

UNIVERSITY OF GHANA BUSINESS SCHOOL

**UNDERSTANDING THE INFLUENCE OF EMPLOYEE ENGAGEMENT ON
ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTIONS IN HIGH
PERFORMING FIRMS: EVIDENCE FROM SELECTED COMPANIES IN THE
GHANA CLUB 100**

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**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF A
MASTER OF PHILOSOPHY DEGREE IN ORGANIZATION AND HUMAN
RESOURCE MANAGEMENT**

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DECLARATION

I hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this University or any other university. All references used in the work have been dully acknowledged. I bear responsibility for any shortcomings.

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CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by this University.

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(Supervisor)

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DATE



DEDICATION

This work is dedicated to God Almighty, the author and finisher of my life, my Lord who began with me and ended successfully with me. My Parents Mr. and Mrs. Charles Yao Udzu and my lovely siblings Albert, Patience and Charles.



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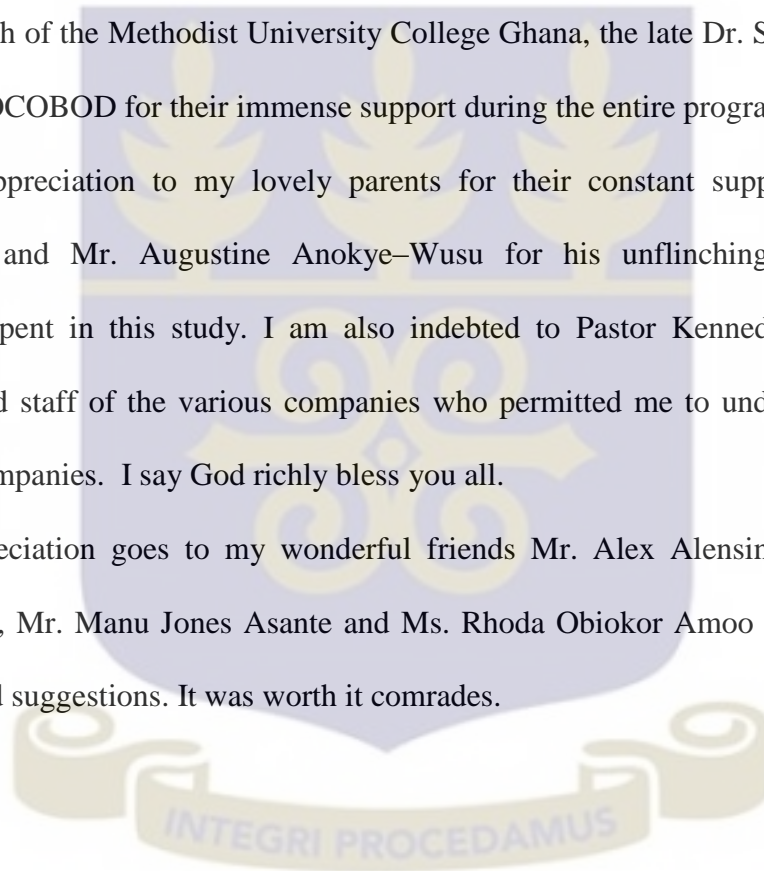


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ABSTRACT

The study tried to understand employee engagement and how it influences turnover intentions as well as organisational commitment in high performing firms from selected companies in the Ghana Club 100. Using primary data gathered through administering questionnaire, and carrying out some statistical tests including the Chi-square, mean rankings, and a frequency distribution analysis, the study found that, the dominant employee engagement dimension among both junior and senior staff members was the physical dimension; no statistical significant difference between the demographic characteristics of junior staff members and employee engagement, whereas with senior staff members there were significant differences in their educational status and duration of work experience with the physical and cognitive dimensions of employee engagement.

Regarding the influence of engagement on turnover intentions, it was noted that most respondents were not willing to leave their current organisations. Similarly, respondents mentioned that the implications of engagement on their organisational commitment was positive. By way of recommendation, the study suggests that management could consider implementing policies that would ensure that employees strive hard to complete their job roles as well as being enthusiastic about their work roles. For future research, the study recommends that a comparative study on companies in different industries could be carried out to observe whether there are any significant differences in their employee engagement responses, and also between junior and senior staffs to identify if there are peculiarities among the employee groups.

