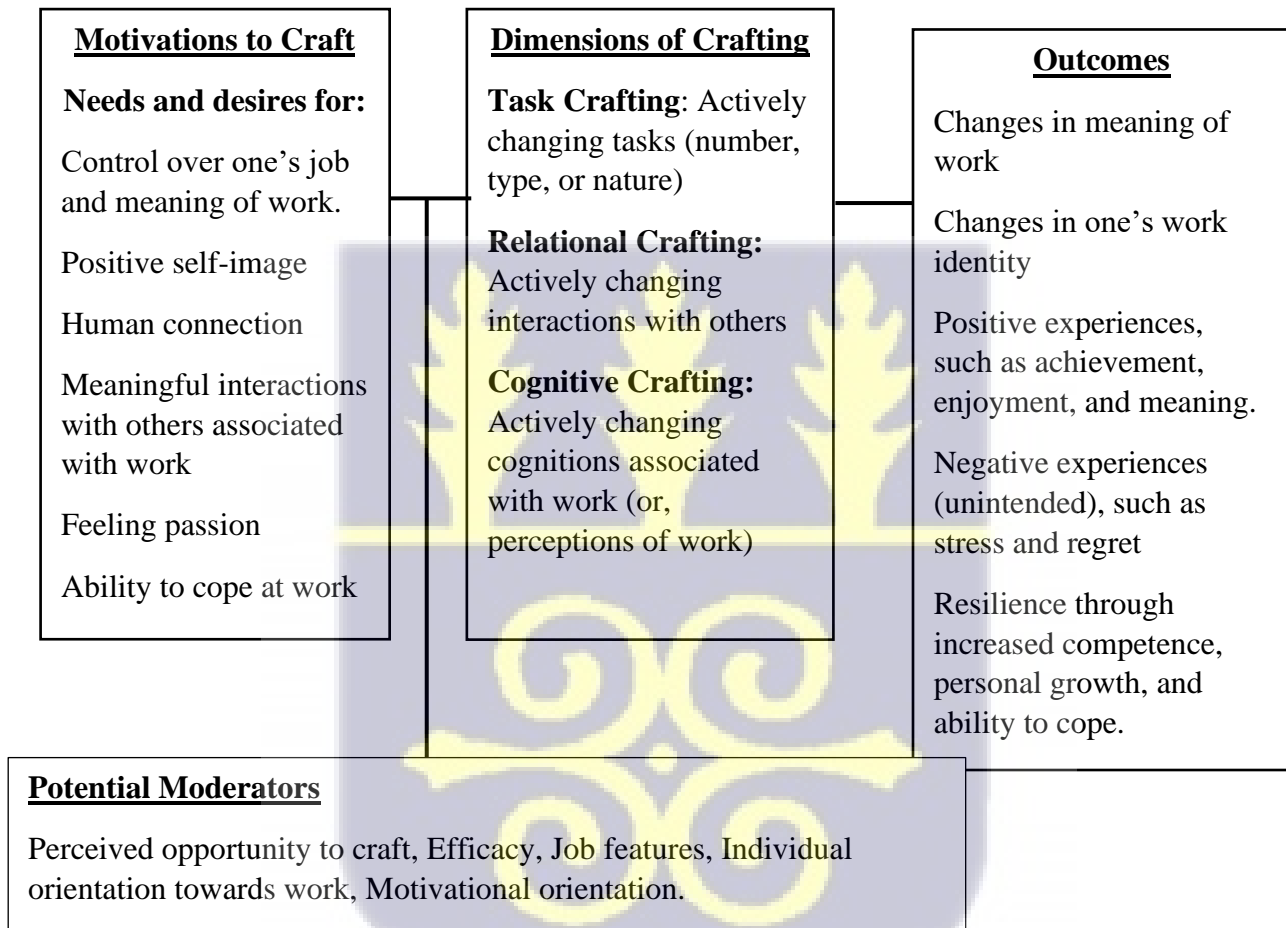


Figure 1.2 Hypothesized Model of Job Crafting. (Adapted from Berg et al., 2007; Wrzesniewski & Dutton, 2001)

## 1.2 An Overview of the Banking Industry in Ghana

The banking sector of Ghana comprises of a national network of licensed and statutory financial organisations which have been engaging in the banking business under the banking laws of Ghana as regulated by the Bank of Ghana, the central bank and sole regulator of the financial sector. As of 2012, the total registered Deposit Money Banks (DMBs) stood at twenty-six (26) with that of Non-Bank Financial Institutions (NBFIs) being fifty-two (52) (Nkegbe & Ustarz, 2015). By June 2017, the banking sector in Ghana comprised of thirty-six (36) banks, meanwhile, nineteen (19) of them were domestically-controlled (Bank of Ghana, 2019). The seventeen left were controlled by foreigner ownership. The total number of branches across the country stood at 1,377 (Bank of Ghana, 2019). over the past few years, the sector has recorded some significant reforms in the form of liberalizations, deregulation, the introduction of the universal banking and listing of all banks on the country's Stock Exchange; which is a smart move to attract investors generally. The introduction of the Universal Banking Business License (UBBL) in 2003, rebranded the face of banking in Ghana as this introduced a lot of regulation and order into the industry. The Universal Banking Business License (UBBL) refers to a laid down corporate system where banks are allowed to offer elaborated financial services aside from their traditional banking services for example sale of insurance to the public, bond trading, management of portfolio or assets, investment in equities, offering financial advice and tip bits to customers (Ayagre et al., 2014; Benston, 1994) accepting remittances from other countries via Western Union Money Transfer and the introduction of Mobile Money services to mention but a few. There has also been the implementation of many other reforms which have led to the vibrant growth of the sector and the development of new banks in the private sector (Ametei & Quagraine, 2019).

In the year 2015, the financial sector recorded some shocks, however, to a large extent, this could be attributed to the severe energy crises the country faced during that period as well as Non-Performing Loans (NPLs).

### **1.2.1 Highlights after the Banking Sector Reform**

These reforms have had impacts on organisations and employees as well. Aside, revocation of licenses, mergers and take-overs and some banks going bankrupt, at the employee level, lots of employees have been recorded to have lost their jobs. Though there is an absence of an empirically conducted survey to provide the country with reliable statistics as to the exact number of jobs lost, job losses as a result of this massive exercise cannot be overlooked. In a country already suffering from unemployment, this further stresses the laid-off workers and frustrates the existing workers as they may keep looking over their shoulders forever. The main purpose of this reform might have been positive; however, it has had some negative effects on the workforce of the country generally.

The Bank of Ghana (BoG) in 2017 carried out a comprehensive reform agenda intending to clean up the financial sector in a quest to boost the regulatory as well as supervisory standards to create a more resilient sector. In light of that, a new minimum capital directive was set. This led to the reduction of the total number of registered banks to twenty-three (23) with the collapse of nine banks as well as three mergers involving six banks and three exits. In essence, there has been a reduction in the number of universal banks by 11. Some of the non-existent banks are The Royal Bank, UniBank Ghana, Beige Bank, Sovereign Bank Limited among others. Currently, the number of locally owned banks are 9, with 14 of them owned by foreign nationals (PricewaterhouseCoopers Ghana Limited, 2019).

The effects of the reforms in the sector have led to banks being in the position to participate in higher transactions, this allows banks the opportunities to widen asset base and increase profits. As an indication to performance, a survey was conducted and out of the banks that participated, a significant increase by 11.3% (as observed by 2017) to 80.64 billion Ghana cedis in Ghana's total operating assets was observed in 2019 (PricewaterhouseCoopers Ghana Limited, 2019).

### **1.2.2 The Effects of Technology on the Employees of the Banking Sector**

Innovation is a key component in a rapidly evolving banking sector. Due to the rapid advancement of customers, banks are pressured to also catch up with customers by innovating.

Since the introduction of electronic commerce (E-commerce) into the financial sector, there have been both positive and negative effects tabled to hit the sector globally. 75% of executives as well as senior staff members of banks record to have attained profitable revenue growth after they urged customers to adopt electronic channels. Thus, more traditional bank branches are projected to reduce (PricewaterhouseCoopers Ghana Limited, 2019).

When new technology is introduced into the workplace, in the form of software or a machine, most often, its primary aim is to aid employees in the execution of day-to-day activities which is a positive thing. Banks in recent times have adopted the use of Online Banking Systems, Point of Sales Devices, Mobile Applications Technology to aid employees to transact business efficiently and also at their convenience and fingertips. However, these positive introductions might pose some threats to employees in the sector. Mattes (2016), holds the position that the banking profession is at risk of bank automation. In 2016, the study predicted that Automated Teller Machines will be designed in a manner to carry out the duties that any trained teller performs for example; opening accounts, processing loans, accepting cash deposits and so on. Currently, most

of the duties of a teller can be performed by the customer via online systems and other internet platforms.

This is confirmed in the paper, *Technological Unemployment in Industrial Countries* by Feldmann (2013), it was concluded that as technological change increases significantly, unemployment is also going to increase over the years until structural changes are implemented.

This is of great concern to both employees and employers as there is a significant correlation between hygiene factors and levels of engagement. Hygiene factors according to Herzberg (1964, 1968) were operationalized to include fair salary levels, job security, reasonable working conditions, reasonable conditions of service, healthy social relationships, ability to craft the nature of one's tasks and the time spent on tasks, strong support systems, a sense of connection/identification with the organization's mission and values among many others; some of which are characteristics of dimensions of the construct of consideration for this study (workplace spirituality and job crafting). Emerging cross-cultural literature conducted has established that hygiene factors which are mostly extrinsic to the employees prepare suitable conditions for employee engagement at various organizational levels (Schaufeli et al., 2008; Shuck et al., 2011). Thus, when employees experience unattained hygiene factors, engagement is most likely not going to be developed. This is in line with literature which suggest that there is a relationship between a meaningful work environment and employee's involvement in contextually meaningful work and levels of employee engagement (May et al., 2004; Rich et al., 2010).

### **1.3 Statement of the Problem**

According to Yunus et al. (2010), extreme competition among banking institutions is a 21st-century effect that needs to be strategically handled by the key stakeholders of the financial

industry. To handle this competition, most employers entrust the responsibility onto their employees to meet organizational targets.

However, according to Gallup (2013); an alarming rate of only 13% of employees around the world were found to be engaged. That same study revealed that out of the number of employees around the world; 63% were "not engaged" at their workplace. Also, the study revealed that another 24% of employees in various organizations are "actively disengaged,". Mathematically, we have a total of 900 million employees not engaged and another 340 million employees actively disengaged globally. Gallup (2013) further posit that highest levels of workers who are termed to be actively disengaged were in the Middle East and North African countries at 35% followed by Sub-Saharan Africa at 33% with banking sector being of no exception to these figures. Generally, only 17% of workers within the formal sectors in sub-Saharan Africa were engaged.

Engagement has been associated with performance outcomes like growth, profit and productivity (Crawford et al., 2010), competitive outcome (Anitha, 2014), organisational citizenship behaviour and customer satisfaction (May et al., 2004; Saks, 2006). Despite its glaring importance, scholarly research in the area is very inadequate (Wefald & Downey, 2009). On the other hand, employee engagement has similarly been identified with antecedent factors like job demands – emotional demands, workload, work environment among others (Hakanen et al., 2005; Schaufeli & Bakker, 2004).

Some studies on the financial sector of Ghana show that most employees in the banking sector work under negative psychological conditions which go a long way to impact their health and safety and their levels of engagement (Asumeng et al., 2015). This is so because, in developing countries of which Ghana is no exception, most employers pay little or no attention at all to the health and safety of employees (Asumeng et al., 2015).

Besides, reports by Eurofound (2012), conclude that there are harsh conditions of work in the banking sector, liable to lead employees into psychosocial hazards like workload, work-stress, workplace bullying, occupational stress and so on which tend to make more and more employees disengaged from their work. The findings depict the financial sector reported increased working hours, with 65% of total employees working under tight deadlines; another 74% of them engaging in tasks that are complex to them among many others.

According to Ankrah (2018), in September 2018, Acreaty Ghana, a human capital consult conducted a survey involving 14 banks and found out that over 60% of employees in the banking sector expressed turnover intentions due to poor conditions at work like low salaries, unrealistic targets, lack of incentives, unfair employee welfare policies among many others. 64.4% of the employees indicated they would want to exit the sector generally to other sectors where they thought they would be treated better. Thus, in a bid to tap into the maximum potential of the employee at the workplace, it is empirical to imbibe some personal and work resources at the workplace to help employees adequately deal with the pressures, demands and challenges that arise at the workplace; that is where it is important to enhance workplace spirituality and job crafting behaviours at the work place as they have been identified as antecedents of employee engagement.

Saks, (2006) suggests that there may be some key antecedents that may affect engagement (workplace spirituality and Job crafting) therefore, there is a need to focus on those factors as they could enhance the engagement and well-being of the workforce.

Regardless of this information available, in Africa and most especially Ghana, to the researchers' best knowledge, research into employee engagement, and most especially factors such as workplace spirituality, job crafting which have been identified to significantly influence

employee engagement are under-researched as these are all emerging fields. This gap causes a void in the field of human capital development in both theory and practice, thus a need to have more researchers delve into the area to conduct more studies.

Agyemang and Ofei (2013), posit that the concept of employee engagement in Sub-Saharan Africa has received very little attention in the literature. Therefore, the primary intent of the current study is to investigate engagement levels of employees in some selected financial institutions and the role of workplace spirituality and job crafting play. The findings of this study will direct practitioners design models targeted at improving the engagement of employees and cap factors that cause high levels of disengagement. Also, this study will bring to light latent or extraneous variables which could affect engagement in Ghana. Most importantly, the findings will contribute to the literature on employee engagement by also investigating themes related to job crafting and workplace spirituality.

#### **1.4 Objectives of the Study**

In line with the research problem discussed above, this main objective of this study is to investigate the relationship that exists among WPS, JC and EE among employees of selected banks in Ghana. The specific objectives of the study are to examine:

- I. The relationship between workplace spirituality, job crafting and employee engagement.
- II. Which dimensions of job crafting would significantly predict employee engagement?
- III. The mediating role of workplace spirituality in the relationship between job crafting and employee engagement.
- IV. Significant differences on how tenure of service and age affects employee engagement.
- V. The difference in engagement levels between public and private banks.

### **1.5 Relevance of the Study**

The essence of this study is to provide scientific evidence to the banking sector in the Ghanaian setting, specifically how job crafting and workplace spirituality individually and collectively affect the levels of engagement of the employees. It will give insight into how the subdimensions of job crafting as well as age and tenure of service contribute to improving engagement in the Ghanaian banking sector and to what extent they do that. Findings from this study will be a reference point for future researchers, it will drive policymakers and employers make guided decisions within the sector as well as serve as a manual for designing interventions with regards to workplace spirituality, job crafting and employee engagement. Given the premise that an engaged workforce is associated with positive behaviours and outcomes at the workplace, there are many advantages to studying strategies and approaches that would boost the engagement of employees at the workplace.

Most importantly as an academic piece of work, the findings from this study will help fill the void in the literature. Employees stand to benefit from this study as well, as findings will reflect the state of employees' engagement in the banking sector and any improvements that come will be to their benefit.

### **1.6 Organization of the Thesis**

#### *Chapter 1: Introduction*

In this section, the background of the study, statement of the problem, aims and objective as well as the relevance of the study were touched on in this chapter.

#### *Chapter 2: Literature Review*

In this chapter, the theoretical framework that serves as the backbone of the study was first discussed. Since the core of the study is study employee engagement, and how workplace spirituality and job crafting may be able to predict it, a detailed discussion was first done on the concept subsequently, relevant and related studies on these variables and how they may be associated are reviewed. Based on the gaps in the literature, hypotheses are formulated then a conceptual framework for this study is designed. An operational definition of some key terms used in the study is featured as well.

### *Chapter 3: Methodology*

This section of the research throughs light on methodologies used and the specific approach employed for this study with the appropriate justifications made. The researcher provides information on the research setting, instruments, procedure for data collection and ethical considerations in this chapter.

### *Chapter 4: Results*

Here, descriptive statistics of the demographic characteristics of participants, preliminary data analysis and inferential analysis are conducted based on the data collected. Hypotheses are tested using the appropriate statistical method.

### *Chapter 5: Discussion.*

The entire argument of this research's results is detailed in this chapter. The discussions are carried out, taking into consideration relevant literature, previous studies and the Ghanaian context. The chapter further touches on the contribution of this thesis, its limitations and some recommendations made by the researcher for the future. The chapter ends with a general conclusion of the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter is devoted to the evaluation of relevant literature to all phenomena being studied – job crafting and employee engagement and how this relationship is being mediated by workplace spirituality. Essentially, there are subheadings in this section namely; theoretical underpinnings of the study, empirical analysis of the constructs and proposed conceptual framework for the study.

#### 2.2 Theoretical Framework

The chapter entails the foundational roots of the relationship between workplace spirituality, job crafting and employee engagement. Commencing from the works of Kahn (1990) to Saks' (2006) three-dimensional model of engagement, literature has proven how employee engagement is crucial to the success of every organization.

##### 2.2.1 The Social Exchange Theory (SET)

This conceptual paradigm gives a hypothetical premise to talk about the reason why employees turn out to be drawn in towards work. In SET, the theory posits that obligations are produced from the interactions of parties who are in a condition of a complementary relationship. According to Blau (1964), the relationship between the parties in the interaction process is a precursor to the quality of the interactions. This can be described as a unique relationship between two parties where mutual and reciprocal benefits are involved in the relationship. The central theme that exists in this interaction is perceived fairness as it is a give and take relationship. An important rule here is that the relationship advances after some time into trust, dedication and commitments which are

mutual as long as the players comply with the specific standards of the exchange (AbuKhalifeh & Som, 2013; Cropanzano & Mitchell, 2005). These standards tend to lead to positive employee attitudes and work behaviours like employee engagement.

When employees perceive their organization is devoting resources into helping their wellbeing and progress and presenting them with a richer ecosystem where they can learn and develop, they reciprocate with better job-related outcomes (e.g., knowledge sharing behavior, work engagement), according to SET. It has been hypothesized that an organization's help for its personnel could have a positive influence on their motives and behaviors, based on SET and the reciprocity norm enabling them to make a greater contribution to the achievement of organizational goals (Blau, 1964; Gouldner, 1960; Eisenberger et al., 1986).

For instance, when people get financial and social resources from their organizations, they believe they owe the organisation and tend to expend extra effort in a bid to reimburse the organisation (Saks, 2006). In other words, employees will choose to increase their engagement levels to diverse degrees in light of the wealth they make from the organisation. According to Robinson et al. (2004), engagement is a dual relationship between the business (employer) and the worker (employee). It is practical to associate the social relationship to that of the employer-employee relationship in the study where the exchange is between the employee and the employing organisation and not just two (2) individuals. This is confirmed in literature as scholarly work indicates that employee perspective of high employer commitments as far as an adaptable work environment is concerned and fair treatment increase employee engagement (Moen et al., 2011).

In the seminal work by Kahn (1990), the author posited that an employee will exert good effort into his/her work roles and dedicate cognitively, emotionally and physically subject to organisational actions. Accordingly, there is the likelihood that employees will exchange their

commitment to benefits and other resources given by their organisations. The inability of an organisation or the neglect in providing these resources might lead to withdrawal attitudes and disengagement by employees. In this way, employees who have autonomy at work, have open doors for advancement and receive good organisational support are probably going to respond by demonstrating the good amount of engagement.

For instance, Saks (2006), empirically tested SET with the antecedents and consequences of job and organisational engagement subject to existing models of engagement (Khan, 1990; Maslach et al., 2001). He found that perceived organisational support (POS) is a predictor of both organisation and work engagement; likewise, procedural justice was also a predictor of organisational engagement and job characteristics predicting job engagement. The obligations fashioned by the compassionate and concerned organisation through perceived organisational support is reciprocated by employees through higher levels of job and organisational engagement. SET gives hypothetical underpinnings to relate why workers turn out to be pretty much occupied with their work and organisations. From Kahn's (1990), based on the meaning of engagement, workers may think they are indebted to their organisations and therefore get more engaged by way of compensation or exchange for the workplace spirituality resources or autonomy to craft their work from organizations. At the point when the organisation fails to offer these resources, employees will probably pull back and separate (disengage) themselves from their roles. In this way, the measure of cognitive abilities, passion, and overt resources that employees dedicate in the execution of their duties might be dependent upon the socio-emotional and financial resources obtained from the organisation. Where workers feel that they are being dealt with well and esteemed by their employer, they will probably react by applying extra effort in the interest of the business in the form of raised levels of commitment (Alfes et al., 2013) and makes it likely for the

high penchant of employee engagement. Following the social exchange hypothesis, as examined above, employees who feel a sense of spirit at work or are crafting their own jobs as allowed by their employers will reward their organisation by detailing positive work results, for example, high engagement and high performance in the workplace.

### **2.2.2 The Job Demand Theory (JD-R Theory)**

Though (important varieties in levels of) certain particular job demands and job resources, (for example, autonomy, the pressure at work) are associates of every occupation, some job demands and resources are peculiar to some occupations. For instance, amongst staff in a university, cognitive demands are more prevalent than physical demands which are associated with jobs like underground mining.

Demerouti et al. (2001), are credited for the conceptualization of the model. Since it theorizing, researchers like Janse van Rensburg et al. (2013), have identified the construct to be a useful mechanism in the conceptualization of engagement, wellbeing and performance. At the core of the model is the assumption that all jobs have specific risk factors associated with job stressors (Bakker & Demerouti, 2007). The model conceptualizes that the tenets of job characteristics are grouped into two, namely; Job demands and Job resources. Demerouti and Bakker (2011), therefore argued that the outcome of the interaction between job-related resources and job demands is performance-related outcomes and job crafting behaviours.

The effect of job characteristics in the model can either be directly or indirectly affected by work engagement. The antecedents of job demand like role conflict, role ambiguity, work overload and insecurity necessitate workers to exert more effort in their work which might lead to strain or burnout (Bakker & Demerouti, 2007). They are by and large also the most imperative indicators

of such results as repetitive strain injury, exhaustion and psychosomatic health complaints among employees (Hakanen et al., 2011).

The factors that aid in the management of job demands are classified as job resources. According to scholars like Bakker et al. (2005), and Llorens et al. (2006), job resources represent the social, psychological, organisational and physical characteristics of the job. Aspects of job resources are leader support, pay, interpersonal and social relations, co-worker support, career advancement opportunities, autonomy and social climate and workplace spirituality (Saks & Gruman, 2014).

Employees can alter how work is conceived and executed (i.e., changing task boundaries), number of times and specific individuals or co-workers they socialize with at the workplace (i.e., changing relationship boundaries), and how they cognitively attribute value to their job role (i.e., changing relationship boundaries), (Wrzeniewski & Dutton, 2001).

Workplace spirituality becomes vital as a resource because at the individual level, employees experience a sense personal meaning and purpose for which they work and despite whatever challenges they experience, they find it within themselves to significantly enjoy the roles they perform which reduces tension and stress at work place. Again, at the group level, because employees are able to connect with each other and can develop a support system among their co-workers, this serves as a coping mechanism to help employees thrive at the workplace and face challenges the work may bring. Role modelling and role clarity will occur because employees at this stage will look out for each other's best interest. Finally, at the organizational level employees will most likely experience higher levels of engagement due to the presence of spirit at work. Therefore, when employees experience workplace spirituality as a Job resource, it enables them to experience increased levels of involvement in their roles as well as increased potential, this in

essence leads to heightened levels of work engagement by maximizing their intrinsic motivation, job crafting skills, and devotion to work (Arokiasamy & Tat, 2020).

The effects of the antecedents of job resources lead to both intrinsic and extrinsic motivational roles through the facilitation of learning, growth and development and achieving work objectives.

Christian et al. (2011), conducted a meta-analysis study and their results affirmed the following precursors of job resources – autonomy, transformational leadership, task significance, feedback, task variety and positive relationships at work. These authors, therefore, concluded that the above antecedents of job resources are essential for employee job engagement. The correlations between job resources and engagement were significantly positive than with job demand antecedents like job complexity, role ambiguity, physical demands and work conditions such as temperature and noise.

Furthermore, Xanthopoulou et al. (2009), incorporated personal resources into the JD-R model to cater for the interactive effects between individual and ecological factors as most psychological approaches deduce that the behaviour of humans is as a result of such an interaction (Schaufeli & Taris, 2014). According to Hobfoll et al. (2003), personal resources are seen as positive self-assessments that are connected to flexibility and allude to people's feeling of their capacity to manage and affect their surroundings effectively. Personal resources, for example, self-viability, confidence or good faith can likewise be important for engaged employees. Consequently, the JD-R clarifies engagement on the premise that, where employees have high levels of employment-related or potentially personal resources, they will probably be locked in with their job. Xanthopoulou et al. (2009), conducted a longitudinal study and recommended that personal resources were reciprocal with job resources and work engagement after some time.

In the JD-R theory, two reasonably autonomous processes are triggered by job demands and job resources. These two processes are the motivational process and the health impairment process. Additionally, the theory suggests that job resources are especially relevant in situations of high job demands since people draw on resources as a means of adaptation during periods of stress and strain (Bakker et al., 2007). The explanations behind these special impacts are that job demands cost exertion and expend energetic resources, while job resources satisfy psychosomatic mental needs, for example, independence, relatedness, and competency (Nahrgan et al., 2011).

On the other hand, the impact of job resources on work engagement turns out to be more pertinent and brings about motivation as job resources become the medium to the attainment of objectives in job demands situations. Hakanen et al. (2011), in this way, postulates that the usefulness of job resources cannot be underestimated as they become the safeguard to other resources, facilitate the procedures for resource growth and averts a loss in resources in the future. The JD-R model is postulated by scholars like Bakker and Leiter (2010) to be the most important antecedent of job strain and on the other hand, motivation, commitment, engagement and job motivation are predicted by job resources. Therefore, workers who have lots of job resources can adapt better to their day-to-day job demands.

Job resources have a positive effect on employee engagement as job demands tend to increase. Principally, as job demands become inimical to employee's role performance, job resources become a respite to ameliorate the harsh conditions and this promotes commitment to roles and the job (Hakanen et al., 2005). When an employee is dedicated to his role/work and organization, engagement levels increase and this promotes retention.

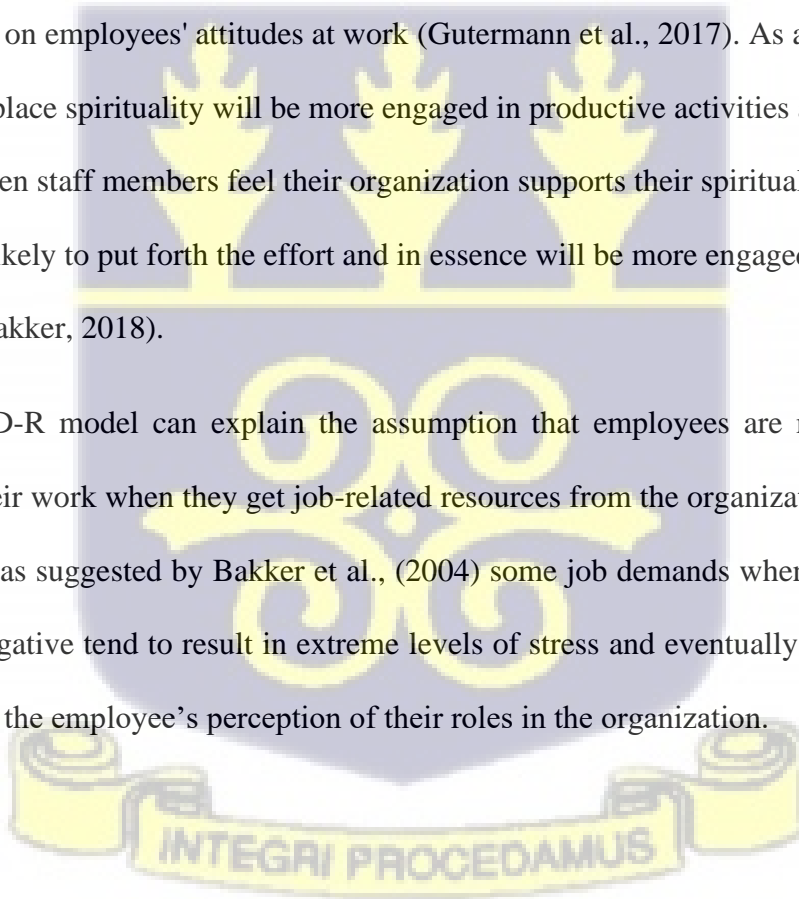
Linking the theory to the current study which seeks to examine the relationships between workplace spirituality, job crafting and employee engagement, literature has proven that job

resources lead to high job crafting abilities among employees and further improves upon the engagement levels of employees. On the other hand, job demand increases burnout and negatively affects employees' job crafting, hence, weakens their level of engagement (Baik et al., 2018).

### 2.2.3 Relatedness of Theories

The social exchange theory depicts that there is a give and take relationship that exists in the workplace. People's satisfaction with their spiritual life, according to SET, transcends into their work lives (Arokiasamy & Tat, 2020; Giacalone & Kolodinsky 2008). Therefore, when employers encourage or invest more in workplace spirituality of their employees this may also be a good influence on employees' attitudes at work (Gutermann et al., 2017). As a result, people who value workplace spirituality will be more engaged in productive activities at work (Rahman et al., 2016). When staff members feel their organization supports their spiritual well-being, they are much more likely to put forth the effort and in essence will be more engaged (Saks 2006; Van Mierlo & Bakker, 2018).

Similarly, the JD-R model can explain the assumption that employees are more likely to be engaged with their work when they get job-related resources from the organization. According to the JD-R theory as suggested by Bakker et al., (2004) some job demands when perceived by the employees as negative tend to result in extreme levels of stress and eventually burnout, this also generally affects the employee's perception of their roles in the organization.



## 2.3 Empirical Review

### 2.3.1 Employee Engagement: A General Overview

Although employee engagement is deeply embedded in empirical research and has been widely regarded as a practitioner-based concept until the 1990s, there is currently no specific and universally accepted interpretation to the concept and the area it encompasses (Vance, 2006). As Schaufeli et al. (2002, p. 19), noted, “probably the most important issue in defining engagement is where to draw the line?” The number of different manners in which engagement has been established implies that the concept has been exposed to manipulation (Alfes et al., 2013), generating an unsettling range of meanings and interpretations.

Kahn (1990, p. 694), in his seminal linked engagement to disengagement. He accordingly defined the concept "as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances." The cognitive aspect of employee engagement concerns employees' beliefs about the organisation, its leaders and its working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organisation and its leaders (Kahn, 1990). The overt component focuses on the various detectable energies employed by employees in the execution of tasks.

Thus, according to Kahn (1990), employee engagement means to be psychologically as well as physically present when occupying and performing an organisational role. It emphasizes the personal engagement of workers physically, cognitively and emotionally to improve organisational performance. This means that employees who are disengaged withdraw from role performance and try to defend themselves physically, cognitively and emotionally (Saks & Gruman, 2014).

### **2.3.2 Similarity and Distinction from other Organisational Constructs**

There is sufficient evidence to argue that employee engagement is normally affiliated to, however, unique from established organisational behaviour concepts such as organisational citizenship behaviour (OCB), job satisfaction, job involvement and flow and attitude or behaviour (Saks, 2006). OCB involves voluntary (Saks, 2006), and informal behaviours to help co-workers and the organisation (Robinson et al., 2004), but the focus of engagement is one's formal role performance actions which are neither extra-role nor voluntary behaviour. From Robinson et al. (2004), engagement contains many of the elements of both commitment and OCB but is by no means a perfect match with either. Also, neither commitment nor OCB reflects sufficiently two aspects of engagement – its two-way nature, and the extent to which engaged employees are expected to have an element of business awareness. Some definitions and measures equate engagement with employee job satisfaction (Harter et al., 2002; White, 2008). However, other authors suggested engagement is broader than, in some cases distinct from, job satisfaction (Bates, 2004; Blizzard, 2004). Gallup (2006), in their study also suggested a connection between the concepts. They argued that the distinction between the two concepts lies in their relationship to performance. Stephen Young, the executive director of Towers Perrin, (as cited in Markos & Sridevi, 2010) also distinguishes between job satisfaction and engagement contending that only engagement (not satisfaction) is the strongest predictor of organisational performance.

#### **2.3.3.1 Engagement and Organisational Commitment**

Literature is replete with the use of employee engagement and commitment interchangeably (May et al., 2004). Koscec, (2003) suggests that engagement may be an expression of employee commitment and other elements of satisfaction; however, commitment lacks a number of the qualities commonly associated with engagement, such as absorption and self-expression.

Saks (2006), stated that organisational commitment differs from engagement in that it refers to a person's attitude and attachment towards their organisation. That is, it is determined by the employees' loyalty, attitudes and attachment to the organisation and this, in turn, brings the benefit of the employment. It is more attitudinal including affective, continuance and normative domains. Commitment is conceptualized as a positive attachment and willingness to exert energy for the success of the organisation, feeling proud of being a member of that organisation and identifying oneself with it (Tummers et al., 2018). However, engagement is not merely an attitude; it is the degree to which an individual is attentive to their work and absorbed in the performance of their role (Vigoda-Gadot et al., 2012). According to Maslach et al., (2001), commitment centred on the organisation, while engagement is focused on tasks.

#### **2.3.3.2 Engagement and Job Involvement**

Lawler and Hall (1970), defined job involvement as the degree to which the employee perceives the job situation as an important part of their life, because of the opportunity it gives to satisfy a person's needs. According to May et al. (2004), the conceptual difference between job involvement and engagement is that the former is a purely cognitive act while the latter is an emotional and physical element. From this, it means that engagement is more concerned with how workers employ themselves during job performance. This also includes the employee's energy and emotions while job involvement is the result of the employees' perception of the need-satisfying abilities of the job.

#### **2.3.4 Workplace Spirituality (WPS): A General Overview**

Spirituality is a very deep and vast concept with several understandings dependent on the perspective of the one defining the concept and the objective to be attained. Every area of study where the concept is mentioned uniquely defines the term. According to Case and Gosling (2010,

p. 262), the concept “is plagued by problems of definition.” Given the above, Schmidt-Wilk et al. (2000), are of the view that the various perspectives of spirituality can be categorized into three groups; those that perceive the construct as an inner experience felt personal, those that perceive it from a position of values, and the last group that perceive spirituality as a set of overt behaviours. The interconnection around the two terms; spirituality and religiousness remain an area of concern for researchers. In some instances, within the literature, spirituality and religiousness are treated as similar constructs on other occasions, they are defined independently of one another. Religion is often projected in a negative light using negative words such as dogmatic, archaic and intolerance, compared to spirituality which is highlighted in positivity and often characterised as open and tolerant. Regardless of these positions, Mohamed et al. (2004, p.104), are of the view that it is “artificial and unnecessary” to try to make a difference between the two concepts. This is because major religions in existence possess certain components of spirituality, and this position is reiterated by Oman, (2013).

#### **2.3.4.1 Spirituality As it Exists at the Workplace**

Spirituality which is exhibited at the workplace stems from the findings of various researches that have been conducted in the organisational sciences which reiterates the common assumptions that when employees practise spirituality at the workplace, it is likely to affect and influence organizational outcomes in a positive way (Jurkiewicz & Giacalone, 2004).

#### **2.3.4.2 Possible Outcomes When Organizations Adopt Workplace Spirituality**

Workplace spirituality can play an important role in terms of helping establish organizational standards on three levels: meaningful work which manifests at the individual level, creating a sense of community which exists at a group level and being in alignment with established organizational values and mission (Milliman et al., 2003).

McLaughlin (2005, p. 11), posit that should organizations feel the need to succeed in the twenty-first century they will have to imbue their workers with greater meaning and purpose within the organization. “In today’s highly competitive environment, the best talent seeks out organizations that reflect their inner values and provide opportunities for personal development and community service, not just bigger salaries.” The benefits of applying workplace spirituality at the workplace have been approached from diverse angles. Denton and Mitroff (1999), investigated the applicability of the integration of workplace spirituality into organizational management, Krishnakumar and Neck (2002), approached the benefits of spirituality from an angle where the profitability of the organization is the goal. When it comes to applying spirituality to the meaning of work to attain a productive or effective organisation as the ultimate aim, Ashmos and Duchon (2000), are credited. Other investigations have been carried on the contrasting facets of workplace spirituality and the collective effect on employee involvement (Saks, 2011), and finally, the development of an exhaustive model aimed at fostering spirituality in the workplace (Pawar, 2009). The point being made here is that fostering spirituality within work environments is likely to create a positive work environment which in turn will boost productivity and growth of both organization and employee. Also, research confirms that absenteeism, high turnover intentions and workplace stress which have bearings on deadlines are the effects of an organizational culture that does not practice workplace spirituality (Krishnakumar & Neck, 2002) as well as an improvement of employee satisfaction and commitment levels at the workplace (Kinjerski & Skrypnek, 2006). Tasks can sometimes be physically demanding and exhausting, leading to terminal illnesses such as cardiovascular diseases, mental disorders as well as psychosocial challenges. Therefore, workplace spirituality is identified as a remedy to such workplace pressures (Ashmos & Duchon, 2000; Neal, 2000). The literature thus proves that workplace spirituality is key when it comes to building employee-based work cultures as this will reflect in higher productivity and output,

therefore, the organizations that can put in place measures to foster workplace spirituality are likely to build a system will lead to individual and organizational growth (Marques, 2010).

### **2.3.5 Job Crafting-JC**

A novel step to nurturing higher levels of engagement among employees is empowering them to design their jobs (Hackman & Oldham, 1980). Wrzesniewski and Dutton (2001), were the first researchers to introduce the term job crafting into literature referring to the concept as the various physical and mental modifications employees engage in the execution of tasks within their work. Wrzesniewski and Dutton (2001), first published the article “Crafting a job: Revisioning employees as active crafters of their work”, many years later, job crafting continues to spur interest in researchers globally. Wrzesniewski and Dutton (2001), crafted the term job crafting as constructive behaviours that emanate from the efforts of the individual employee to match their jobs with their interests and desires.

They go on to say that employees can craft their jobs by altering the various dimensions the job may unfold in, for example, task delivery, the social or relational aspects of the work and finally, their perceptions and thoughts towards the work. Task crafting occurs when employees can change the scope and type of tasks they engage in at work, whereas cognitive crafting affects their general perceptions towards their work and relational crafting refers to an alteration in co-worker relationships, worker supervisor/client relationships at the work (Wrzesniewski & Dutton, 2001). Such constructive improvements made to jobs by employees, according to LePine and Van Dyne (1998), tends to become the norm thus affecting the original job design. Job crafting behaviours are of interest to the researcher primarily because it has been tipped to be a predictor of work engagement especially when most workers strive to decrease their burdensome job demands by finding resources to enable them to do that (Van Wingerden et al., 2016). Studies have been

conducted and have established an existing dynamic relationship between the concepts job crafting and work engagement; job crafting has found in the literature to cause employees to be engaged at work (Van Wingerden et al., 2017) and in other instances a consequence of employees being engaged at work (Fritz & Sonnentag, 2009; Schaufeli et al., 2009). Employees who possess the ability to craft their job at the workplace have been tipped to be assets to their organizations; most of them are likely to be engaged at work and more likely to actualize their goals as well as that of their organization.

Since job crafting requires workers to self-initiate and alter their job characteristics and its nature to attain a perfect fit between the employee's job expectations and the actual job, Tims et al. (2012) defined the concept in line with the Job Demands-Resources (JD-R) theory. The JD-R model segments the jobs attributes in terms of demands and resources (Demerouti et al., 2001).

According to Cavanaugh et al. (2000), demands are classified as challenging and hindering.

Challenging demands present employees with growth opportunities (for example a complex piece of work) and may have effects directly affecting performance when they are not too high to overcome whiles hindering demands are that which cap both individual and organization performance, consequentially reducing both effectiveness and achievement of results at individual and organizational levels (Crawford et al., 2010). Job resources can be put into two subgroups; Structural and Social (Tims et al., 2012) however, job resources generally refer to those physical, mental, work-related, and social parts of one's job that are critical to the attainment of goals and promotion of personal growth. To this end, some researchers have concluded that to have an organization system that benefits the employees and a system likely to help meet organizational goals there is a need to accelerate social job resources (e.g., social connectedness and support, mentorship, and feedback) as well as structural job resources (e.g., independence and growth and advancement opportunities). Findings from recent studies prove that such modification at the

workplace will affect employee's engagement (Van Wingerden et al., 2017). In conclusion, the act of crafting one's job refers to a willing and conscious behaviour aimed to seek resources and challenges, at the same time diminishing the job demands (Bakker & Demerouti, 2017), as well conscious efforts put in place to make existing job conditions better or thrive within work environments (Robinson & Griffiths, 2005).

### **2.3.6 Job Crafting and Employee Engagement**

Mauno et al. (2007), conducted research work in a public health care organization (which includes seven hospitals) of Finland. The study mainly focused on three different types of job demands that include: (i) time demand at work, (ii) work-to-family conflict and (iii) job insecurity. Also, it highlighted three types of job resources: (i) job control, (ii) organization-based self-esteem and (iii) perceived management quality. For the investigation, necessary questionnaires were designed and administered on healthcare personnel like doctors, nurses, researchers, cleaning and catering staff etc. over two different periods i.e. 2003 and 2005. The total number of respondents was 409 that represented 65.7% of response rate. The study revealed that work engagement (especially vigour and dedication) was frequently experienced among the participants and on an average, it remained the same across the follow-up period. The experience of work engagement also remained reasonably stable during the two years under study. Further, job resources narrated earlier predicted work engagement comparatively better than job demands. The outcome further proved that job control on dedication remained statistically significant.

Previous research found evidence that employees given the autonomy to exhibit their crafting behaviour on the job, experience improved engagement (Tims et al., 2013). Job crafting behaviour might help to optimize work engagement. Employees could search for more challenge in their job, for instance by taking over tasks of colleagues, for this reason, their workload will be higher. If

teachers for example craft their challenging job demands, this could also result in higher levels of work engagement.