CHAPTER ONE

INTRODUCTION

1.1 Research Background

Arrowsmith and Parker (2013) noted that within the functional unit of Human Resource Management in an organisation, employee engagement is lately emerging as one of the vocabulary of prime concern. To elaborate further, the authors emphasised that, the term employee engagement highlights the core activities for the workforce in an organisation, including activities for senior managers too. The core activities for the workforce is primarily linked to enhanced efficiency, productivity and profitability. Regarding enhanced efficiency, productivity and profitability, Markos and Sridevi (2010) indicated that managers unequivocally agree that demands for efficiency and productivity are on the increase, and for that matter, businesses are endeavouring to increase their performances and also stay on top of competition. Hence, the need to get the utmost best from employees.

Attention of management regarding staying on top of competition and improving organisational performance as emphasised by Markos and Sridevi (2010) were on cutting edge technologies and the need to employ technical and professional skills. However, the authors (Markos & Sridevi, 2010; Arrowsmith & Parker, 2013; Townsend, Wilkinson & Burgess, 2014) point to the fact that managing such technical and professional skills in an organisation becomes problematic in instances where management handles employees with outdated management styles. For instance, a management style where a manager thinks the balance sheet is the most important element driving and informing all other decisions in the organisation; rather, people drive the organisation, i.e. satisfied employees and boosting customer loyalty. Other outdated management style is the instance where a manager thinks job competency is sufficient for a job, as an alternative, employees who are able and willing

to go and do more are an asset to the organisation (Spiegelman, 2012). So, management must consider the job satisfaction, operational autonomy and status of the knowledge workers they employ to drive performances of their companies. Thus, businesses are making attempts to pay attention to employee related issues (Breevaart, Bakker & Demerouti, 2014).

Top among the issues relating to employees in an organisation are concepts such as employee commitment, organisational citizenship behaviour, motivation and more (Lockwood, 2007). Rees, Alfes and Gatenby (2013) also stressed that employee engagement has rapidly become fundamental and is likely to emerge as a reference point in the diction of most senior management within a growing number of both private and public organisations. This according to Rees et al., (2013) is especially of concern, as it relates to maintaining a competitive edge in markets that are becoming very demanding and financially dynamic. By implication, interests in employee engagement by practitioners and academics reflect the instinctive view of how human resource management function perceives effective people management in an organisation. Effective people management is seen as a significant explanatory variable to high performance and subsequent organisational success (Townsend, Wilkinson & Burgess, 2014; Arrowsmith & Parker, 2013; Shantz, Alfes, Truss & Soane, 2013).

Rees et al. (2013) observed that engaged employees are more likely to react positively towards work, whilst being cooperative with other workers. In both the short-run and long-run, such disposition of an employee benefits the organisation, as well as the employee him/herself. Alfes, Truss, Soane, Rees and Gatenby (2010) again, noted that engaged employees in most instances outperform non-engaged colleagues by exhibiting keen interests in their work and are ever-ready to work additional hours as well as take initiatives for their organisations (Rich, Lepine & Crawford, 2010; Bakker & Xanthopoulou, 2009). Similarly,

Arrowsmith and Parker (2013) pointed out that engaged employees are usually satisfied with their jobs, as they are able to attach some sense of meaning to what they do and find it more fulfilling (Arrowsmith & Parker, 2013; Balain & Sparrow 2009). This suggests that employee engagement is fundamental to identifying an innovative and stimulating workplace (McCunn & Gifford, 2012). Also in the view of Thompson, Lemmon and Walter (2015) employee engagement results in an organisation realising noticeable improvements in productivity, whereas costs associated with employee replacement plummet. Moreover, Menguc, Auh, Fisher and Haddad (2013) noted that engaged employees are more interested in and capable of forming strong connections with customers. The resulting concern comprises: profound reduction in customer attrition rates and likely increment in customer spending rates on goods and services of the organisation.

Besides the documented benefits discussed in literature regarding employee engagement, organisational commitment as suggested by Stanley, Vandenberghe, Vandenberg and Bentein (2013) plays an important role in ensuring whether employees leave the organisation or become engaged with their roles. By way of explaining what commitment is, Yalabik, van Rossenberg, Kinnie and Swart (2015), as well as Meyer, Stanley & Parfyonova (2012) opined that commitment is a force that binds employees to a course relevant to the goals of an organisation. Likewise, Sibiya, Buitendach, Kanengoni and Bobat (2014); Weng and McElroy (2012), and Yin-Fah and Foon (2010) noted that the phrase 'whether an employee leaves his/her organisation' best reflects turnover intentions. More precisely, Weng and McElroy (2012) noted that employee turnover intention is an employee's planned actions to move out of an organisation; and Sibiya et al. (2014) put it as, when an employee is contemplating whether he/she does not want to stay with his/ her current employer. Yin-Fah and Foon (2010) also indicated that turnover intention is typically the precursor of an employee's actual movement out of an organisation.