Another controversial issue concerns the longitudinal bond between job crafting and work engagement. Also, some studies have shown, in line with the JD-R model (Tims et al., 2014) that job crafting predicts increased levels of work engagement over time. For example, Vogt et al. (2016), in their three-wave, three-month panel design survey, sampled 940 employees from Austria, Germany, and Switzerland. Participants were recruited through an online panel data service across sectors and occupations and demonstrated that the total job crafting score (including increasing structural and social job resources and challenging job demands) predicted engagement over three months. Similarly, in a three-wave design with one-month follow-ups, with data gathered in a chemical plant with a sample size of 288 concluded that job crafting had a positive effect on structural and social job resources which, in turn, increased work engagement (Tims et al., 2013).

According to Dorenbosch et al. (2013), job crafting significantly relates to employee engagement. They were further of the view that employees who go the further step to create their job make good use of the resources in their work environment, which consequently helps them to achieve goals they have set for themselves. Again, van Dam et al. (2013) carried out a study on the importance of “leader-member exchange” and situational goal orientation as predictors of job crafting. The study examined a sample size of 260 employees across different organizations and in using the Structural Equation Modelling analysis, it found out that employees who put in less effort in crafting their job are likely not to perform well and hence, poor performance while employees who do their possible best to craft their jobs are normally more involved and confident with their organization, which leads to better performance. Using the 'snowball' procedure, respondents in science, telecom, IT, healthcare and banking sectors in Netherland were employed for the study.

Bakker et al. (2012), in their study on proactive personality, made use of data collected on 95 dyads employees to test the role of job crafting and work engagement and how it influences employee's performance. The results which were analyzed with structural equation modelling indicated that employees who were identified as having proactive personality are the ones likely to indulge in job crafting than those who are not. Specifically, the results indicated a significant positive relationship existing between job crafting and employee work engagement. They conclude that when workers adopt proactive adjustment behaviour in their workplace, they are more likely to engage and also perform well. Their study is an indication that for employees to adjust to job crafting, measures will have to be put in place by leadership in the organisations to ensure their engagement. The difference between the above study by Bakker et al. (2012), and the current study is that the current study is looking at the relationship between both workplace job crafting (criterion variables), workplace spirituality (mediating variable) and employee engagement (outcome variable).

Similarly, Lu et al. (2014), researched the role of job crafting and job insecurity on work engagement in a two-wave longitudinal study among 246 Chinese workers of a reputable technology firm. The results of the study indicated that a significant positive relationship exists between work engagement and changes in relational job crafting. They concluded that once employees are engaged, it leads to the crafting of jobs in both physical and relational means, which also creates a better person-job-fit. The study of Lu et al. (2014), also found that job insecurity significantly relates to job crafting. This finding seems to suggest that employees are sometimes engaged by crafting their job for the fear that they may lose their jobs, this is not too far from the banking industry following the restructuring, mergers and acquisitions in the past few years. It particularly sits better with this study as it examines employees in the banking sector. The current study is examining job crafting, workplace spirituality and the relationship with employee

engagement. This finding is corroborated by the findings of a study conducted by Tim and Bakker (2010), on employee engagement and job crafting. The study conducted an extensive literature search with the main aim on proactive behaviour of the employees and then on job crafting. The results indicated a significant positive relationship between employee engagement and job crafting. The study concluded that organisations will benefit a lot from employees when their employees are motivated to create or craft their jobs to secure their engagement.

In a study conducted by Chen et al. (2014), on job crafting and job engagement, data was collected among hotel employees who are full-time workers in Taiwan. The findings of the study indicated that individual crafting and collaborative crafting are significantly related to employee work engagement. The findings further showed that individual crafting had a stronger relationship with work engagement as compared to collaborative crafting. The findings seem to support the findings of other scholars discussed earlier who also revealed a positive relationship between job crafting and employee engagement. Generally, they concluded that more studies need to be carried out to determine the possible outcome of the relationship that exists between individual job crafting and employee engagement; thus, this is in line with the objectives of this study.

Demerouti et al. (2015), also researched the role of work engagement on job crafting and extra-role behaviour. Data was collected among 294 employees and their supervisors. The results like that of other scholars indicated a positive relationship between job crafting and work engagement. According to Demerouti et al. (2015), engaged employees are individuals who are motivated to create their jobs.

In a research conducted by Tims et al. (2013), on the topic “Job crafting at the team and individual level: Implications for work engagement and performance”, data was gathered on 525 employees working in 54 teams. The teams were providing occupational health and safety services. The

results indicated that vigorously increasing job resources and challenging job demands may be an ideal strategy to ensure increased work engagement and job performance at both individual and team level. The findings further revealed that engaging in situations that hinder job resources is a type of job crafting that may impair work engagement and could also negatively affect individual performance. They further revealed in their findings that hindering job demands may bring about frustration, which could consequently lead to stress. Harju et al. (2016), underscored in their study conducted on job crafting and increased work engagement that seeking challenges had a significant positive relationship with work engagement. This research was conducted by employing a two-wave, three (3) year design and collected data among 1630 well educated Finnish employees from various kinds of occupation from different organisations. The findings also suggested that seeking challenges at work increases work engagement and decrease job boredom. This according to Harju et al. (2016), goes a long way to create other job crafting behaviours among employees. One of the limitations of their study was that the effect of job crafting actions was very small. With regards to the current study, workplace spirituality has been identified to play a mediating role between job crafting and employee engagement which is the criterion variable.

Robledo et al. (2019), investigated the influence of job crafting on the relationship between work engagement and wellbeing outcomes. A survey method was adopted for the study. 443 samples were drawn from Spanish white-collar employees who were workers in education, health, banking industry, public administration etc. The Spanish validated version of the Utrecht Work Engagement Scale (UWES-9) was adopted. Hierarchical Regression and structural equation modelling were employed in the analysis of the data. The findings revealed that the way and manner workers are engaged will decide how they will adopt job crafting behaviours in the future. Thus, the higher the engagement, the higher the level of job crafting behaviours. The findings of Robledo et al. (2019) also identified a stronger link between work engagement and job crafting

behaviours compared to the relationship between variables such as workaholism and burnout on one hand and job crafting on the other hand.

In another study conducted by Tims et al. (2015), the study examined how employee job crafting relates to the wellbeing of colleagues in the workplace. Participants were selected from various organisations through email and phone contact. A total of 356 participants were selected for the study. Snowballing sampling technique was adopted for participant selection. In the analysis of the data, structural equation modelling was employed. It was found that, when workers try to reduce their hindering job demands on their initiative, a higher workload was reported by their colleagues and both workers report higher levels of conflict with each other. The results suggest that when an individual crafts his or her hindering job demands, it brings about a shift of tasks responsibilities which result in conflict.

### **2.3.7 Workplace Spirituality and Employee Engagement.**

Empirical studies which have examined the relationship between the two variables have shown that workplace spirituality is positively related to employee engagement (Singh & Chopra, 2016). This implies that the extent to which people feel engaged and immersed at work is therefore somewhat dependent on the extent to which they experience workplace spirituality (Breytenbach, 2016). A spiritual environment at workplace instils a love for work among employees as a result of which they become engaged in their work (Sony & Mekoth, 2017). Devendhiran et al. (2017) studied the impact of spirituality in the context of employee engagement in India. This study suggests workplace spirituality is having three dimensions that is meaningfulness in work, a sense of community or connectedness and alignment with the organization's values and they have a positive influence on employee engagement.

Saks (2011), in the literature review paper explored the influence of workplace spirituality on employee engagement. The qualitative approach was adopted for the study. The results of the study revealed that indeed workplace spirituality influences employee engagement. It was specifically identified that meaningfulness in work could be promoted through conscious organizational behaviours that encourage task enrichment. In other words, the job resources that encourage task enrichment can elevate levels of employee engagement through their effects on meaningfulness in work. Riasudeen and Prabavathy, (2011), also researched the topic, the relationship of workplace spirituality and work attitude in a manufacturing organization among 78 employees across departments in the organizations with various levels of work experience. The study proved a significant positive relationship between the dimensions of workplace spirituality and work attitude and a negative relationship between dimensions of workplace spirituality and intention to quit. The limitation of their study was that they employed one measurement factor throughout the study; it is recommended that other organizational outcomes are tested. They also tested only senior-level employees in their study, whereas they could have carried out a cross-sectional study. Van der Walt and Swanepoel (2015), investigated the relationship between workplace spirituality and job involvement. The quantitative research approach was employed to analyze the data. A cross-sectional survey was conducted and a total of 214 participants were sampled for the study. The results indicated that a positive relationship also significant exists between spirituality at work and employee involvement at work. Specifically, the results indicated a significant positive relationship between meaningfulness to work and community (dimensions of workplace spirituality) and job involvement. They concluded in their study that organizations which adopt spiritual values and which are exhibited by its leadership are likely to have its employees become more involved in their jobs. On the other hand, an organization that does not have workplace

spiritual values will also have the tendency of its leadership not believing in it, which consequently will lead to a situation where employees will not involve themselves in their jobs.

Similarly, Pradhan and Jena (2017) investigated the bearing existent between spirituality at work and employee engagement. Data from 172 executives working in the Indian public and private banks and insurance industries were gathered. A standardized questionnaire containing items on workplace spirituality as well as employee engagement was administered to participants. The findings revealed that a significant positive relationship exists between workplace spirituality and employee engagement. However, the study did not find gender differences in how employees perceive their organization differently in terms of workplace spirituality and employee engagement dimensions. The findings seem to suggest that meaningful work, community and alignment with organizational values in an organization helps employees to engage.

Also, Pradhan et al. (2016), conducted a study and the purpose was to examine workplace spirituality and job outcomes in the information technology sector in India. The study sampled 480 workers who filled-up survey questionnaires. A standardized scale developed by Krishnan (2007), was used to solicit respondents' views on the extent to which they experience workplace spirituality. Structural Equation modelling was employed in the running of analysis for hypothesized connections between the variables. The results indicated that workplace spirituality positively correlates with commitment. It indicated further a significant positive relationship existing between spirituality at work and job satisfaction. This implies that those who consider their job as meaningful and those who have reason and deeper purpose at work experience inner contentment and satisfaction. In other words, those who have a sense of oneness in their relations with others may provide themselves with a greater satisfaction on the job as these individuals are likely to give fair treatment to their colleagues as they see them as their companions who have the same interest to achieve common goals.

In line with the findings of the scholars above Singh and Chopra (2016), also conducted a study on the relationship among workplace spirituality, work engagement and grit. The study was conducted among 283 participants who were full-time workers in different organizations. ANOVA was used to analyze the data. The results revealed a weak link between spirituality at the workplace, employee engagement and grit. However, the results indicated a strong relationship between meaningful work and engagement whereas that of sense of community and work engagement was fairly weak. The results also revealed a weak relationship between inner life and work engagement. This result is unique from the findings of other scholars who consistently found strong and significant relationships between the two constructs.

In summary, the discussions above made a significant contribution to the body of empirical investigation by reporting that job crafting and workplace spirituality is associated with and predicted employee engagement in most cases. The previous related studies mostly investigated the relationship between job crafting and employee engagement or workplace spirituality and employee engagement. The current study, however, seeks to examine the relationship between the three variables. Specifically, the current study seeks to find out the influence of workplace spirituality and job crafting on employee engagement.

### **2.3.8 Demographics and Employee Engagement**

Few studies have aimed at investigating possible links existing between age, gender and the level of education of employees and engagement, however, most of these studies have concluded on contradictory results.

In a study conducted by Singh and Chopra (2016), which investigated the extent to which age, gender and educational level predict employee engagement, the results of the study suggested that

age predicted employee engagement. It was further indicated that as age increases the rate at which the individual becomes engaged is very high. On the other hand, as age decreases, the rate at which an employee is engaged also reduces. It was found that the educational level in predicting employee engagement was weak while gender predicted employee engagement.

Similarly, research conducted by Terry et al. (2013), on the relationship between age, gender and programme component and employee engagement revealed that gender predicted employee engagement. Also, a study carried by Islam and Noor (2014), indicated that gender mediated between psychological meaningfulness and employee engagement. Also, Reissova et al. (2017), conducted a study on gender differences in employee engagement. A sample of 315 blue-collar employees working on production lines in four different automotive companies were used for the study. Mann-Whitney U Test, Friedman's ANOVA, Kendall's coefficient of concordance and the Wilcoxon signed-rank test were used for the analysis. The results showed gender difference in employee engagement. More specifically, the results revealed that women are more loyal than their male counterparts. However, on gender differences and employee engagement, the results indicated that there are no gender differences in employee engagement. This suggests that in terms of employee engagement, the attitude of males and females are the same.

Zeng et al. (2009) conducted a study on employee engagement and personal performance in the hotel services industry in China. A sample of 402 employees in 8 hotels was used for the study. The results of the study revealed that educational level predicted employee engagement. Specifically, those with higher educational level appeared to decline on the level of engagement. Educational level has not been proven to be a strong predictor of employee engagement as literature is very contradictory. Most of the studies conducted have been done in formal settings

and could be a reason why such findings are arrived at. Also, other demographic factors are likely to be stronger predictors of employee engagement

In a survey by Robinson et al. (2004), it was recorded that there was a positive correlation between employee engagement and age and terms of service. In a study by James et al. (2007), examining the relationship between age and engagement on about 6,000 employees, it was found that older workers (ages 55 +) were more engaged compared to younger employees (54 years and below).

In another study by Avery et al. (2007); 901 employees were sampled in the UK. The results indicated that age moderated the relationship between employee engagement and co-worker satisfaction. The results further indicated that those who are 55 years and above reported greater engagement among co-workers of similar age groups as compared to other age brackets.

Similarly, a study by Kordbacheh et al. (2014), was conducted using 252 participants selected from different organisations in the United States to participate in the study. Multiple regression was used to conduct the analysis. The findings of the study revealed that age predicted employee engagement. Specifically, a lower level of engagement was revealed in younger employees whilst higher engagement was identified with older employees. Also, a study conducted by Terry et al. (2013), on the relationship between age, gender and programme component and employee engagement revealed that age predicted employee engagement.

### **2.3.9 Summary of Literature Review**

From the literature gathered and reviewed it has been observed that there is no standard definition for employee engagement. The concept has been defined differently among academicians and differently among practitioners. Also, it is not been established whether or not employee engagement serves as an antecedent or consequence or an organizational outcome. The

concept has been used differently among various researchers. Lu et al. (2014), Tims et al. (2013), and Vogt et al. (2016) are some researchers that have interchangeably used the concept. From the studies reviewed, it was evident that very few researchers, for example, Mauno et al. (2007) had examined the concept job crafting in-depth by researching the concept based on the challenges/demands and resources employees are encountered with at the workplace. Again, it was evident that all three variables; job crafting, workplace spirituality and employee engagement have been on different occasions used as an independent variable, a dependent variable and in rare occasions a mediator. Fewer studies reviewed have employed the qualitative method, however, some studies have conducted intervention studies in establishing relationships among variables. Majority of studies reviewed have been conducted using the quantitative method. Finally, based on most findings and recommendations, a longitudinal study appears to be a sound approach to establish relationships as job crafting, employee engagement and workplace spirituality have been identified as occurring in stages or systematically

#### **2.4 Rational for the Present Study**

Per the review of studies done, it is evident that research done in the area of workplace spirituality, job crafting and employee engagement is inadequate in Ghana. Studies on practical issues for example psychosocial hazards at work which affect employee's wellbeing in the financial sector remain largely ignored (Asumeng et al., 2015). This is unfortunate since this sector holds 121, 459 (3.6%) of the working population in the formal sector (Ghana Statistical Service, 2015). As literature cites engaged workers as the lifeblood of their organizations (Gallup, 2013) it is very necessary to carry out such studies to ascertain engagement levels and find out which organizational remedies can boost lowly engaged employees or fix disengaged employees. Most of the studies conducted focus on organizational mechanisms that boost performance in the

competitive era, ignoring the fact that employees are extremely important when it comes to the attainment of organizational goals and objectives. For example, it has been asserted by Seligman (2011) that once a leader of an organization is engaged, he is capable of infecting his or her department with positive energy and positive behaviours, therefore, making their subordinates adopt similar positive behaviours.

## 2.5 Statement of Hypotheses

H1-Workplace spirituality will positively predict employee engagement.

H2- Job crafting will positively predict employee engagement.

H2a-The dimensions of Job Crafting (task crafting, cognitive crafting, relational crafting) will positively predict employee engagement.

H3- Workplace spirituality will significantly mediate the relationship between job crafting and employee engagement.

H4- Employees within the organization for a period of 14 years and above will be less engaged in the work activities than employees within the organization for a period of less than a year and 1 to 3 years.

H5- Older adults will be more engaged in work activities than younger adults.

H6- Employees in public banks will be more engaged than employees in the private banks.



### 2.5.1 Conceptual Model

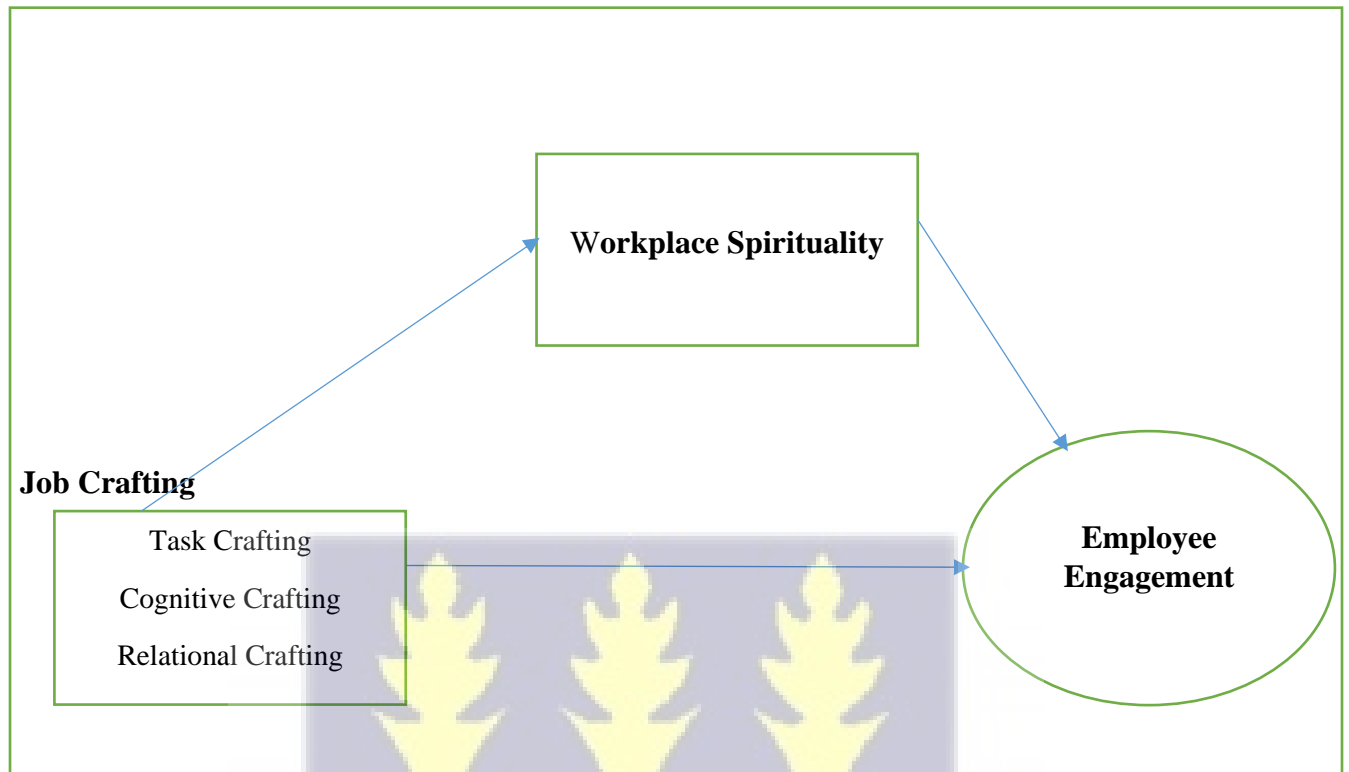
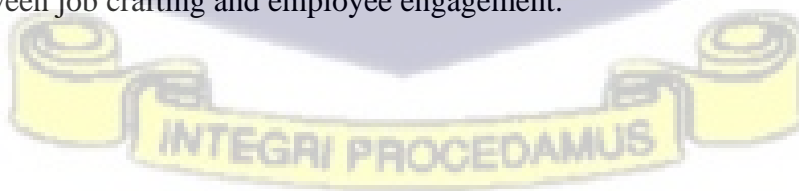


Figure 2.1 A schematic representation of the hypothesized relationship between the Predictor Variables and the Criterion variable

Figure 2.1 depicts the hypothesized relationship between the independent variables (IVs), the mediator, the moderators and dependent variable (DV). The Independent variable is job crafting and the mediating variable is workplace spirituality. The dependent variable is employee engagement. The current study seeks to find out how workplace spirituality mediates the relationship between job crafting and employee engagement.



## 2.5.2 Operational Definition of Terms

**Tenure of Service:** The duration for which an individual employee has been attached to his/her current organization.

**Permanent Staff:** Employees whose contract with the organization is not bound by specific time frames.

**Contract Staff:** Employees whose contract with their organization is bound by a specific time frame.

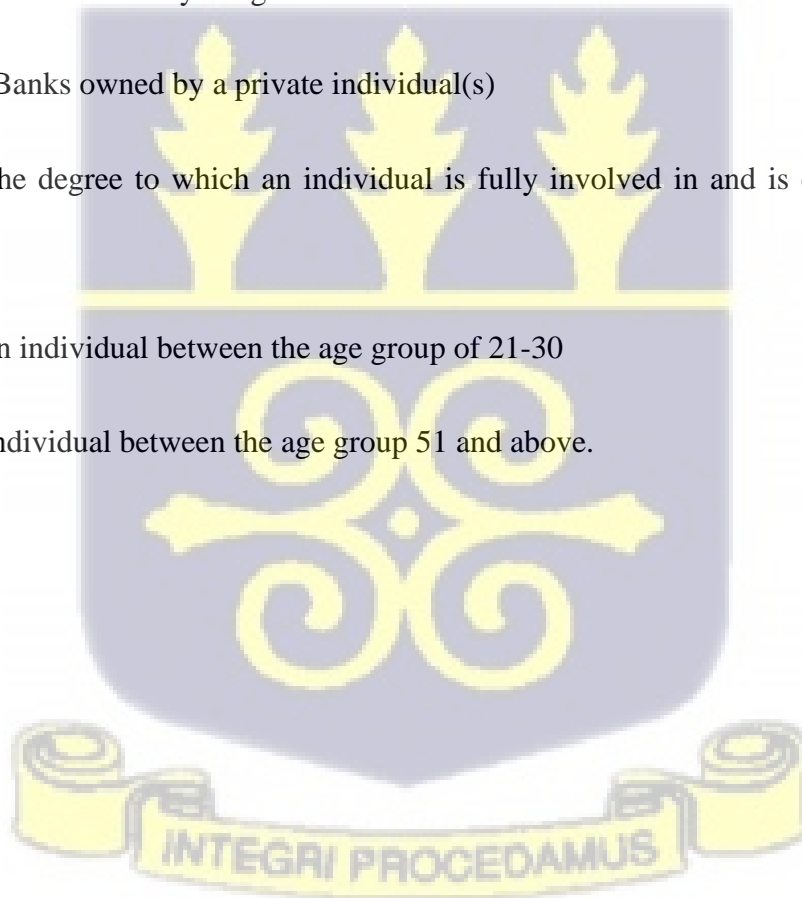
**Public Banks:** Banks owned by the government or state.

**Private Banks:** Banks owned by a private individual(s)

**Engagement:** The degree to which an individual is fully involved in and is enthusiastic about his/her work.

**Young Adult:** An individual between the age group of 21-30

**Old Adult:** An individual between the age group 51 and above.



## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

This section is aimed at the methodological approaches, and general processes and steps employed for the completion of the study. This chapter specifically outlines the research design, research setting and study area, the population, sample and sampling techniques, inclusion and exclusion criteria, instruments/measures used in the study, ethical considerations as well as the procedure for gathering the research data. The chapter also details how participants were sampled for the study, data collection methods and measures used. Also, the section highlights the data analysis techniques employed to validate the various hypothesis that has been stated.

#### 3.2 Research Design

A research design according to Burns and Grove (2003), refers to the theoretical structure upon which a study is accomplished. A quantitative design was used to accomplish the objectives of the study. Specifically, a cross-sectional design was used for this study. Some benefits of this type of study are that relatively, it takes less time to carry out and demands fewer financial commitments (Cohen et al., 2007). Also, the cross-sectional design was employed in the study due to its flexibility in collecting data within a single and specified period (Bobb et al., 2014). Thus, these were the reasons why the researcher employed the cross-sectional design in the study because it would have been practically impossible to gather the views of all employees in the Ghanaian banking sector. This enabled the researcher to quantify variables used in the study and ensured that data is systematically collected to describe and analyze the characteristics of these variables. Based on the objectives of the study, the quantitative design that was employed in this study helped the

researcher examine the various relationships that exist between these variables and how they each affect the other.

### **3.3 Research Settings**

The study is situated in the Greater Accra region of Ghana and covers employees in the financial sector intending to investigate the role of workplace spirituality and job crafting on employee engagement. Per available statistics from Ghana Statistical Service, (2015) a total number of employees in the services sector of Ghana stands at 2,708,796 (80.1%) of the total employed population, with 121, 459 (3.6%) of them in the financial and insurance sector. Of this figure, 74, 993 (3.7%) of them were males while 46, 466 (3.5%) of them are females. However, in the Greater Accra region, the number of persons permanently employed in the services sector was 926,871 (80.0%) with 88,679 (70.8%) temporary workers. (Ghana Statistical Service, 2015)

### **3.4 Study Population and Sample**

The population of every study comprises entities with particular features of interest to the researcher in question. A sample refers to a portion of a target population strategically selected to engage in a scientific enquiry (Creswell, 2007). According to Polit and Beck (2010), in research settings, it is relatively economical and a bit more practical to use samples in studies compared to using the full populations. The sample size in every research is very significant as it serves as the grounds upon which findings are generalized onto the larger population.

For this study, employees in the banking sector were considered. This study casts its focus onto the financial sector, specifically banks because the sector has gone through significant shakes and transformations which has reduced the debts and irregularities in the sector. Again, the initiation of the Internal Capital Adequacy Assessment Process (ICAAP) under the Basel II framework which compels banks to change their capital structure to attain their economic capital requisite,

interlaced with the completion of the strategy on the novel minimum capital requirement per the Bank of Ghana (BoG) has subjected the banks to colossal pressure (Bank of Ghana, 2017). According to PwC (2019), the Bank of Ghana by 2019 revoked the licenses of a total of nine (9) banks in the agenda cleaning up of the Ghanaian banking sector. This move was motivated by the need to restore stability and resilience in the financial sector of the country (PricewaterhouseCoopers (Ghana) Limited, 2019). These occurrences in the financial sector necessitate such a study since the effects have a higher tendency of accumulating into various psychosocial issues and other unforeseen problems for the employees' example; employee disengagement. Greater Accra region was chosen since most businesses have their headquarters present here and the location is closer to the researcher. An estimated population of 300 banking employees were intended for this study, thus 300 questionnaires were distributed. However, some employees were on leave, while others were on self-isolation, mandatory quarantine and all organizations were running a mandatory shift system to make room for the social/physical distancing measures as put in place by the government. Thus, the easily accessible population were employed for the present study.

Hair et al. (2006), posit that in using the Structural Equation Modeling (SEM) for analysis a range of 100-150 respondents is permitted. Lei and Wu (2007) alternatively hold the perception 200 respondents are ideal when using a structural equation modelling for analysis just as Garver and Mentzer (1999) and Hoelter (1983) also affirm. However, it is worthy to note that sample size determination in Structural Equation Modelling (SEM) is very delicate, this is largely because SEM analysis is grounded on covariances; however, covariances tend to be relatively less stable when they emanate from a weak or small sample. This study targeted a sample size of two hundred and twenty-one (221). Based on the above discussion, a sample size of 221 was acceptable for this study.

Due to the nature of bureaucratic proceedings with other banks and limitation with regards to time, only some banks were sampled. Generally, the population included employees who are involved in the day to day running of core business activities of the various banks. Concerning the banks featured, the specific information is presented in the table below.

*Table 3.1 Categorization of Featured Employees of Respective Banks*

| <b>Bank</b>                       | <b>Size</b> |
|-----------------------------------|-------------|
| <b>Employees in Public Banks</b>  | 91          |
| <b>Employees in Private Banks</b> | 130         |

**Source: Author's Construct (2020).**

### **3.5 Inclusion and Exclusion Criteria**

Inclusion criteria for this study included employees who are involved in the active and core running of day-to-day affairs within the bank. Participants who do not speak or write English, minors (individuals who are under the age of 18), adults who are unable to consent, employees not directly involved with core organizationally related activities like cleaners, security personnel, artisans were excluded from the study.

### **3.6 Sampling Procedure**

In research, a sampling procedure refers to the avenues through which respondents are recruited into the study from the larger population due to the cumbersome and stressful or nearly impossible task to round-up all elements within a specified population (Singleton and Straits, 2010). This study employed the purposive and convenience sampling techniques in the recruitment of banks into the study. The Purposive sampling technique falls under the category of non-probability

sampling methods whereby samples are taken based on the researcher's knowledge of a said population, its characteristics, and overall nature of the research's aims and objectives (Babbie, 1990). The purposive method of sampling according to MacNealy (1999), best applies when the respondents being used in the study are chosen to address concerns on a particular topic of contention. In light of that, the respondents for this study were chosen based on the inclusion criteria above. Again, employees were sampled using the convenience sampling technique due to the proximity of organizations to the researcher, the nature of the employee's working environment and their respective schedules considering the various shift systems as a result of Covid-19 outbreak.

The criterion used in recruiting the selected banks were that for each bank selected, it needed to have a branch in Greater Accra Region and be under the supervision and regulation of Bank of Ghana (BoG) and duly registered to BoG, Participant banks, as well as participant employees, were selected based on their readiness and availability to participate in the study.

### **3.7 Sources of Data**

In research, there are mostly two main types of data sources- secondary and primary data sources. Secondary data refers to various data collected and processed by a particular researcher and is later acquired by another researcher, analyzed mostly used to serve other research purposes (Babbie, 2008), whereas, primary data refers to the class of data collected for an objective, mostly in the form of questionnaires, interviews and observations (Rabianski, 2003).

For this study, the researcher collected primary data, via survey questionnaires which are internationally standardized and structured. The data, therefore, was gathered across the selected banks with a total number of 221 participants.

### 3.8 Data Collection

#### 3.8.1 Data Collection Method

Survey questionnaires were used in the collection and gathering of primary data from participants. A questionnaire refers to the various procedures in gathering data where respondents are tasked to answer a set of questions in a structured manner (de Vaus, 2002; Saunders et al., 2009). Due to its tendency to offer a high representation of the broader population and likelihood to translate into fair statistical significance after data collection, the survey questionnaire was employed for the study. Again, it was used because it guarantees little or no observer bias is observed. After all, all the respondents answer a standardized stimulus (Sincero, 2012).

#### 3.8.2 Data Collection Measures

A questionnaire was used in the gathering of data for this study. The questionnaire was categorized into two sections labelled A and B. the first section, labelled section A gathered information on the participant's demographic characteristics whereas Section B gathered information on measures being investigated in the study.

**Section A:** Demographic data: The personal information of respondents including their age, gender, level of education, marital status, department and number of years at the institution which was collected using a standardized questionnaire. (Appendix A; pg 133)

**Section B:** Measures to be used.

Section B of the scale comprised of all scales used in the study, workplace spirituality was measured using the **Spirituality at Work (SAW)** scale which consists of 21 items by Milliman et al. (2003). The scale has 3 subscales; meaningful work (six items), sense of community (seven items) and alignment of individual and organisational values (eight items). Some of the items

measuring each subscale include, “My work is connected to what I think is important in life”, “I believe employees genuinely care about each other” and “My organisation is concerned about the health of employees.” Participants were scored using a 7- point scale which ranged from 1=strongly disagree to 7=strongly agree. In this study, the scale used has a Cronbach Alpha of .98 with its subscales recording alpha values between .91 and .95.

**Job crafting.** Employee perceptions of their job crafting behaviours were assessed using the **Measure of Job Crafting** (MJC: Dvorak, 2014). The scale has 3 subscales– task, cognitive, and relational crafting. Items on the scale include, “I make time to work on projects I find interesting,” and “I actively remind myself what the purpose of my work is.” The response scale (1= Disagree, 2= Somewhat Agree, 3= Agree, 4= Strongly Agree, 5=Very Strongly Agree) is asymmetrical to elicit more normal responding (Juntunen & Even, 2012), given that people may be more likely to craft to some extent as opposed to not at all (Lyons, 2008). The subscales used in this study scored Cronbach alphas ranging between .84 and .89, while job crafting reported an overall score of ( $\alpha = .91$ , Dvorak, 2014).

**Employee Engagement** was tested using an adapted version of the **Utrecht Work Engagement Scale (UWES)** by Schaufeli and Bakker (2004). The 17-item UWES examines the 3 subscales of employee engagement namely: vigour, dedication, and absorption. Respondents were requested to rate each item on a 7-point Likert scale ranging from never (1) to always (7). To avoid answering bias that might result from specific connotations related to ‘work engagement’, this term is not used in the title of the questionnaire. Instead, in this study, the more neutral term ‘Work & Well-being Survey’ is chosen with UWES between parentheses and the scale has a Cronbach alpha of .94.

### **3.9 Reliability**

Reliability refers to the extent to which an instrument used in a study is consistent in what it sets out to measure (Hair et al., 2010) over time, setting and situation. This is verified through the use of internal consistency of the scale a widely accepted measure of assessing reliability (DeVon et al, 2007; Hair et al, 2006; Trochim and Donnelly, 2001). The coefficient of internal consistency provides information on an estimated reliability measure and it is grounded on the theory that various items in a particular measure set out to measure a particular construct should correlate. However, Cronbach's alpha is the widely used method in academia for estimating internal consistency. Cronbach's  $\alpha$  is a measure of internal consistency, in other words, it measures how closely packed a collection of items or better still questions 'hang' in a group. According to Tavakol and Dennick (2011), there is a need to test the Cronbach's  $\alpha$  values of the various scales and alpha coefficient values greater than 0.60 are deemed reliable (Nunnally and Bernstein, 1994).

#### **3.9.1 Pilot Study**

For this study, the researchers conducted a pilot study to ascertain the reliability of measures to be employed in the questionnaire for the study. This, once done will ensure its suitability of using the adopted foreign measuring scales here in a Ghanaian context devoid of mistakes and statistical errors. In the occasion where there may be errors identified, the researcher then gets the opportunity to rectify them accordingly. The pilot study was carried out with a parallel sample first using the intended measure. The reason behind this is to verify the correctness of the measures from foreign contexts in the Ghanaian setting, with the chance to adapt portions of the measures to suit the study via feedback. For this purpose, 10% (N=25) of the total sample expected to be gathered were sampled randomly at the Legon and Odorkor branch level of Calbank, Stanbic Bank and Prudential and Consolidated bank Ghana. These participants were included in the larger study

because there were no errors detected after the pilot study. The various responses accrued was then run through the IBM Statistical Product and Service Solutions (version 23) specifically a reliability analysis to test for Cronbach’s Alpha method. After the analysis of the data, it was observed that all the scores possessed Cronbach alphas above the expected of value 0.70, therefore indicating acceptable reliability standards (Sekaran, 2003).

Below is a summary of the reported reliability coefficient of various measures.

*Table 3.2 Reliability of Study Variables from Pilot Study using Cronbach’s Alpha*

| <b>Variables</b>                         | <b><math>\alpha</math> (Obtained)</b> | <b>Items</b> |
|--|---------------------------------------|--------------|
| EE                                       | .93                                   | 17           |
| EE-Vigor                                 | .87                                   | 6            |
| EE-Dedication                            | .82                                   | 5            |
| EE-Absorption                            | .79                                   | 6            |
| SAW                                      | .95                                   | 21           |
| SAW-Meaningful Work                      | .84                                   | 6            |
| SAW-Sense of Connectedness               | .91                                   | 7            |
| SAW-Alignment with Organisational Values | .91                                   | 8            |
| MJC                                      | .94                                   | 21           |
| MJC- Task Crafting                       | .86                                   | 7            |
| MJC-Cognitive Crafting                   | .93                                   | 7            |
| MJC-Relational Crafting                  | .92                                   | 7            |

**Note:** EE- Employee Engagement, SAW- Spirituality at work, MJC- Measure of Job Crafting.  
**Source:** Field Data (2020).

### 3.10 Procedure for Data Collection

Data collection was successfully conducted using questionnaires as they are designed for that purpose. The data collection process started in January and ended in April. The researcher distributed a total of about 300 questionnaires. First, the researcher obtained a letter of introduction

from the Psychology Department which was then submitted to the human resource department of the identified banks to obtain institutional approval. Once permission was granted by institutions, the researcher then visited various departments of banks and distributed questionnaires to prospective participants. Only employees who expressed readiness and desire to participate in the study were given questionnaires which included consent forms to complete. Before participation in the study, the researcher briefed all participants on the need of the study and further guaranteed all participants of anonymity, confidentiality and protection from any unforeseen harm this study may cause. The entire process was flexible and at the convenience of participants. Some participants completed the questionnaire within an estimated time of 15 minutes. Upon request, other participants were allowed to take questionnaires home, fill and return it on an arranged date. Follow-ups were done by the researcher through visits.

Due to the outbreak of the novel Covid-19 virus pandemic, the researcher employed alternative ways of collecting data, and this was through google forms. An electronic version of the questionnaire was designed via google forms application and subsequently sent to various departmental heads to be relayed to employees who were interested in participating in the study. Responses once completed we sent electronically to the researcher. Entries that were completed and returned were then processed for data analysis. Finally, the researcher expressed profound gratitude to the participating employees verbally and in writing to the administration of the various banks.

### **3.11 Ethical Considerations**

This study maintains ethical standards with respect to the position of Brewerton and Millward (2001), on the importance of researchers' adherence to key ethical implications in addition to standards and principles regarding the conduct of research with human participants in the APA

code of conduct (2002). Firstly, ethical clearance was sought from Departmental Research and Ethics Committee (DREC); Department of Psychology, University of Ghana and in addition to an introductory letter sent to the various organizations for Institutional Approval.

Secondly, informed consent was appropriately sought from various participants ahead of the administration of questionnaires. Participants were verbally briefed on the importance of voluntarily participating in the study and the critical role they play in the researchers' quest to acquire the data.

Also, the concepts of anonymity and confidentiality were observed in the process. With anonymity, the researcher stated and ensured that identity of the respondents will not be in the know, thus, personal information such as names, address, social security number, phone number were excluded from the questionnaire. The principle of confidentiality was equally upheld as participants were assured no personal information submitted by any participant was going to be tied to any particular identity. Also, the researcher stated and ensured that the information provided was solely for academic purposes and would not be disclosed to any third party without the permission of participants. The data collected has been stored electronically in the researcher's email with a password only known to the researcher. The hard copy data and consent forms have been stored in an enclosed area and protected from public reach. All participants also had the free will to withdraw from the study at any time they pleased.

### **3.12 Procedure for Data Analysis**

Hypotheses 1-3 were tested using structural equation modelling. Data collected for this study was fed into the IBM Statistical Product and Service Solutions (version 23). Expectation maximization (EM) was used to test for missing data within the data set (Gold & Bentler, 2000), however, the output dictated that data were missing completely at random (MCAR). The data set was again

checked to ensure acceptable standards of normality using skewness and kurtosis as well as checking for outliers. An exploratory component analysis (ECA) with direct oblimin rotation was then run to conclude on which items on the various measures were to be maintained at a threshold of .30.

Several researchers in the structural equation modelling field continually come up with new methods to address issues of statistical power in using SEM (MacCallum et al., 1996; Muthen & Muthen, 2002), missing values (Graham, 2003) and equivalence in models; to mention but a few (Raykov & Marcoulides, 2001). A few of such methods in SEM includes item parcelling; which refers to totalling single items on a measure into a unit or more units termed as parcels (Matsunaga, 2008) which could be randomly performed or not. This study practised what is referred to as item parcelling to limit the presence of single items of the measures used in the data analysis.

To run Confirmatory Factor Analysis (CFA), the data in the SPSS was moved into Covariance Based-Structural Equation Modelling AMOS (CB-SEM AMOS). The nature of the SEM system allows it to reduce observed variables to lesser latent variables through the examination of the covariation in the observed variables (Stage et al., 2006). Further, to examine the fitness of a model, several methods have been identified by various researchers, however, this study adopted the Goodness-of-fit (GFI), Adjusted Goodness-of-fit (AGFI), root mean square error of approximation (RMSEA), Chi-square goodness-of-fit, comparative fit index (CFI) and PCLOSE (Henseler & Sarstedt, 2013; Hu & Bentler, 1999; Schreiber et. al., 2006).

The association between the variables of the study are determined using measurement and structural equation because according to Schreiber et. al. (2006) these have been identified universally to be a robust multivariate method. The measurement equation is used to ascertain the correctness of the measurement as suggested. This is achieved by evaluating the connection

between the latent variables and the indicators. The structural equation was employed to aid in the testing of hypothesized relationships between latent variables and also, test the hypothesized model statistically (Byrne, 2016; Ullman & Bentler, 2012). Thus, this study employed the CB-SEM AMOS to investigate the associations between the variables of the study.

The fourth hypothesis tested that “Employees within the organization for a period of 14 years and above will be less engaged in the work activities than employees within the organization for a period of less than a year and 1 to 3 years”. This was analyzed using One-way Analysis of Variance (ANOVA). One-way ANOVA was used since the independent variable had more than two levels and the hypothesis tests the comparisons existing between the various levels within the independent variable on the dependent variable. Most importantly, the dependent variable was also measured on an interval scale.