In an era of globalisation, where attention of organisations is skewed towards the financial and economic proficiencies, as well as the marketing prowess of the organisation (Artley & Stroh, 2001; Rees et al., 2013), issues regarding how committed employees are; and the probability of employee turnover signals serious challenges for the organisation (Sibiya et al., 2014; Abbasi & Hollman, 2008). Nonetheless, McCunn & Gifford (2012) opined that the ability of an organisation to get a greater proportion of its employees to be committed to achieving corporate objectives is very crucial and can minimise likelihoods of employees moving out of their organisations.

In view of the above discussions, this study seeks to explore employee engagement and how it influences employee commitment to their organisation and their turnover intentions. To carry out this consideration, both public and private sector firms rated as high performing firms in Ghana by the Ghana Investment Promotion Centre (GIPC) using size (measured with income turnover); profitability (measured with return on equity); and growth (measured with growth rate average turnover) as criteria was used. These high performing firms are also referred to as the Ghana Club 100 companies.

1.2 Research Problem

Shuck and Wollard (2010) in a seminar review of literature; McManus and Mosca (2015); Bakker and Leiter (2010); Kroth and Keeler (2009); as well as May, Gilson and Harter (2004) in studies within developed economies, observed the relationship between employee engagement and turnover intentions. However, no such observations have been made within the Ghanaian context, except for Albdour and Altarawneh (2014) that found relationship between employee engagement and continuance as well as normative commitment. Most of the discussions (Arrowsmith & Parker, 2013; Rees et al., 2013; Menguc et al., 2013; McCunn & Gifford, 2012; and Balain & Sparrow, 2009) on employee engagement and its

consequences have been carried out within the contexts of developed economies. The implication is that, literature on the subject matter within developing economies, such as Ghana is scarce and scanty.

Most of the studies focused on studying the relationship between employee engagement and affective commitment (Saks, 2006; Robinson, Perryman and Hayday 2004; Macey & Schneider, 2008; Vazirani, 2007; and Frese, 2008). Within the Ghanaian context, Agyemang and Ofei (2013) was the only study cited. Even with that, the study was generic and did not single out the forms of commitment.

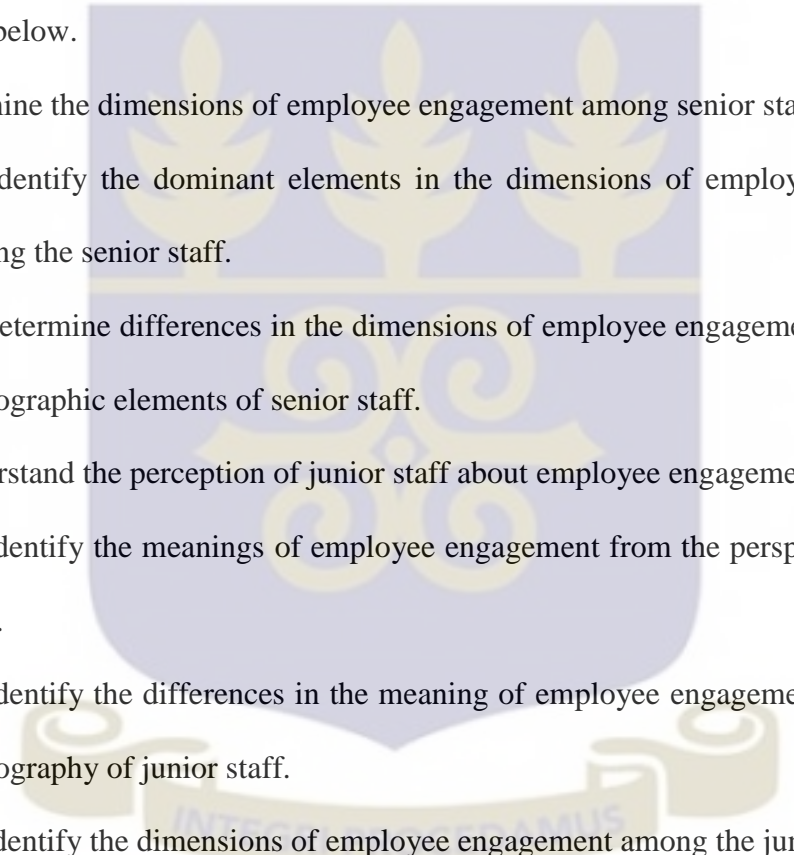
Furthermore, it is noted that most studies on the Ghana Club 100 focused on varied issues. For instance, Darbi (2012) investigated how high performing firms in Ghana, using the Ghana Club 100 compilations defined their mission statements. Ofori and Hinson (2007) explored corporate social responsibility perspectives of leading firms (Club 100 companies) in Ghana. Again, Ofori and Sackey (2010) presented an exploratory insight on social capital and organisational performance among Club 100 firms. Saffu, Walker and Hinson (2008) took a look at the relationship between the perceptions of the strategic value of e-commerce and e-commerce adoption among Ghana Club 100 firms, whilst Boateng, Molla, Heeks and Hinson (2013) also examined e-commerce readiness among Club 100 firms in Ghana. Last but not least, Kpodo and Agyekum (2013) studied the effects of risk culture on the performance of the selected financial companies in the Ghana Club 100. Interestingly, none of the studies carried out on firms in the Ghana Club 100 list focused on issues relating to employee engagement; turnover intentions and commitment. Although a study of such nature is far reaching and comes in handy to draw attention to employee engagement practices in these high performing firms in Ghana.