The fifth hypothesis tested that “older adults will be more engaged in the work activities than younger adults”. This was then analyzed using independent t-test. Independent t-test was used since the independent variable had two levels and the hypothesis was testing the comparisons existing between the various levels within the independent variable on the dependent variable. Most importantly, the dependent variable was also measured on an interval scale.

In the sixth hypothesis, it was tested that “employees in public-owned banks will be more engaged in their work activities than employees in private-owned banks.” This hypothesis was analyzed using an independent t-test. This test was employed since the independent variable had two groups and the hypothesis sought to compare or contrast means between the various levels within the independent variable on the dependent variable. Also, the dependent variable was measured on an interval scale.

### 3.13 Conclusion

This chapter dwelled on the methodology employed for this study. Specifically, the research approach, design, population and sampling, data collection instruments, the research procedure and ethical consideration have all been discussed. The method for data collection has also been presented. The next chapter dwells more on the data analyses and testing of the various hypotheses



**CHAPTER FOUR**

**RESULTS**

**4.1 Introduction**

This section displays results from the data analysis. Analysis of demographic characteristics of participants, normality test, exploratory and confirmatory factor analyses, structural equation modelling and the result from the test of the stated hypothesis is presented here.

**4.2 Demographic Characteristics of Participants**

*Table 4.1 Socio-demographic Characteristics of Participants (n=221)*

| <b>Variables</b>                 | <b>Frequency</b> | <b>Percentage (%)</b> |
|----------------------------------|------------------|-----------------------|
| <b>Gender</b>                    |                  |                       |
| Male                             | 122              | 55.2                  |
| Female                           | 99               | 44.8                  |
| <b>Age</b>                       |                  |                       |
| Under 21                         | 3                | 1.4                   |
| 21-30                            | 118              | 53.4                  |
| 31-40                            | 82               | 37.1                  |
| 41-50                            | 18               | 8.1                   |
| <b>Educational Qualification</b> |                  |                       |
| Diploma/HND                      | 7                | 3.2                   |
| First Degree                     | 132              | 59.5                  |
| Masters                          | 73               | 33.0                  |
| Professional Certificate         | 9                | 4.1                   |
| <b>Tenure of Service</b>         |                  |                       |
| Less than 1 year                 | 40               | 18.1                  |
| 1-3                              | 100              | 45.2                  |
| 4-7                              | 53               | 24.0                  |

Table 4.1 continued

| <i>Variables</i>         | <i>Frequency</i> | <i>Percentage (%)</i> |
|--------------------------|------------------|-----------------------|
| <b>Tenure of service</b> |                  |                       |
| 8-10                     | 16               | 7.2                   |
| 11-13                    | 8                | 3.6                   |
| 14 and above             | 4                | 1.8                   |
| <b>Employment Type</b>   |                  |                       |
| Permanent Staff          | 148              | 67.3                  |
| Contract Staff           | 72               | 32.8                  |
| <b>Ownership Type</b>    |                  |                       |
| Private Banks            | 130              | 58.8                  |
| Public Banks             | 91               | 41.2                  |

*Source: Field Survey (2020)*

Table 4.1 captures the summary demographic features of the participants employed in the study with regards to gender, age, educational qualification, tenure of service, employment type and ownership of banks. From the findings, a total of 222 respondents were recorded. Majority of the respondents were males 122 (55.2%) and females were 99 (44.8%). This shows higher participation of males compared to females in the study which is consistent with Adjei and Mohammed (2014), who confirmed that majority of males (58%) participate in studies as compared to females (42%).

In terms of age distribution, a greater proportion of respondents 118 (53.4%) were between the age bracket of 21-30 years, while only 3 (1.4%) respondents were between the under 21 years bracket. 82 (37.1%) fell between the 31-40 years bracket and 18 (8.1%) fell within the 41-50 years group. Reflecting this to the Ghanaian population, it is evident that majority of the workforce in the banking sector are youthful, millennials to be specific, which is good for the sector as their exuberance can be reciprocated into hard work and innovation into the sector. Employers are

currently faced with the greatest challenge as they must come up with novel ways to handle varying demographics at the workplace. Thus, another essence of this study.

Most of the respondents have a first degree 132 (59.7%), followed by master's degree holders 73 (33.0%), then professional certificate holders 9 (4.1%) and diploma/HND holders 7 (3.2%). This means the banking sector is faced with employees that are educated and have higher learning at heart as a good percentage of the sample have ventured higher education. 40 (18.1%) of the total respondents have served for less than a year with their organisation while 100 (45.2%) of respondents have served within 1-3 years at their current organisation and 53 (24.0%) of the participants fall within the 4-7 years group. Also, observed from the table 4.0, 16 (7.2%) of the respondents have served at their organisation for a range of 8-10 years as 8 (3.6%) number of respondents have served in their organisations for 11-13 years while 4 (1.8%) of participants have served above 14 years.

148 (67.3%) of the respondents are permanent staff members while 72 (32.8%) of the respondents are staff on contract. This is bad for the sector as it indicates an increasing number of job insecurity. Job insecurity has been identified as a significant and inherent feature among employees who engage in contract employment (Näswall & De Witte, 2003), this generally translates into poor performance standards among contract employees compared to permanent staff. However, research on the psychological consequences of being temporarily employed has yielded inconsistent and inconclusive results (Connelly & Gallagher, 2004; De Cuyper et al., 2005). Research on the consequences of employment types indicates that there exist higher levels of job satisfaction (Benach et al., 2002) and organizational commitment (e.g., Van Dyne & Ang, 1998) among employees who were permanently employed compared to those who are temporary workers.

Finally, with regards to ownership, 130 (58.8%) of the employee's sample work in private institutions compared to 91 (41.2%) of the sample who work in public-owned institutions. This demonstrates the difficulty with regards to bureaucracies involved in using public institutions in research.

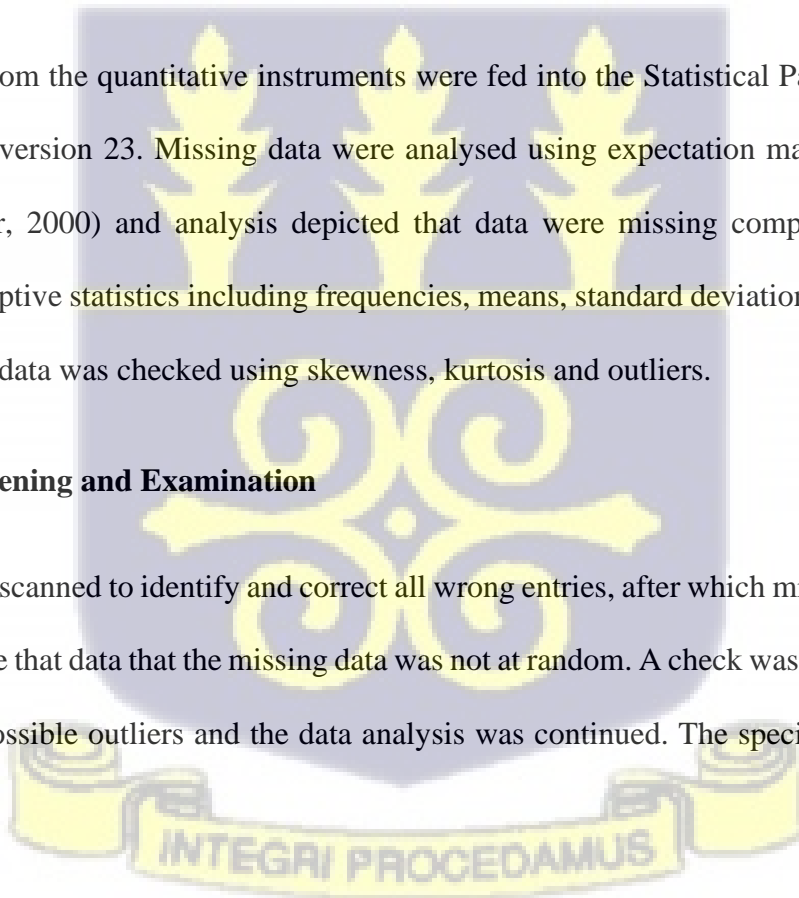
### **4.3 Preliminary Analysis**

The preliminary analysis in this study was done in six steps. They consist of conducting data screening, investigation of outliers, missing data analysis, normal distribution analysis, reliability and validity analysis and correlation matrix using Pearson Product's Moment correlation coefficient.

Collected data from the quantitative instruments were fed into the Statistical Package for Social Sciences (SPSS version 23. Missing data were analysed using expectation maximization (EM) (Gold & Bentler, 2000) and analysis depicted that data were missing completely at random (MCAR). Descriptive statistics including frequencies, means, standard deviations (SD) as well as normality of the data was checked using skewness, kurtosis and outliers.

#### **4.3.1. Data Screening and Examination**

The data set was scanned to identify and correct all wrong entries, after which missing entries were analyzed to prove that data that the missing data was not at random. A check was further performed for normality, possible outliers and the data analysis was continued. The specifics are presented below:



#### **4.3.2 Missing Values Analysis**

In the case of random missing data, the data needs to be dealt with to avoid it influencing the quality of the collected data for analysis. There are several methods of dealing with such missing data, some researches prefer to delete the whole entry when they identify missing data, whereas others have proposed such identified missing sets be replaced. In this study, the Expectation Maximisation (EM) method often used to check if identified missing data was random or not was used (Gold & Bentler, 2000). This better informed the researcher on the measures to take to handle the missing data. However, the analysis of the data set revealed that the identified missing inputs were not by chance, therefore, it would not affect the overall quality of the data.

#### **4.3.3 Investigation of Outliers**

For data to be analyzed using SEM, there is a condition that the data set is normally distributed and there should be an absence of outliers within the data set. To that effect, univariate and multivariate analysis of outliers was performed. Univariate outliers indicate how distant a particular observation is from others. A multivariate outlier is observed when a combination of scores from different variables is uniquely isolated from other combinations. Stem and leaf were employed to perform univariate outlier analysis while multivariate outlier analysis was performed with Mahalanobis Distance statistic. No outliers were identified from the data set used.

#### **4.3.4 Test of Data Normality**

Skewness and kurtosis were employed to test for normality. The accepted range for skewness and kurtosis is -2 and +2 (George & Mallery, 2010). From the analysis, it was observed that all the

variables of the study fell within the accepted range. Below is a table indicating specific normality values of the various variables in the study.

*Table 4.2 Summary of Normality of Variables in the Study*

| <b>Variable</b>     | <b>Mean</b> | <b>SD</b> | <b>Min.</b> | <b>Max</b> | <b>Skewness</b> | <b>Kurtosis</b> | <b>Alpha</b> |
|---------------------|-------------|-----------|-------------|------------|-----------------|-----------------|--------------|
| Employee Engagement | 93.06       | 18.65     | 26          | 119        | -1.24           | 1.45            | .95          |
| Spirituality        | 119.25      | 17.33     | 30          | 147        | -1.52           | 1.53            | .95          |
| Meaningful Work     | 33.15       | 5.71      | 10          | 42         | -1.09           | 1.12            | .84          |
| Sense of Community  | 40.41       | 6.58      | 9           | 49         | -1.65           | 1.73            | .91          |
| Alignment of Values | 40.38       | 6.41      | 10          | 49         | -1.47           | 1.86            | .91          |
| Job Crafting        | 68.02       | 14.98     | 32          | 105        | .04             | -.50            | .94          |
| Task Crafting       | 20.31       | 6.30      | 7           | 35         | .15             | -.68            | .89          |
| Cognitive Crafting  | 23.99       | 5.72      | 8           | 35         | -.16            | -.22            | .91          |
| Relational Crafting | 23.61       | 5.82      | 8           | 35         | -.06            | -.59            | .88          |

*Source: Field Survey (2020)*

#### **4.3.5 Reliability and Validity Test**

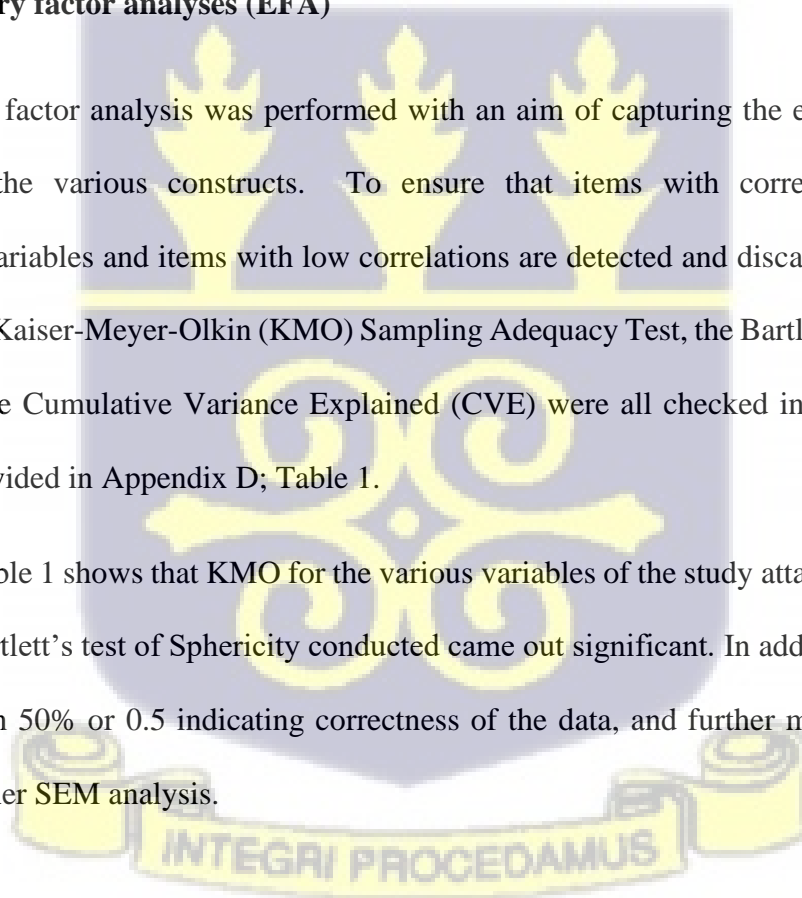
A test of reliability and Exploratory Factor Analysis (EFA) was performed to identify which individual items on the various measures were acceptable thus needed to be retained. A reliability with Cronbach's alpha and exploratory component analysis with direct oblimin rotation was performed to that effect. A minimum Cronbach's Alpha (CA) of .70 was used to select instruments based on reliability while a threshold of .30 was used to select items that loaded on a particular construct.

The coefficients of the internal consistency of the various measures are as follows: Employee Engagement (number of items = 17,  $\alpha = .95$ ), Job Crafting (number of items = 21,  $\alpha = .94$ ), Task Crafting (number of items = 7,  $\alpha = .89$ ), Cognitive Crafting (number of items = 8,  $\alpha = .91$ ), Relational Crafting (number of items = 6,  $\alpha = .88$ ), Workplace Spirituality (number of items = 21,  $\alpha = .95$ ), Meaningful Work (number of items = 6,  $\alpha = .84$ ), Sense of Community (number of items = 7,  $\alpha = .91$ ) and Alignment of Values (number of items = 8,  $\alpha = .91$ ). The reliability co-efficient obtained from the instruments are good and reliable since Pallant (2011) postulates that reliability value above .70 is reliable.

#### **4.3.6 Exploratory factor analyses (EFA)**

The exploratory factor analysis was performed with an aim of capturing the exact factor which contributes to the various constructs. To ensure that items with correlation with their corresponding variables and items with low correlations are detected and discarded, an EFA was performed. The Kaiser-Meyer-Olkin (KMO) Sampling Adequacy Test, the Bartlett Sphericity Test (p-value) and the Cumulative Variance Explained (CVE) were all checked in the EFA and the findings are provided in Appendix D; Table 1.

Appendix D; Table 1 shows that KMO for the various variables of the study attained the threshold of 0.6. Also, Bartlett's test of Sphericity conducted came out significant. In addition, CVE results were higher than 50% or 0.5 indicating correctness of the data, and further meeting acceptable standards for other SEM analysis.



#### 4.3.7 Validity Analyses for (CFA)

Convergent and discriminant validity were evaluated for every construct on the basis of their individual maximum shared variance (MSV) and average variance extracted variance (AVE) (Hair, et al, 2012). AVE represents the level of variance the observed variable describes its underlying construct (a reflection of the convergent validity of the construct), MSV depicts the maximum variance an observed variable explains in a construct rather than the underlying latent construct. As per Hair et. al (2012), for a Convergent Validity to be observed in a construct, the minimum AVE must be 0.5. All constructs in the study reported accepted AVE greater than 0.5. Contrary, the discriminant validity was tested by matching each AVE with its corresponding MSV (Fornell & Larker, 1981). Discriminant validity is determined where the AVE for a construct is larger than the variance that it shares with another construct (MSV).

The data collection instrument shall be considered valid if it measures what it sets out to measure. In order to guarantee this, the researcher checked the questionnaire to verify the face and content validity of the instruments. Convergent validity was accepted using an Average Value Extracted (AVE) with a threshold of 0.5 as recommended by Fornell and Larcker (1981). Every latent variable used surpassed the threshold, suggesting that there was satisfactory convergent validity between the variables. Also, discriminant validity was tested by checking that the AVE for every latent variable was larger than the squared correlations with all other latent variables (Fornell & Larcker, 1981). This suggests that each construct is distinct from the other and the summary of this is represented in Table 4.3.

Table 4.3 A Summary of the Result of Convergent and Discriminant Validity Test

|              | CA  | CR   | AVE  | MSV  | ASV  | Crafting    | Spiritual   | Engagement  |
|--------------|-----|------|------|------|------|-------------|-------------|-------------|
| Crafting     | .94 | .793 | .565 | .201 | .146 | <b>.752</b> |             |             |
| Spirituality | .95 | .861 | .676 | .257 | .229 | .448        | <b>.822</b> |             |
| Engagement   | .95 | .935 | .828 | .257 | .174 | .303        | .507        | <b>.910</b> |

Source: Field Survey (2020)

#### 4.4 Structural equation modelling (SEM)

Researchers heavily rooted in structural equation modelling continue to propose several techniques to address some challenges including statistical power (MacCallum, Browne, & Sugawara, 1996; Muthen & Muthen, 2002), missing values (Graham, 2003) as well as equivalent models (Raykov & Marcoulides, 2001). One of such new developments in SEM is item parcelling (Matsunaga, 2008). Item parcelling is a technique of aggregating individual items on a scale into one or more “parcels” (Kiston & Widaman, 1994; Matsunaga, 2008). The process of aggregating or combining the items is either through random or a non-random means (Matsunaga, 2008; Rogers & Schmitt, 2004). These parcels are rather used as latent constructs instead of the individual items (Matsunaga, 2008). The present study employed this technique (item parcelling) in reducing the individual items of the instruments used into parcels for easy data analysis. The various items and their factor loadings which met the threshold (0.3) and further used in the item parcelling is presented in Table 4.2.

The data in SPSS was later exported into Covariance Based-Structural Equation Modelling AMOS (CB-SEM AMOS) from which a Confirmatory Factor Analysis (CFA) was conducted. SEM has been labelled as a blend of confirmatory factor analysis and multiple regression (Ullman & Bentler, 2012) and hence one can assume SEM to be a combination of CFA techniques and multiple

regression but can also be used for exploratory purposes. Schreiber, Nora, Stage, Barlov and King (2006) argues that SEM can reduce observed variables into smaller latent variables by examining the covariation in the observed variables. Another important issue worth discussing is model fit for which researchers have suggested a number of indicators to assess the fitness of a model (Schreiber et. al., 2006). The current study employed Goodness-of-fit (GFI), Adjusted Goodness-of-fit (AGFI), root mean square error of approximation (RMSEA), Chi-square goodness-of-fit, comparative fit index (CFI) and PCLOSE (Henseler & Sarstedt, 2013; Hu & Bentler, 1999; Schreiber et. al., 2006).

With the aid of SEM, the relationship between variables were established using two main equations (measurement and structural equations) and are considered to be robust multivariate techniques (Schreiber et. al., 2006). On one hand, the measurement equation tests the accuracy of the measurement proposed utilizing assessing the relationships between the latent variables and the respective indicators while on the other hand, the structural equation enables us to test the hypothesized relationships between the latent variables as well to test the hypotheses statistically (Byrne, 2016; Ullman & Bentler, 2012). In addition to these, Savalei and Bentler (2010) indicate that SEM enables modelling of correlated error terms, measurement error and interactions, just to mention a few. Even though the two equations in SEM are highly recognized, it should be acknowledged that the structural equation component is based on multiple regression and hence, multiple regression via SPSS becomes an alternate under some situations including non-model fit indices in structural equation. The present study employed SEM in its data analysis. However, the measurement model (Confirmatory Factor Analysis) was adopted in testing the model-fit indices of the instruments and items used for the study. The method enabled the researcher to identify and delete error items. The maintained items based on the CFA were then used in the test of hypotheses with the use of Multiple Regression.

#### 4.4.1 Structural equation modelling results (Measurement and Structural)

The structural equation modelling for data was tested using both the measurement model and the structural model. An initial measurement model based on the data was tested to check on the model fit indices. The structural model was used to test the hypothesized relationships between the study variables. The detail of the results for both the measurement and structural models are presented as follows:

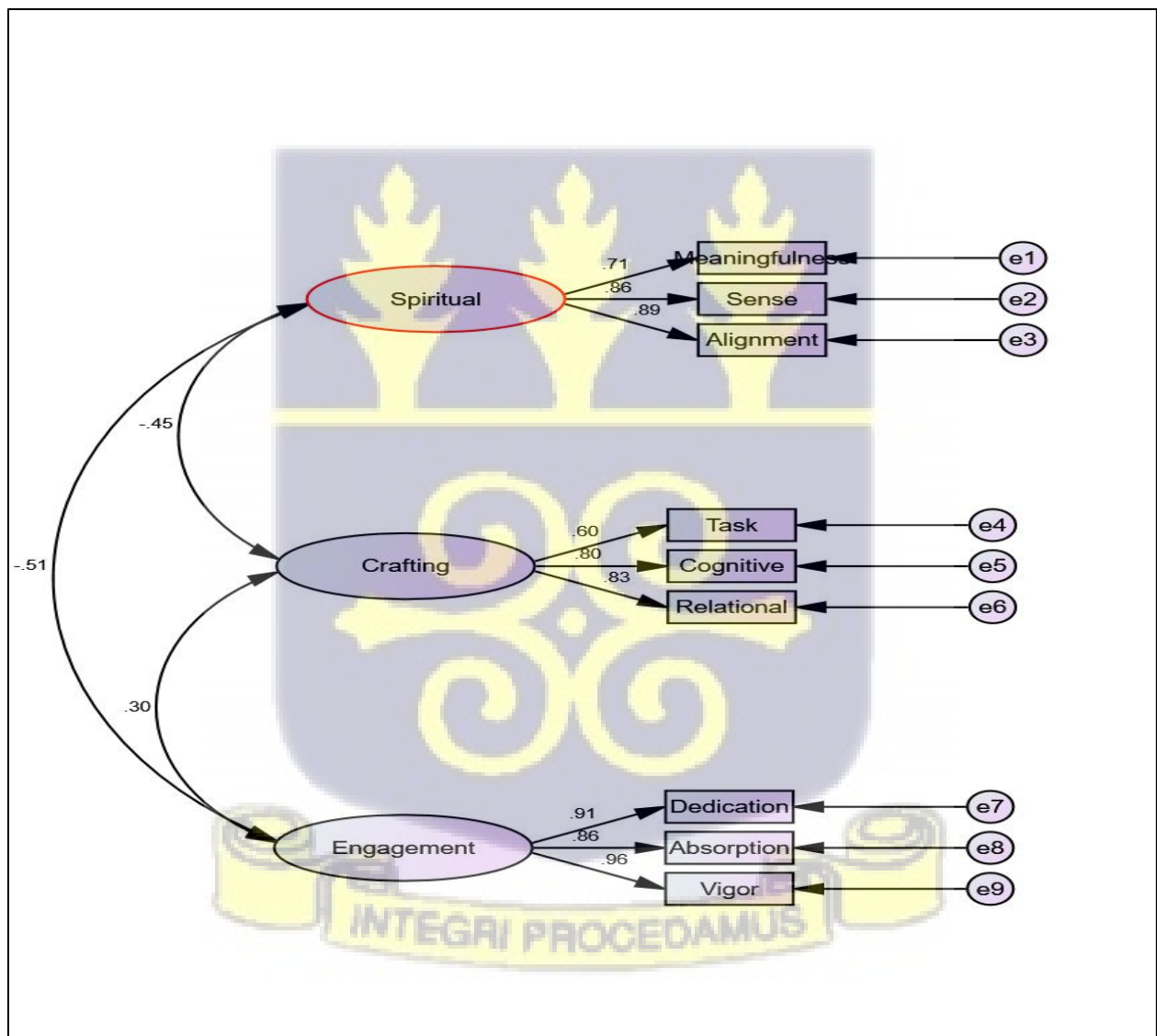


Figure 4.1 Detail of the Results for the Measurement Models

A measurement model was conducted to examine the factor structure and distinctiveness of the variables used in the study. A 3-factor measurement model (confirmatory factor analysis) was estimated for all the latent variables. For each scale item parcel, an estimate of how it loads on its respective latent variable in the model was generated. Model fit indices including comparative fit index (CFI), root mean square error of approximation (RMSEA) and Tucker-Lewis Index (TLI) were used to test the fitness of the model. The indices showed that the measurement model fairly fit the data well (CFI= .973, TLI= .959, RMSEA= .079, PLCOSE=.035). The result is summarized in Table 4.4.

*Table 4.4 A summary of the model fit indices for the validation of the measurement model*

|                | <b>Estimate</b> | <b>Threshold</b> | <b>Interpretation</b> |
|----------------|-----------------|------------------|-----------------------|
| <b>CFI</b>     | 0.973           | > .095           | Excellent             |
| <b>TLI</b>     | 0.959           | > .095           | Excellent             |
| <b>RMSEA</b>   | .079            | < 0.06           | Acceptable            |
| <b>PCLOSE</b>  | .035            | > 0.05           | Acceptable            |
| <b>CMIN/DF</b> | 2.385           | Between 1 and 3  | Excellent             |
| <b>SRMR</b>    | 0.053           | < 0.08           | Excellent             |



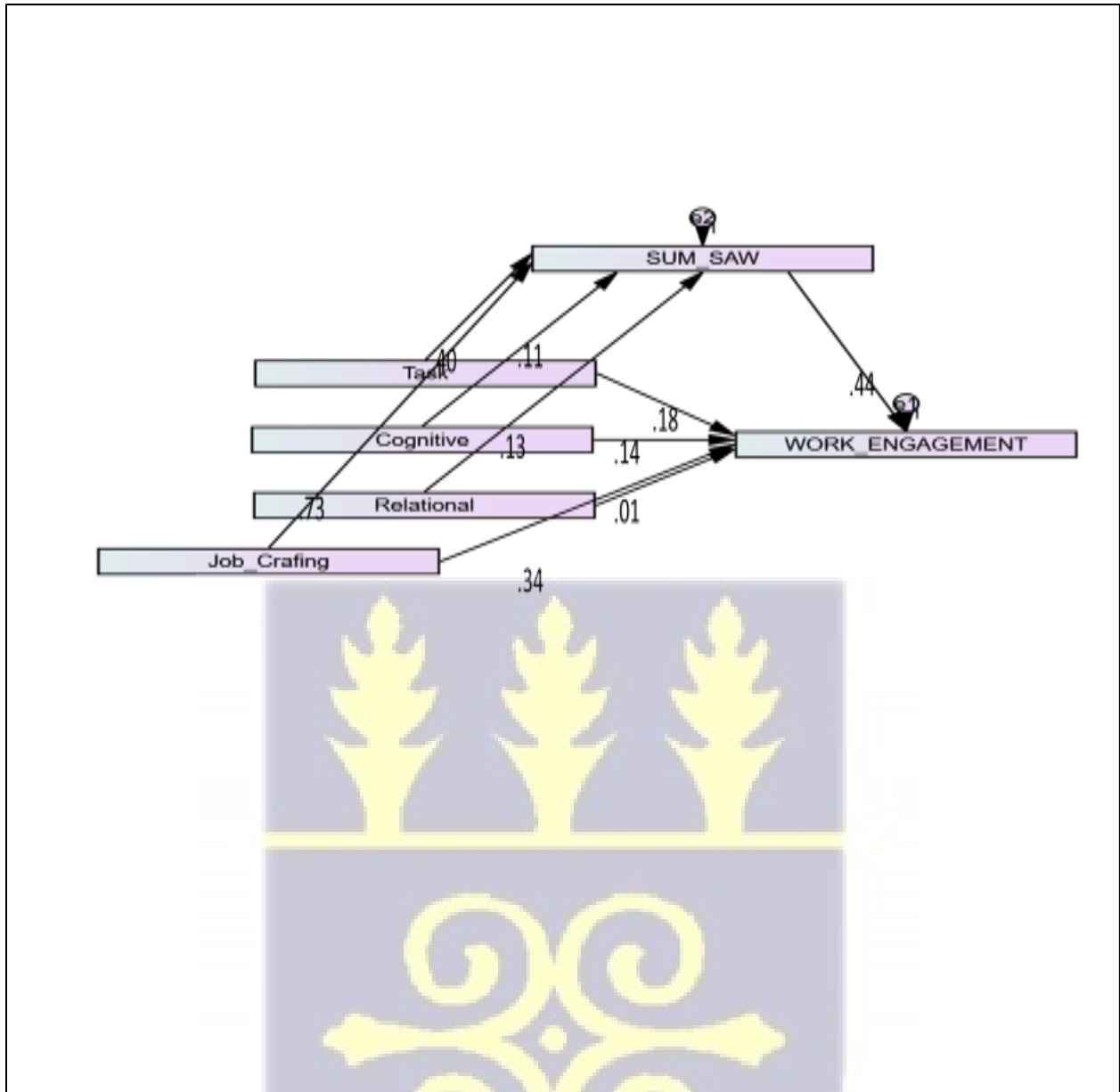


Figure 4.2 Path Analysis of Hypothesized Model

(Insert: SUM\_SAW means, Sum of scores for Spirituality at Work)

#### 4.4.2 Validation of Test of the Structural Model

The hypotheses for the study were tested by conducting observed variable structural equation modelling analysis using SEM with maximum likelihood estimation in IBM AMOS 21.0. The

critical ratios for the standardized regression weights of each path were tested to ascertain if any, were not significant. Fit indices indicated that the hypothesized model fitted the data well (CFI=.954, TLI=.931, RMSEA= .053, PCLOSE=.034). Hence, the hypothesized model was retained to test the hypotheses for the study. The summary of the model fit indices for the structural model is presented in Table 4.5.

*Table 4.5 A summary of the model fit indices for the validation of the structural model*

| <b>Goodness of fit indices</b> | <b>Estimate</b> | <b>Threshold</b> | <b>Interpretation</b> |
|--------------------------------|-----------------|------------------|-----------------------|
| <b>CFI</b>                     | .954            | > .095           | Excellent             |
| <b>TLI</b>                     | .931            | > .095           | Acceptable            |
| <b>RMSEA</b>                   | .053            | < .06            | Excellent             |
| <b>PCLOSE</b>                  | .034            | >.05             | Acceptable            |
| <b>CMIN/DF</b>                 | .830            | Between 1 and 3  | Excellent             |

Table 4.5 shows that except for TLI and PCLOSE, all other model fit indices reported to excellent indicating the model was maintained in testing hypotheses.

#### **4.4.3 Inter-Correlation Matrix**

The inter-correlation matrix was analyzed using Pearson Product Moment Correlation. The inter-correlation matrix was done to ensure that the assumptions of multiple regression are met. Tabachnick and Fidell (2012) posit that when any attempt is made to use multiple regression analysis, the independent variables need to be significantly related. Tabachnick and Fidell (2012)

further suggest that in order not to commit multicollinearity, the independent variables should not be strongly related. Thus, the independent variable should not be above .80. From Table 4.6, the independent variables in this study are related, hence, there is existing linearity between the various independent variables. It is further observed that the various independent variables are not strongly related, thereby satisfying the assumptions underlying multiple regression.

Table 4.6 Inter-Correlation Matrix of main Study Variables

| Variables              | 1     | 2     | 3     | 4     | 5     | 6     | 7     | 8    | 9 |
|------------------------|-------|-------|-------|-------|-------|-------|-------|------|---|
| 1. EE.                 | -     |       |       |       |       |       |       |      |   |
| 2. Spirituality        | .46** | -     |       |       |       |       |       |      |   |
| 3. Meaningful Work     | .43** | .82** | -     |       |       |       |       |      |   |
| 4. Sense of Comm.      | .40** | .90** | .60** | -     |       |       |       |      |   |
| 5. Alignment of Values | .41** | .92** | .62** | .78** | -     |       |       |      |   |
| 6. Job Crafting        | .25** | .34** | .30** | .26** | .32** | -     |       |      |   |
| 7. Task Crafting       | .08   | .11   | .15*  | .06   | .08   | .81** | -     |      |   |
| 8. Cognitive Crafting  | .33** | .38** | .34** | .31** | .36** | .84** | .48** | -    |   |
| 9. Relational Crafting | .23** | .36** | .26** | .30** | .37** | .87** | .53** | .6** | - |

Note: Comm. = Community

Engage. = Engagement

\* Correlation significant at the 0.05 level, \*\* Correlation significant at the 0.01 level, N = 221



#### 4.4.4 Test of hypotheses

The study hypothesized relationships between job crafting (task, cognitive and relational) as an independent variable, workplace spirituality (mediating variable) and employee engagement as an outcome variable. A summary of the results from the analysed data is presented in table 4.7.

Table 4.7 A summary of the table showing the relationships between the study variables

|     |      |                        | Estimate | S.E. | C.R.   | P    | Label |
|-----|------|------------------------|----------|------|--------|------|-------|
| WPS | <--- | Job Crafting           | 1.455    | .071 | 20.421 | ***  |       |
| WPS | <--- | Task                   | 1.890    | .169 | 11.199 | ***  |       |
| WPS | <--- | Cognitive              | .566     | .186 | 3.047  | .002 |       |
| WPS | <--- | Relational             | .683     | .181 | 3.765  | ***  |       |
| EE  | <--- | Task                   | .817     | .218 | 3.747  | ***  |       |
| EE  | <--- | Cognitive              | .688     | .193 | 3.563  | ***  |       |
| EE  | <--- | Relational             | .059     | .196 | .302   | .763 |       |
| EE  | <--- | Job Crafting           | .648     | .125 | 5.182  | ***  |       |
| EE  | <--- | Workplace spirituality | .411     | .070 | 5.906  | ***  |       |

\*\*\* $p < 0.001$

The various hypotheses were analyzed by following the data analysis procedure presented in Chapter three.

**Hypothesis 1:** Workplace spirituality will positively predict employee engagement.

It was revealed that workplace spirituality positively predicted employee engagement ( $\beta = .411$ ,  $p < 0.01$ ). Therefore, the hypothesis that “workplace spirituality will positively predict employee engagement” was supported.

**Hypothesis 2:** Job crafting will positively predict employee engagement.

As witnessed in Table 4.7 above, it was revealed that job crafting positively significantly predicted employee engagement ( $\beta = .648, p < .01$ ). Therefore, the hypothesis that “job crafting will positively predict employee engagement” was supported

**Hypothesis 2a:** The dimensions of Job Crafting (task crafting, cognitive crafting, relational crafting) will positively predict employee engagement.

It was revealed that among the three dimensions of job crafting, task and cognitive crafting significantly and positively predicted employee engagement ( $\beta = .817, .688; p < .01$  respectively). Therefore, the hypothesis that “the dimensions of Job Crafting (task crafting, cognitive crafting, relational crafting) will positively predict employee engagement” was partially supported.

**Hypothesis 3:** Workplace spirituality will significantly mediate the relationship between job crafting and employee engagement.

The present study was interested in establishing the mediating effects of workplace spirituality in the relationship between job crafting and employee engagement. Baron and Kenny (1986) provide three main criteria for testing mediating relationships:

There should be a relationship between the independent variable (job crafting) and the dependent variable (employee engagement)

There should be a relationship between the independent variable (job crafting) and the mediating variable (workplace spirituality)

There should be a relationship between the mediating variable (workplace spirituality) and the dependent variable (employee engagement).

A summary of the result testing these criteria is presented in Table 4.8.

Table 4.8 A Summary of the table showing the Direct and Indirect Relationships Between the Study Variables

|     |      |                        | Estimate | S.E. | C.R.   | P   | Label |
|-----|------|------------------------|----------|------|--------|-----|-------|
| WPS | <--- | Job Crafting           | 1.455    | .071 | 20.421 | *** |       |
| EE  | <--- | Job Crafting           | .648     | .125 | 5.182  | *** |       |
| EE  | <--- | Workplace spirituality | .411     | .070 | 5.906  | *** |       |

\*\*\* $p < 0.001$

As witnessed in Table 4.8, these criteria, as established by Baron and Kenny (1986), were met. Thus, all study variables significantly related to each other. This, therefore, warrants testing the mediating effect of the variables in the relationship between job crafting and employee engagement. A summary of the results of the mediating effect (total effect) is presented in Table 4.9.

Table 4.9 A summary of the mediating effect of workplace in the relationship between job crafting and employee engagement

|                     |      |                             | Effect       | S.E | LLCI | ULCI | p   |     |
|---------------------|------|-----------------------------|--------------|-----|------|------|-----|-----|
| Employee engagement | <--- | Workplace spirituality <--- | Job crafting | .20 | .11  | .04  | .45 | .03 |

The third hypothesis was interested in finding out the mediating role of workplace spirituality in the relationship between job crafting and employee engagement. As shown in Table 4.9, workplace spirituality significantly mediated the relationship between job crafting and employee engagement [ $\beta = .20$ ,  $p = 0.03$ ] which indicates a partial mediation.

**Hypothesis 4:** Employees within the organization for a period of 14 years and above will be less engaged in the work activities than employees within the organization for a period of less than a year and 1 to 3 years.

Table 4.10 Summary of One-way ANOVA test comparing Tenure of Service on Employee Engagement

| Tenure of Service  | <i>N</i> | <i>M</i> | <i>SD</i> | <i>df</i> | <i>F</i> | <i>p</i> |
|--------------------|----------|----------|-----------|-----------|----------|----------|
| Less than a year   | 39       | 91.92    | 20.07     | 5, 211    | 3.04     | .011     |
| 1 to 3 years       | 99       | 94.86    | 14.03     |           |          |          |
| 14 years and above | 14       | 61       | 30.93     |           |          |          |

There was a significant difference between groups as determined by One-Way ANOVA. [ $F_{(5, 211)} = 3.043, p = .011$ ]. A Tukey post hoc revealed that employees who had been in the organization for less than a year ( $M = 91.92, SD = 20.07$ ) were more engaged in the work activities than employees who had been in the organization for 14 years and above ( $M = 61, SD = 30.93$ ). It was further noted that employees who had been in the organization for a period of 1 to 3 years ( $M = 94.86, SD = 14.03$ ) were more engaged in the work activities than employees who had been in the organization for 14 years and above ( $M = 61, SD = 30.93$ ). Therefore, the hypothesis that “employees within the organization for a period of 14 years and above will be less engaged in the work activities than employees within the organization for a period of less than a year and 1 to 3 years” was supported.



**Hypothesis 5:** Older adults will be more engaged in work activities than younger adults.

*Table 4.11 A Summary of the Independent t-test comparing Younger and Older Adults on Employee Engagement*

|                     | Age           | N   | M     | SD    | df  | t   | p    |
|---------------------|---------------|-----|-------|-------|-----|-----|------|
| Employee Engagement | Younger Adult | 199 | 93.27 | 18.10 | 215 | .42 | .672 |
|                     | Older Adult   | 18  | 91.28 | 24.47 |     |     |      |

The results from Table 11 show that the mean difference between younger ( $M = 93.27$ ,  $SD = 18.10$ ) and older adults ( $M = 91.28$ ,  $SD = 24.47$ ) was not statistically significant [ $t(215) = .424$ ,  $p = .672$ ]. Therefore, the hypothesis that “older adults will be more engaged in the work activities than younger adults” was not supported.

**Hypothesis 6:** Employees in public-owned banks will be more engaged in their work activities than employees in private-owned banks

*Table 4.12 A summary of the Independent t-test comparing Public and Private Banks on Employee Engagement*

|                     | Ownership    | N   | M     | SD    | df    | t     | p    |
|---------------------|--------------|-----|-------|-------|-------|-------|------|
| Employee Engagement | Private Bank | 128 | 90.79 | 20.01 | 210.6 | -2.26 | .025 |
|                     | Public Bank  | 89  | 96.34 | 16.05 |       |       |      |

The results from Table 12 show that the mean difference between private-owned banks and public owned banks statistically significant [ $t(210.6) = -2.26$ ,  $p = .025$ ]. Therefore, the hypothesis that

“employees in public-owned banks will be more engaged in the work activities than private-owned banks” was supported.

#### 4.5 Summary of Findings

The findings from the study are spelt out as follows;

1. Workplace Spirituality significantly predicted employee engagement.
2. Job crafting significantly predicted employee engagement.
- 2a. Cognitive and task crafting had significant positive relationships with employee engagement. However, relational crafting did not significantly predict employee engagement.
3. Workplace spirituality mediated the relationship between job crafting and employee engagement.
4. Employees who had been in the organization for less than a year and 1 year to 3 years, were more engaged in the work activities than employees who had been in the organization for 14 years and above.
5. It was realized that there was no significant difference in employee engagement among younger and older adults.
6. Finally, it was observed that there were significant differences between engagement levels of employees in public-owned banks and private-owned banks.



## CHAPTER FIVE

### DISCUSSION, RECOMMENDATION AND CONCLUSION

#### 5.1 Introduction

The chapter provides an in-depth discussion, recommendation and conclusion based on the findings of the study. The chapter will as well end with some limitations of the study.