In this regards, this study seeks to contribute to addressing the two main gaps of empirical and knowledge within developing economies such as Ghana, and also provide a study that

investigates employee engagement practices among high performing firms in Ghana as well as the influences such employee engagement practices among high performing firms have on the turnover intentions and commitment of employees. To carry out this novel study, evidence is sought from firms listed in the Ghana Club 100 compilations.

1.3 Research Objectives

In line with the research problem discussed above, the main broad objectives of this study include the list below.

- 
- i. To examine the dimensions of employee engagement among senior staff members:
 - a. To identify the dominant elements in the dimensions of employee engagement among the senior staff.
 - b. To determine differences in the dimensions of employee engagement according to demographic elements of senior staff.
 - ii. To understand the perception of junior staff about employee engagement:
 - a. To identify the meanings of employee engagement from the perspective of junior staff.
 - b. To identify the differences in the meaning of employee engagement based on the demography of junior staff.
 - c. To identify the dimensions of employee engagement among the junior staff
 - iii. To identify how employees perceive the implications of employee engagement in the sampled firms on:
 - a. Turnover Intentions
 - b. Affective commitment
 - c. Normative commitment
 - d. Continuance commitment

1.4 Research Questions

In relation to the broad objectives mentioned above, the research questions raised below seems useful in assisting the study to accomplish the stated objectives.

- i. Are there differences in the dimensions of employee engagement according to the demographic elements of senior staff?
- ii. How do junior staff members perceive employee engagement?
 - a. What are the meanings of employee engagement from the perspective of junior staff?
 - b. What are the differences in the meaning of employee engagement based on the demographic elements of junior staff?
 - c. What are the dimensions of employee engagement among the junior staff?
- iii. To find out how employees perceive the implications of employee engagement in the sampled firms on:
 - a. Turnover Intentions
 - b. Affective commitment
 - c. Normative commitment
 - d. Continuance commitment

1.5 Research Proposition

Following from the discussions above, the study developed this proposition.

1. Among the three dimensions of employee engagement, emotional dimension will dominate followed by the cognitive and the physical dimensions for senior staffs.

1.6 Research Significance

This study is significant in the sense that, it adds first to existing knowledge on employee engagement, particularly within an African context on high performing firms. This study is

also significant by way of contributing to literature that focuses on the Ghanaian landscape. Again, this study is significant in the sense that, it provides insight on employee engagement and how it impacts on the affective, continuance, and normative commitment of employees in high performing organisations, as well as the influence of employee engagement on the turnover intentions of employees in high performing organisations.

In the context of the contributions of this study to practitioners in industry, knowledge of employee engagement would aid them to put in place structures that enhance the engagement levels of their employees to either eliminate or mitigate inclinations of employees to turnover as well as remain committed to the course of the organisation. To regulators, i.e., Ghana Investment Promotion Centre (GIPC), findings from this study may serve as basis for them to include employee engagement as a means to rank high performing firms in Ghana, other than the mere use of financial performances.

1.7 Organisation of Chapters in the Study

This study is structured into five chapters. Chapter One presents an introduction and background to the study, the problem to be studied, objectives and research questions, as well as the significance of the study. Chapter Two covers a detailed literature review on the subject matter, with more emphasis on the theoretical underpinnings of the concept and empirical studies. Chapter Three deals with the research design, data and sources of data, as well as the method of data analysis. Chapter Four covers a presentation and analysis of results obtained as well as a discussion of the results in light of literature on the subject matter. Chapter Five summarises, concludes and provides implications of findings within the context of the study, as well as recommendations for consideration in future study attempts.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical and empirical literature. The chapter focuses on clarification of key concepts regarding the topic of the study, constructs similar to employee engagement and determinants of employee engagement. The chapter highlights the meaning and characteristics of high performing firms, as well as a review on studies carried out on high performing firms in Ghana. Lastly, the chapter reviews literature on organisational commitment, and employee turnover intention in light of their associations with employee engagement.