#### 5.2 Discussion of Findings

This study was conducted to investigate the role of workplace spirituality and job crafting on employee engagement in the financial sector within the Greater-Accra Region. Based on the literature that was previously reviewed, the researcher formulated hypotheses which were tested with various statistical methods. Workplace spirituality, Task and Cognitive Crafting were identified to have significant positive relationships with employee engagement and also employees in the public sector were identified to be more engaged than those in the private sector. The major findings and additional findings gathered from the study will be discussed in the rest of the sections in the chapter.

##### 5.2.1 The Impact of Job Crafting (task crafting, cognitive crafting, relational crafting) on Employee Engagement

Due to the growing interest in the field of engagement and ways in which employees could be better engaged at their workplaces, the study sought to examine how engagement was affected by the dimensions of job crafting with a focus on employees in the banking sector.

The hypothesis that stated that job crafting will significantly predict employee engagement was tested using structural equation modeling and the results revealed a significant positive

relationship. This outcome is in line with findings of other researches in existing literature (Tims et al., 2013; Van Wingerden et al., 2016). Additionally, the researcher tested which specific dimensions of job crafting significantly impacted employee engagement to be able to make a better argument in the Ghanaian context.

After testing the impact of **cognitive crafting** on employee engagement, the analysis revealed a significant positive regression in line with expectations. The findings of this study have highlighted the importance of cognitive crafting and its role by significantly contributing an average percentage in the prediction of employee engagement. These findings are supported by other studies conducted on job crafting which recorded similar results, for example, Sakuraya et al. (2016) and Kim and Lee (2016). Their findings showed that most workers in the bank hold a positive perception towards their work that is, they have cognitively crafted their works. This makes employees perceive their jobs as an opportunity to their professional self-development thus, engaging themselves more and more at work. They are therefore more active at work, exhibit greater zeal and are very committed at work regardless of stressful and challenging conditions working in the banking sector could present. Also, Sakuraya et al. (2016) after conducting an intervention to increase job crafting behaviours on some professionals in Japan concluded that cognitive crafting behaviours of employees significantly enhanced, affecting work engagement. However, task and relational crafting did not. They then concluded that this was as a result of the ease with which employees could alter their perceptions about their jobs compared to task and relational crafting which involves physical and structural changes to the work. This may therefore need more skills, a conducive work environment and time to be accomplished.

The results of the study did not prove any significant relationship between **relational crafting** and employee engagement; this was contrary to expectations. Though other researches for example;

Kim and Lee (2016), Veerle and Marleen (2015), and Sakuraya et al. (2016) have confirmed a positive relationship between relational crafting and employee engagement, this study failed to establish similar relationships. This could mean that despite the correlation coefficient being significant, it is possible that the influence of relational crafting was mediated by the other variables in the path analysis. Also, it could be possible that there was an absence of a warm and friendly environment workplaces and that contributed to why employees did not experience vigour, absorption and dedication. This negatively affects bonding at the workplace. This was similar to the findings of Nguyen et al. (2019).

This could further be associated to the new normal working environment due to COVID-19 outbreak. Most employees had migrated to working from home via internet systems and the few that came to work were socially distant from one another, in addition they ran shift system. These significant and abrupt changes at the workplace cause role conflict and role ambiguity, work overload or underload, and a general state of job insecurity among workers which necessitate them to exert more efforts into their work, this has been identified by researcher Bakker (2015) to cause strain or burnout. Also, it could be possible that quality social connections between employees have now been diminished as they may have less or no opportunities to physically connect with the ultimate aim of reducing the spread of the coronavirus.

The results of the study further revealed that **task crafting** significantly and positively predicts employee engagement; this was in line with expectations as some researchers also found similar findings (Kim & Lee, 2016; Veerle & Marleen, 2015). But this study was contrary to findings of Sakuraya et al. (2016). A recent study states that most banks have adopted new strategies in place to help combat the spread of the virus. In response to the directives issued by the government and the Bank of Ghana following COVID-19 protocols, the banks implemented remote working, shift

system, fewer than normal employees per branch to make room for physical distancing and shorter working periods. In addition to this, most banks have also turned their faces to the use of ‘bots’ more in addition to massive and instant digitization practices in service delivery (Pricewaterhouse Coopers (Ghana) Limited, 2020). This changes the normal working conditions of employees and employees have to acquire new skills and work-related behaviours to be able to fit in. As it stands, employees have the opportunity to design the processes involved in the completion of their task and meeting deadlines. With the exception of frontline workers, most employees continued to carry out their tasks from the comfort of their homes using ways which were not in line with their regular mode of operation, thus they had to engineer their strategies with the help of their organizations to make this possible. This is a probable precursor to why employees were found to be crafting their jobs.

### **5.2.2 The Impact of Workplace Spirituality on Employee Engagement**

The hypothesis that stated that workplace spirituality will significantly predict employee engagement was tested and the results revealed a significant positive relationship. This outcome is in line with findings of other researches in existing literature (Breytenbach, 2016; Jurkiewicz & Giacalone, 2004; Singh & Chopra, 2016; Van der Walt, 2018). What this means is that ‘the extent to which people feel engaged and immersed at work is therefore somewhat dependent on the extent to which they experience spirit in their work’ (Breytenbach, 2016). Since workplace spirituality has been identified as a personal concept and could pass as a personal resource according to the JD-R theory, awareness programs and interventions should be organized in the quest to harness spirituality at work. Employers could emulate social settings at the workplace like creating discussion rooms, restrooms, kitchens and many of such others to improve upon and create conditions that facilitate or nurse workplace spirituality. This will lead to a work environment

where employees find their work very meaningful, connected and focused on attaining the goals of the organization.

### **5.2.3 Workplace Spirituality as a Mediator between Job crafting and Employee Engagement**

The study further tested the mediating role of workplace spirituality in the relationship between job crafting and employee engagement.

Per the mediation results, it was observed that workplace spirituality significantly mediated the relationship between job crafting and employee engagement. What this means is that job crafting behaviours predict workplace spirituality. This relationship highlights that because employees were crafting their tasks and cognitively crafting their work, it aided them in achieving meaningful work (Berg et al., 2013) and this eventually will lead to higher levels of employee engagement. The findings that meaningful work significantly and positively predicts workplace spirituality is in line previous studies by Pratt and Ashforth (2003), who concluded from their studies that job resources enhance tasks employees perform at the workplace and this, in turn, could impact their engagement levels through meaningfulness in work. Ashmos and Duchon (2000), also add that when employees work is filled with a sense of purpose and meaning from a spiritual perspective, employees possess meaning beyond the accomplishment of tasks at the workplace. Van Wingerden and Van der Stoep (2018) reported that meaningful work predicts a total of 57% of employee engagement. This does not come as a surprise because tasks at work must push employees at a cognitive level to promote engagement.

Cognitive crafting is likely to precede relational and task crafting. This is because cognitive crafting occurs at the mental stage whiles task and relational crafting are a practical activity. As practical activities, organizations play an active role in making it successful (Sekiguchi & Hosomi,

2014). Once the conditions for change are not favourable at work, these behaviours cannot be exhibited. Wrzesniewski (2003), proposed that for employees at the workplace to enhance the meaningfulness of their work, there is a need to align their perceptions of their work through job crafting behaviours. However, there is a possibility that due to significant changes at the workplace, employees are not able to get the right opportunities to relationally craft their work to promote a sense of connectedness (a dimension of workplace spirituality) at the workplace.

These findings justify the use of social exchange theory (SET). The presence of cognitive and task crafting behaviours gives grounds for employees to exchange that with a strong inclination to invest fully in their work regardless of the location and situation on the ground. Also, due to the meaningfulness employees have perceived of their work, they attend to their work with more vigor, dedication and absorption as these are indicators of employee engagement and other related positive work behaviours. Conceptually, a vast study of literature has concluded that hygiene factors (for example, meaningfulness of work, sense of community, good working conditions, alignment with organizational factors, flexible workloads and targets) which are found in the employees' environment are potential predictors for the extent to which engagement at the organizational is attained (Schaufeli, et al., 2008; Shuck, et al., 2011).

#### **5.2.4 Tenure, Age and Employee Engagement**

This study tested some demographic characteristics against employee engagement specifically, it aimed at finding the difference in engagement levels with regards to the number of years employees have spent in their organizations and subsequently whether age and gender played a role in engagement levels of employees. Thus, tenure was categorized into three groups specifically less than a year, 1-3 years and 14 years and above and these were measured against

employee engagement over a One-Way ANOVA analysis. The results showed a significant difference between the groups, specifically, after a Tukey post hoc analysis, it was revealed that employees who had served in the organization for less than a year and between 1 and 3 years were both more engaged than employees who had served for 14 years and above. Thus, the hypothesis that stated that “Employees within the organization for 14 years and above will be less engaged than employees within the organization for less than a year and 1-3 years” was supported. This is in support of literature and studies conducted by other researchers. Researchers have concluded that engagement decreases as the tenure of service increases. Thus, in a study by Nancherla (2013), it was concluded that where tenure was less than a year, there was an 83% engagement recorded, where individuals had served for 1-2, 2-5 years, 6-10 years and 10 years or more 79%, 75%, 76% and 79% levels of engagement were recorded respectively. These findings are consistent with the findings of this study which confirmed that engagement decreased with higher tenure of service. The sample used in the population reflects that most employees in the banking sector are contract staff. This could account for higher levels of engagement with a lower number of years. Most employees may be putting in their best to impress employers and get a permanent spot in the organization.

Also, after comparing results of between younger adults and older adults on engagement, it was found by the data that the mean differences between younger and older adults were not statistically significant meaning that the hypothesis that postulated that “older adults will be more engaged in their work activities than younger adults” was not supported. These findings are corroborated by research carried out by Birkman (2013), which reported findings that various generations had some unique characteristics however, their age did not affect their engagement levels.

### 5.2.5 Engagement Among Employees of Public and Private Banks.

It was hypothesized that “Employees in the Public sector will be more engaged than employees in the private sector.” Per the results from the analysis, this hypothesis was supported as there was a significant relationship from the t-test results. Working in the public sector comes with some perks which their influence cannot be underemphasized. The public sector offers an opportunity for employees to go on study leave with pay, despite the need to meet tight deadlines among others, it offers relatively flexible working conditions like realistic targets and deadlines. In some public systems, there are opportunities for self-development like the specialization of employee skills sets and scholarship or sponsorship opportunities for staff members to upgrade themselves. Also, most government agencies do not have time trackers at the workplaces or security cameras to monitor productivity or employee movements. Given this, most employees feel very comfortable and there is a passive sense of trust between them and employers, besides, they can freely attend to their duties at work without scrutiny. Finally, most public sector workers are guaranteed generous health and pension packages. Conversely, private sectors offer opportunities like bonuses, free food, phone call or data allowances among many others however, these even come with rank and tenure of service (JobbermanGh, 2016). According to a Gallup poll in 2016, 87% of millennials labelled "professional or career growth and development opportunities" as important to them in their workplaces. It is obvious these benefits are more present in public sectors than in private and it is the same for the banking sector. This information is of importance to this because the sample composition of this current study is heavily composed of millennials. Besides, this is in line with the social exchange theory (SET) complemented by the Equity theory by Adam Smith in understanding why employees in the public sector are more engaged than those in the private sector. As more and more employees experience such hygienic conditions and service benefits at

the workplace and perceive them as fairly distributed, employees are likely to reciprocate with higher levels of vigour, dedication and absorption, thus making them more engaged than workers in the private sector. Most importantly, with "professional or career growth and development opportunities" being important to millennials; who form a greater portion of workers in the banking sector, they will reward the organization with more engagement in their job and organizational roles, and would further reward them with high engagement and other positive behaviours.

### **5.3 Limitations of the study**

Despite the insight and discoveries into the link between job crafting, workplace spirituality and employee engagement, this study like other ones before it was not conducted without some limitations. The main limitation of this study was the fact that it employed a cross-sectional survey design. The nature of this study calls for an approach that will be able to establish direct causal relationships between the variables however, this design prevents such causalities to be determined. Job crafting was identified to possess the attribute of manifesting with time; thus, an experimental and longitudinal study would have been ideal. Another limitation chalked surrounds the use of self-reported measures in a study. Though very fast, convenient and reliable, there is a likelihood for errors like the self-report biases as well as the common method bias, which has the unmeasured likelihood of inflating the correlations between the variables. Also, data was gathered from one sector only, thus there is a need for other studies to test engagement among and between sectors for conclusions to be adequately and confidently confirmed. Sample size could have also been increased if not for the presence of the pandemic and physical distancing procedures which disrupted normal routines. Therefore, application or generalization of this work to other populations should be done with due considerations. Regardless of these noted limitations, the veracity and accuracy of these findings cannot be undermined. Information and conclusions reach

could serve as frameworks for several policies and intervention schemes to be designed and implemented at the workplace to boost the engagement of employees.

#### **5.4 Recommendations for future research**

As limitations have been identified, there is a need to equally outline some recommendations for future researcher's investigation variables in this field to be wary of. The researcher recommends that future studies should consider experimental methods or mixed-method approach to improve the strength of the study and provide a more concrete conclusion. A mixed-method approach stands at an advantaged point to provide in-depth information from the grounds. Also, future studies should measure employees from diverse sectors and increase the sample size for results to have been accurately generalized across all sectors. This would offer a better opportunity to speak to the variables directly with regards to the Ghanaian workforce. Employers of banks, specifically that of the private sector should offer their employees service benefits and opportunities for growth within and beyond organizations. Due to their specific advantages, cognitive crafting and meaningful work it is recommended that employers should cultivate such behaviours among their employees.

#### **5.5 Practical Implications for the Practice of I/O Psychology.**

With the engagement of employees being the major aim of employers currently, researchers have concluded that certain factors could instill the spirit of engagement in employees. Thus, turning an eye towards these factors to appropriately test and confirm these relationships to eventually get an engaged workforce is the focus of many researchers (Saks, 2006). Findings that can state factors that are likely to boost engagement among employees will serve as tactics for employers and heads of institutions to practice. Previous studies that mostly examined such factors were conducted

outside the Ghanaian context, however, this study specifically uncovers information peculiar to the Ghanaian society specifically from the banking sector.

The results have outlined some implications during practice. The principal and practical implication obtained from the findings points to the fact that harnessing job crafting, specifically, cognitive crafting and task crafting, among employees is a big task for both employers and the human development space. Several factors have been postulated to affect levels of engagement among employees, however, it is worthy to state that when it comes to employee engagement, there is no one-size-fits-all procedure for practice. Therefore, given the findings of the study, employers must create avenues for job crafting to occur within various organizations as this has been identified to be a precursor for meaningful work.

Top management employees must serve role models for subordinate employees to equally pick-up the pace and be able to further explain organizational goals and strategies with their subordinates. This is key because meaningful work has been associated with multi-facets of wellbeing like intrinsic motivation, satisfaction with self, work and life generally, as well as citizenship behaviours (Steger, et al., 2012; Littman-Ovadia & Steger, 2010; Hackman & Oldham, 1980).

In addition to the strategy outlined above, there is also a need for various organizations to urgently design specific intervention models with regards to their employees, demographic makeup and appropriately rollout these strategies to aid in the successful build-up of an engaged workforce. Since workplace spirituality has been identified as a very personal concept and could be as a personal resource according to the JD-R theory, awareness programs and interventions should be organized in the quest to harness spirituality at work by creating discussion rooms, restrooms, kitchens and many of such others to improve upon and create conditions that facilitate or nurse workplace spirituality.

Due to the expensive, time consuming, complex and tedious nature of training programs, organizations may not be able to implement all of such interventions at a time, therefore, it borders on the leaders to systematically choose dimension by dimension to train their employees in. This must be in line with organizational goals. The core aspects of the JD-R theory as a tool to explain how job crafting behaviours and which of its dimensions influence engagement in employees was also put to test. It is, therefore, key to design and implement human resource practices in elevating engagement at personnel recruitment and selection stages and in effect employee people more inclined to crafting their work. Also, during orientation and introduction into the organizations, an organizational system of crafting should be introduced to new employees.

This era of competitiveness, economic crises, job insecurity, high turnover intentions, risk of burnout and many more call for the need for engaged employees. Thus, more information on how to reduce negative and unhygienic factors at the workplace is necessary to liberate employees from such negative attitudes to promote a healthy workforce.

### **5.5.1 Theoretical Implications of the Study**

This study has provided results that confirmed that the JD-R theory, Social Exchange and Equity theory sit well in explaining the variables of the study; workplace spirituality, job crafting and employee engagement. The study has filled the void in the scientific literature concerning the exact relationships between the study variables as this study is the first of its kind in the literature to the best knowledge of the researcher. The study has created an area of enquiry for other studies to be carried out in the Ghanaian setting.

## 5.6 Conclusion

The primary aim of this study was to examine the relationship between job crafting, workplace spirituality and employee engagement. Cognitive crafting and meaningful work significantly and positively correlated with employee engagement. From the findings it was observed that employee engagement did not differ across age, however, differed from employees in public and those of private institutions. In conclusion, this study has uncovered some knowledge on the factors that can affect employee engagement in Ghana. These findings will go a long way to improve employee engagement practices by specifically identifying specific job crafting and workplace spirituality behaviours which can elevate engagement. Even though there is no absolute method for employee engagement, the result from the mediation analysis, prove that the relationship between job crafting and employee engagement is dependent on workplace spirituality thus, workplace spirituality mediates the relationship between the two variables. As the work environment constantly changes to suit global standards and technological advancements, employees serve as the competitive factor for most organizations. The success of organizations that have engaged employees cannot be underestimated as employee engagement has been termed a critical component for organizational success. Therefore, harnessing employee engagement at the workplace should be a continuous process and should be included in various levels of organizational development and change and must be constantly evaluated and measured to get the best of it or improve it where necessary. A workplace that constantly increases engagement of employees would have a very strong and balanced workforce which will reflect in terms of input, organizational processes and outputs.

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APPENDICES

APPENDIX A - DATA COLLECTION INSTRUMENT

UNIVERSITY OF GHANA- DEPARTMENT OF PSYCHOLOGY  
QUESTIONNAIRE

This study seeks to examine your personal views on workplace spirituality, job crafting and employee engagement in your organization. It will take you about 10 minutes to complete this questionnaire. Participation is voluntary and you can withdraw at any time in which case you will not be affected in any way for withdrawing. Information given will be treated with all strict confidentiality as data gathered will be used for academic purposes only.

Choose the option that is most applicable to you. There are no wrong or right answers. Please respond honestly to the following questions.

Kindly Sign here to prove consent.....

kindly contact the investigator for more information. Johanes Francis Kuwornu; 0262992975

**SECTION A: Demographic Information**

Please answer by ticking “√” in the box beside your choice

1. Gender: 1.  Male 2.  Female
2. Age (years): 1.  Under 21 2.  21 - 30 3.  31 - 40 4.  41 - 50  
5.  51 - 60 6.  Above 60
3. Educational qualification: 1.  SSSCE/WASSCE 2.  Diploma/HND 3.  First Degree  
4.  Masters 5.  Doctorate 6.  Professional Certificate 7.  Other  
If other, please specify.....
4. Number of years in organization: 1.  Less than 1 year 2.  1-3years 3.  4-7years  
4.  8-10 years 5.  11-13 years 6.  14+ years
5. Marital Status: 1.  Single 2.  Married 3.  Divorced 4.  Widowed  
5.  Separated
6. Employment type: 1.  Permanent Staff 2.  Contract Staff.
7. Name of Bank and Job Title: .....

**Section B- ‘Work & Well-being Survey’**

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. Answer by ticking only one answer in each case from **never (1) to always (7)**.

| Never -N | Almost Never - AN          | Rarely -R            | Sometimes -S        | Often -O    | Very often- VO     | Always-A  |
|----------|----------------------------|----------------------|---------------------|-------------|--------------------|-----------|
| 1        | 2                          | 3                    | 4                   | 5           | 6                  | 7         |
| Never    | A few times a year or less | Once a month or less | A few times a month | Once a week | A few times a week | Every day |

| Statements   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|---|---|---|---|---|
| 1. At my work, I feel bursting with energy.                        |   |   |   |   |   |   |   |
| 2. I find the work that I do full of meaning and purpose.          |   |   |   |   |   |   |   |
| 3. Time flies when I'm working.                                    |   |   |   |   |   |   |   |
| 4. At my job, I feel strong and vigorous.                          |   |   |   |   |   |   |   |
| 5. I am enthusiastic about my job                                  |   |   |   |   |   |   |   |
| 6. When I am working, I forget everything else around me           |   |   |   |   |   |   |   |
| 7. My job inspires me  |   |   |   |   |   |   |   |
| 8. When I get up in the morning, I feel like going to work         |   |   |   |   |   |   |   |
| 9. I feel happy when I am working intensely                        |   |   |   |   |   |   |   |
| 10. I am proud on the work that I do                               |   |   |   |   |   |   |   |
| 11. I am immersed in my work                                       |   |   |   |   |   |   |   |
| 12. I can continue working for very long periods at a time         |   |   |   |   |   |   |   |
| 13. To me, my job is challenging                                   |   |   |   |   |   |   |   |
| 14. I get carried away when I'm working                            |   |   |   |   |   |   |   |
| 15. At my job, I am very resilient, mentally                       |   |   |   |   |   |   |   |
| 16. It is difficult to detach myself from my job                   |   |   |   |   |   |   |   |
| 17. At my work I always persevere, even when things do not go well |   |   |   |   |   |   |   |

**SECTION C- Spirituality at Work (SAW) scale by Milliman et al. (2003).**

Using the scale below, tick the response that represents the extent that each of the following statements reflects your attitude about yourself and your work environment.

| Strongly Agree-SA | Agree-A | Somewhat Agree-SWA | Neither Agree/Disagree- N | Somewhat Disagree-SWD | Disagree-D | Strongly Disagree-SD |
|-------------------|---------|--------------------|---------------------------|-----------------------|------------|----------------------|
| 1                 | 2       | 3                  | 4                         | 5                     | 6          | 7                    |

| Statements   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|---|---|---|---|---|
| 1. I understand what gives my work personal meaning.                   |   |   |   |   |   |   |   |
| 2. My work is connected to what I think is important in life.          |   |   |   |   |   |   |   |
| 3. I experience joy in work.   |   |   |   |   |   |   |   |
| 4. I see a connection between work and social good.                    |   |   |   |   |   |   |   |
| 5. My spirit is energized by work.                                     |   |   |   |   |   |   |   |
| 6. I look forward to coming to work.                                   |   |   |   |   |   |   |   |
| 7. In my organization, working cooperatively with others is valued.    |   |   |   |   |   |   |   |
| 8. I believe people support each other at work.                        |   |   |   |   |   |   |   |
| 9. I feel part of a community at work.                                 |   |   |   |   |   |   |   |
| 10. I think employees are linked by a common purpose.                  |   |   |   |   |   |   |   |
| 11. I feel there is a sense of being a part of a family at work.       |   |   |   |   |   |   |   |
| 12. I feel free to express opinions.                                   |   |   |   |   |   |   |   |
| 13. I believe employees genuinely care about each other.               |   |   |   |   |   |   |   |
| 14. I feel positive about the values of the organization.              |   |   |   |   |   |   |   |
| 15. My organization has moral values.                                  |   |   |   |   |   |   |   |
| 16. I feel connected with the mission of the organization.             |   |   |   |   |   |   |   |
| 17. My organization is concerned about the health of employees.        |   |   |   |   |   |   |   |
| 18. I feel connected to the organization's goals.                      |   |   |   |   |   |   |   |
| 19. My organization cares about all its employees.                     |   |   |   |   |   |   |   |
| 20. My organization cares about whether my spirit is energized or not. |   |   |   |   |   |   |   |
| 21. My organization is concerned about the poor.                       |   |   |   |   |   |   |   |

**SECTION D - Measure of Job Crafting (MJC; Dvorak, 2014)**

Please indicate by ticking the extent to which you engage in the following behaviors using the following scale: 1 = Disagree, 2 = Somewhat agree, 3 = Agree, 4 = Strongly Agree, 5 = Very Strongly Agree

| Disagree-D | Somewhat Agree-SWA | Agree-A | Strongly Agree-SA | Very Strongly Agree-VSA |
|------------|--------------------|---------|-------------------|-------------------------|
| 1          | 2                  | 3       | 4                 | 5                       |

| Statements  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1. I change the way I complete certain work tasks to make them more interesting to me.  |   |   |   |   |   |
| 2. I add tasks I am passionate about into my work.  |   |   |   |   |   |
| 3. I change my work tasks to spend more time doing the parts I enjoy most.  |   |   |   |   |   |
| 4. I make time to work on projects I find interesting.  |   |   |   |   |   |
| 5. I incorporate work tasks into my daily routine that I find enjoyable but are not required for my job.                            |   |   |   |   |   |
| 6. I take on new work tasks that better suit my interests.  |   |   |   |   |   |
| 7. I change my tasks to better suit my skills.  |   |   |   |   |   |
| 8. I actively remind myself what the purpose of my work is.   |   |   |   |   |   |
| 9. I actively think about the impact my work has on those who care most about the success of the organization.                      |   |   |   |   |   |
| 10. When reflecting on my work, I think about how it fulfills my personal values.   |   |   |   |   |   |
| 11. Focusing on the greater purpose of my job helps me get through the everyday tasks I have to do.                                 |   |   |   |   |   |
| 12. Reminding myself that my work is an important piece of a larger purpose helps me stay motivated.                                |   |   |   |   |   |
| 13. I think about how my job gives my life purpose.   |   |   |   |   |   |
| 14. I remind myself about the significance that my work has for the success of the organization                                     |   |   |   |   |   |
| 15. In my job, I work to establish personal connections with people.  |   |   |   |   |   |
| 16. I create opportunities to meet new people at work.  |   |   |   |   |   |
| 17. The ways I choose to interact with others at work adds value to my job.   |   |   |   |   |   |
| 18. I try to spend time with other employees who view my work as important.   |   |   |   |   |   |
| 19. To connect more closely with others at work, I change the ways I communicate (e.g., meeting face-to-face rather than emailing). |   |   |   |   |   |
| 20. I find value in my work because of my relationships with my peers/coworkers.  |   |   |   |   |   |
| 21. I make an effort to get to know people well at work   |   |   |   |   |   |

**APPENDIX B - ETHICAL CLEARANCE LETTER**

**DEPARTMENT OF PSYCHOLOGY**  
SCHOOL OF SOCIAL SCIENCES  
UNIVERSITY OF GHANA



**DEPARTMENTAL RESEARCH & ETHICS COMMITTEE (DREC)**



4th October, 2019

Mr. Johanes Francis Kuwornu  
Department of Psychology  
University of Ghana

Dear Mr Kuwornu

**Protocol number:** DREC/005/19-20

**Project title:** The Role of Workplace Spirituality and Job Crafting on Employee Engagement.

**Full Approval–Committee Reviewed Protocol**

In response to your application received on August 23, 2019, the Departmental Research & Ethics Committee of the Department of Psychology, University of Ghana has considered the above-mentioned application and the protocol has been granted **Full Approval**

Any significant alteration(s) to the approved research protocol (i.e. **the Questionnaire/Semi-structured interviews, Informed Consent Form, Title of the Project, Research Approach and Methods**) must be submitted for review and approval prior to implementation. In case you have further queries, please quote the above reference number.

Note: Research data should be **securely stored** at an appropriate location and should only be destroyed after **5 years**.

This ethical clearance certificate is valid for only 12 months from the date of issue. Thereafter, re-certification must be applied for on annual basis.

We take this opportunity to wish the very best in your research.

Yours faithfully,

A handwritten signature in red ink, appearing to read 'Herfak'.

Annabella Osei-Tutu, Ph.D.

Chair, Departmental Research & Ethics Committee (DREC)

Cc: Main supervisor: Dr. Maxwell Asumeng  
Co-supervisor: Dr. Collins Badu Agyemang  
Prof. Joseph Osafo, Head, Department of Psychology, University of Ghana



**APPENDIX C – LETTER OF INTRODUCTION**



**UNIVERSITY OF GHANA**  
**DEPARTMENT OF PSYCHOLOGY**  
**SCHOOL OF SOCIAL SCIENCES**

Ref. No.: .....  
PSYC 2/33/03

February 18, 2020

Dear Sir/Madam,

**LETTER OF INTRODUCTION**  
**MR. JOHANES FRANCIS KUWORNU- ID NO: 10419305**

The above-named student is an MPhil Industrial/Organizational Psychology student in the University of Ghana.

In partial fulfillment of the requirement for the award of MPhil degree, Mr. Kuwornu Johannes Francis has to write and submit an original thesis. He has selected the topic: **“The Role of Workplace Spirituality and Job Crafting on Employee Engagement”**.

He has received approval from the Department of Psychology Graduate Studies Committee and the Ethics Committee for the Humanities, University of Ghana.

To enable him collect data for his work he would need to administer questionnaires and/or conduct interviews. He has selected your Institution as suitable for his data collection.

Any assistance you may give him would be greatly appreciated.

Yours sincerely,

Prof. Joseph Osafo  
(Head of Department)

COLLEGE OF HUMANITIES

• P. O. Box Lg 84, Legon, Accra-ghana. • Telephone: +233 (0) 509 144 101 / 055 634 6580  
• Email: [psychology@ug.edu.gh](mailto:psychology@ug.edu.gh) • Website: [www.ug.edu.gh](http://www.ug.edu.gh)

**INTEGRI PROCEDAMUS**

**APPENDIX D – DATA ANALYSIS OUTPUT**

| Items                          | Factor<br>1 | Factor<br>2 | Factor<br>3 | KMO         | CVE<br>(%)  |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Employee engagement:</b>    |             |             |             | <b>.95</b>  | <b>62.2</b> |
| WW1                            | .481        |             |             |             |             |
| WW2                            | .872        |             |             |             |             |
| WW3                            | .475        |             |             |             |             |
| WW4                            | .857        |             |             |             |             |
| WW5                            | .912        |             |             |             |             |
| WW6                            |             | .714        |             |             |             |
| WW7                            | .905        |             |             |             |             |
| WW8                            | .837        |             |             |             |             |
| WW9                            | .797        |             |             |             |             |
| WW10                           | .916        |             |             |             |             |
| WW11                           | .796        |             |             |             |             |
| WW12                           | .579        |             |             |             |             |
| WW13                           |             | .607        |             |             |             |
| WW14                           |             | .898        |             |             |             |
| WW15                           | .442        |             |             |             |             |
| WW16                           |             | .702        |             |             |             |
| WW17                           | .541        |             |             |             |             |
| <b>Workplace spirituality:</b> |             |             |             | <b>.932</b> | <b>63.2</b> |
| SAW1                           |             | .545        |             |             |             |
| SAW2                           |             | .760        |             |             |             |
| SAW3                           |             | .645        |             |             |             |
| SAW4                           |             | .797        |             |             |             |

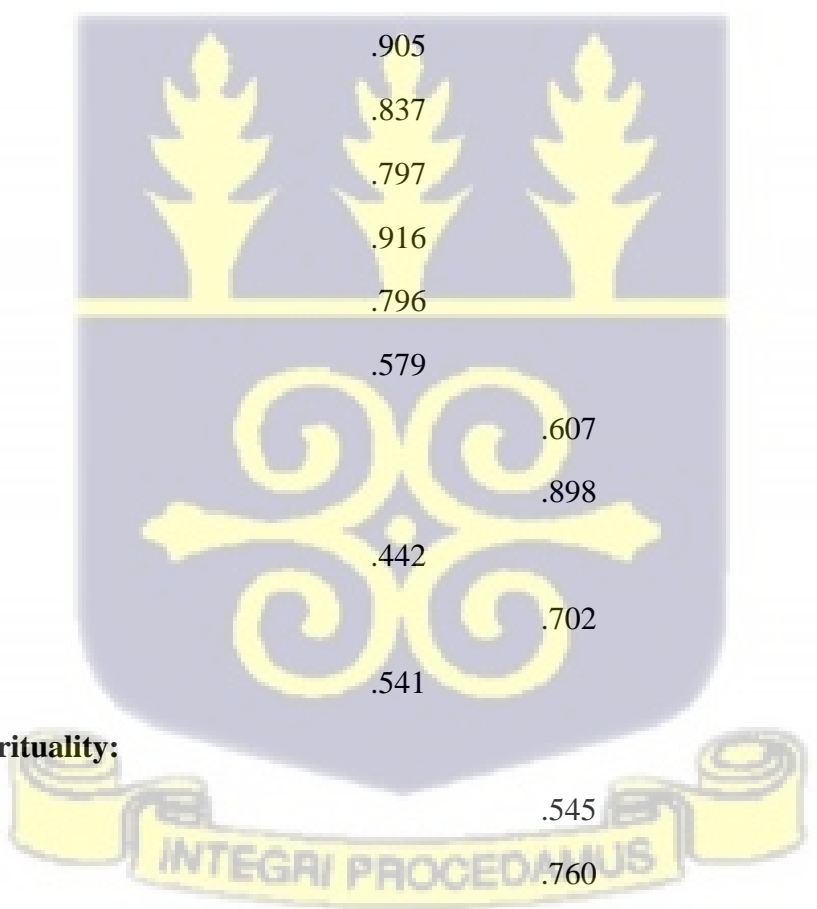


Table 1 Continued

| Items                | Factor<br>1 | Factor<br>2 | Factor<br>3 | KMO         | CVE<br>(%)  |
|----------------------|-------------|-------------|-------------|-------------|-------------|
| SAW5                 |             | .879        |             |             |             |
| SAW6                 |             | .542        |             |             |             |
| SAW7                 | .819        |             |             |             |             |
| SAW8                 | .815        |             |             |             |             |
| SAW9                 | .909        |             |             |             |             |
| SAW10                | .757        |             |             |             |             |
| SAW11                | .795        |             |             |             |             |
| SAW12                | .593        |             |             |             |             |
| SAW13                | .510        |             |             |             |             |
| SAW14                | .429        |             |             |             |             |
| SAW15                |             |             |             | .656        |             |
| SAW16                |             |             |             | .548        |             |
| SAW17                |             |             |             | .822        |             |
| SAW18                |             |             |             | .454        |             |
| SAW19                |             |             |             | .664        |             |
| SAW20                |             |             |             | .608        |             |
| SAW21                |             |             |             | .893        |             |
| <b>Job crafting:</b> |             |             |             | <b>.936</b> | <b>63.1</b> |
| MJC1                 |             | .489        |             |             |             |
| MJC2                 |             | .656        |             |             |             |
| MJC3                 |             | .848        |             |             |             |
| MJC4                 |             | .759        |             |             |             |

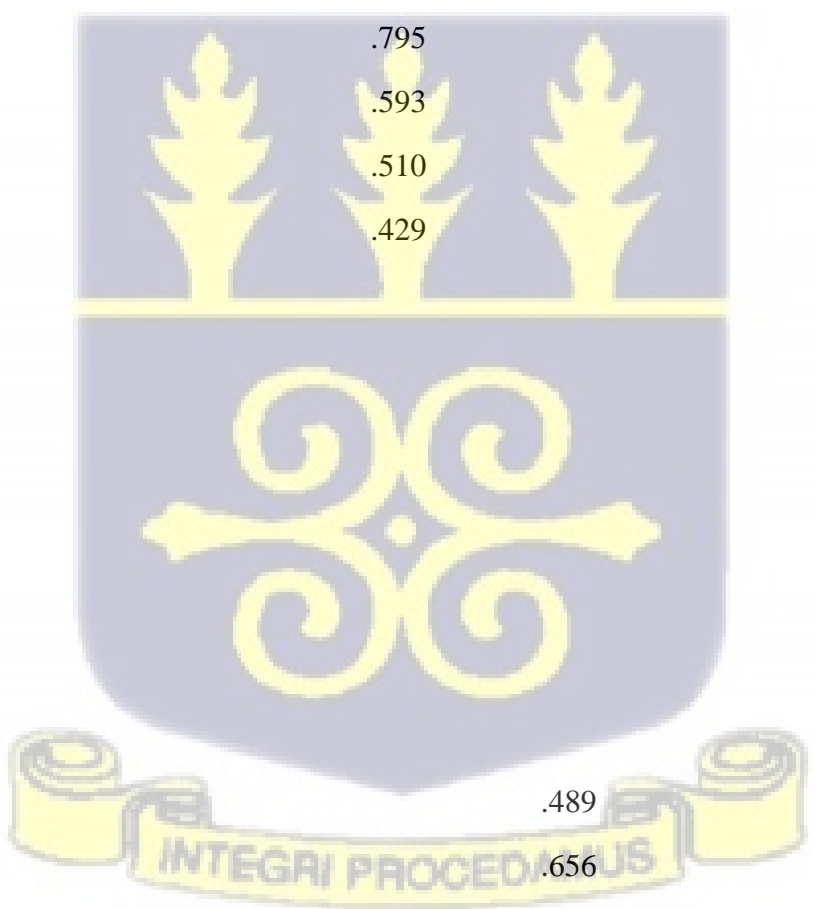
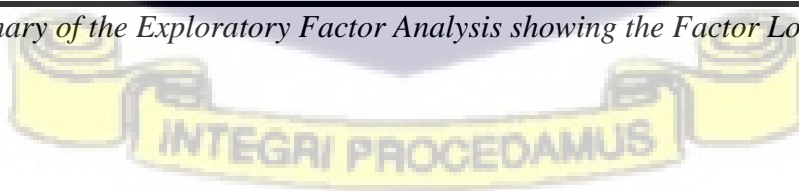


Table 1 Continued

| Items | Factor | Factor | Factor | KMO | CVE<br>(%) |
|-------|--------|--------|--------|-----|------------|
|       | 1      | 2      | 3      |     |            |
| MJC5  |        | .867   |        |     |            |
| MJC6  |        | .721   |        |     |            |
| MJC7  |        | .743   |        |     |            |
| MJC8  | .707   |        |        |     |            |
| MJC9  | .702   |        |        |     |            |
| MJC10 | .799   |        |        |     |            |
| MJC11 | .778   |        |        |     |            |
| MJC12 | .827   |        |        |     |            |
| MJC13 | .699   |        |        |     |            |
| MJC14 | .811   |        |        |     |            |
| MJC15 |        |        | .545   |     |            |
| MJC16 |        |        | .656   |     |            |
| MJC17 |        |        | .755   |     |            |
| MJC18 |        |        | .743   |     |            |
| MJC19 |        |        | .791   |     |            |
| MJC20 |        |        | .881   |     |            |
| MJC21 |        |        | .727   |     |            |

Table 1: A Summary of the Exploratory Factor Analysis showing the Factor Loadings of the Study Variable



**Model Fit Summary**

**CMIN**

| Model              | NPAR | CMIN     | DF | P    | CMIN/DF |
|--------------------|------|----------|----|------|---------|
| Default model      | 21   | 57.246   | 24 | .000 | 2.385   |
| Saturated model    | 45   | .000     | 0  |      |         |
| Independence model | 9    | 1246.429 | 36 | .000 | 34.623  |

**RMR, GFI**

| Model              | RMR    | GFI   | AGFI | PGFI |
|--------------------|--------|-------|------|------|
| Default model      | 2.363  | .945  | .898 | .504 |
| Saturated model    | .000   | 1.000 |      |      |
| Independence model | 15.961 | .397  | .246 | .317 |

**Baseline Comparisons**

| Model              | NFI<br>Delta1 | RFI<br>rho1 | IFI<br>Delta2 | TLI<br>rho2 | CFI   |
|--------------------|---------------|-------------|---------------|-------------|-------|
| Default model      | .954          | .931        | .973          | .959        | .973  |
| Saturated model    | 1.000         |             | 1.000         |             | 1.000 |
| Independence model | .000          | .000        | .000          | .000        | .000  |

**Parsimony-Adjusted Measures**

| Model              | PRATIO | PNFI | PCFI |
|--------------------|--------|------|------|
| Default model      | .667   | .636 | .648 |
| Saturated model    | .000   | .000 | .000 |
| Independence model | 1.000  | .000 | .000 |

**NCP**

| Model              | NCP      | LO 90    | HI 90    |
|--------------------|----------|----------|----------|
| Default model      | 33.246   | 14.862   | 59.328   |
| Saturated model    | .000     | .000     | .000     |
| Independence model | 1210.429 | 1098.781 | 1329.464 |

**FMIN**

| Model           | FMIN | F0   | LO 90 | HI 90 |
|-----------------|------|------|-------|-------|
| Default model   | .260 | .151 | .068  | .270  |
| Saturated model | .000 | .000 | .000  | .000  |

|                    |       |       |       |       |
|--------------------|-------|-------|-------|-------|
| Independence model | 5.666 | 5.502 | 4.994 | 6.043 |
|--------------------|-------|-------|-------|-------|

**RMSEA**

| Model              | RMSEA | LO 90 | HI 90 | PCLOSE |
|--------------------|-------|-------|-------|--------|
| Default model      | .079  | .053  | .106  | .035   |
| Independence model | .391  | .372  | .410  | .000   |

**AIC**

| Model              | AIC      | BCC      | BIC      | CAIC     |
|--------------------|----------|----------|----------|----------|
| Default model      | 99.246   | 101.246  | 170.607  | 191.607  |
| Saturated model    | 90.000   | 94.286   | 242.917  | 287.917  |
| Independence model | 1264.429 | 1265.286 | 1295.012 | 1304.012 |

**ECVI**

| Model              | ECVI  | LO 90 | HI 90 | MECVI |
|--------------------|-------|-------|-------|-------|
| Default model      | .451  | .368  | .570  | .460  |
| Saturated model    | .409  | .409  | .409  | .429  |
| Independence model | 5.747 | 5.240 | 6.288 | 5.751 |

**HOELTER**

| Model              | HOELTER | HOELTER |
|--------------------|---------|---------|
|                    | .05     | .01     |
| Default model      | 140     | 166     |
| Independence model | 10      | 11      |

Minimization: .026  
 Miscellaneous: 1.832  
 Bootstrap: .000  
 Total: 1.858