2.2 Clarification of Key Terms

This sub-section presents the core concepts that needs to be clarified in order to properly situate the study in the context of a specific operational definition

2.2.1 Who is an Employee?

Generally, an employee is anyone who has agreed to be employed, under a contract of service, to work for some form of payment (Ministry of Business, Innovation & Employment, New Zealand, 2016). Muhl (2002) also highlights that an employee is any individual who has agreed to either expressly or impliedly, verbally or in writing to undertake any work or service for another party.

2.2.2 Types of Employees

Yuan and Lee (2007) also noted that there are basically three groups of employees. These are the Engaged Employees; Non Engaged Employees; and Actively Disengaged Employees. The engaged employee is one who has an obligation and a sense of personal responsibility to the organisation he works with as well as ardent about his job. The non- engaged are those

employees who do not have the strength when performing their work roles. Lastly the actively disengaged employees are those who from day one are unhappy with their job and for that matter try to let everyone know by constantly complaining. The result of these complains is with the intention of making the engaged employees become disengaged.

Gallup (2002) also expatiated on the groups of employees mentioned above. He explained engaged employee as those who consistently work hard no matter the circumstances they find themselves just to strive for excellence within their job roles and the organisation at large. The not engaged employees as people who really are not consistent builders, they have no concern about the organisation whether it attains higher levels of productivity or not. This group just do what has been spelt out to them to do by their supervisors and managers without taking any first hand initiative and so they only focus on the tasks given them rather than the ultimate goals of the organisation. Finally, the actively disengaged employees are described as being a ‘dangerous group of individuals’. These employees are not bothered in any way with the successes or failures of the organisation. Not only also do they not perform well with regards to their work roles but they end up discouraging and demotivating other colleagues who want to really perform.

From the definitions above, an employee is seen to be anybody who agrees to perform a task for an agreed reward from another party referred to as employer. In that respect, an employee for the most part of the time and term underlining the contractual agreement, must be cognitively, physically, and emotionally active as well as alert to complete a task.

2.3 Definition of Employee Engagement

Definitions for employee engagement vary depending on the underlining phenomenon an author desires to express (Shuck & Reio Jr, 2011). This has resulted in either complex or contestable definitions with a consequence of interpretational diversity (McLean, 2008). To

intensify the diversity, Robinson, Perryman and Hayday (2004) indicated that employee engagement as a concept has been defined in ways that clearly mirrors similar but different concepts like organisational commitment and organisational citizenship behaviour.

Kahn (1990) first conceptualised the concept of employee engagement and defined employee engagement as the ability of an organisation to harness the 'selves' of members in an organisation to their work roles; for that matter in employee engagement, members in the organisation would employ and express themselves cognitively, emotionally and physically during role performances. Kahn (1990) explains emotional engagement as the attitude an employee has towards his organisation with regards to his or her feelings. These feelings could either be positive or negative. For example, if an employee is not happy with the kind of remuneration or recognition given him or her after performing a herculean task or job role, he may feel disappointed which in turn affects his emotions and finally affects his level of engagement to his organisation.

Cognitive engagement also has to do with the state of mind or beliefs an employee has towards the organisation or working condition. For instance, the employee expects that for him to function properly on his job tasks or roles, the needed tools should be provided to make his work effective. Besides, the environment under which he stays to work should be safe and devoid of harm. Therefore, if these working conditions are not as expected by the employee, he tends to be affected cognitively which is detrimental to the success of the organisation. With physical engagement, this connotes the amount of physical strength and energies the employee exerts or shows on his work. An example is a kind of job that demands a lot of strength from an individual. For a job like construction or manufacturing, the employee is expected to be seen working hard with all his strength in situations such as mixing and carrying mortar, pushing wheelbarrow and others.

Sandeep, Gatenby, Rees, Soane and Truss (2008) expatiated on Kahn's (1990) definition on employee engagement. Sandeep et al. (2008) noted that the cognitive aspect of employee concerns the beliefs an employee has about his/her organisation, the leaders as well as the working conditions in the organisation. In relation to the emotional aspect, Sandeep et al. (2008) indicated that it concerns the attitude of employees towards an organisation, resulting from influences an employee has in relation to how he/she feels about his/her organisation; leaders in the organisation; and the working conditions in the organisation. These feelings according to the authors could either be positive or negative, leading to a similar and equal responds in employees' attitude towards the organisation. Last and not the least, the physical aspect in Kahn's (1990) definition per the explanations from Sandeep et al. (2008) concerns the physical energies individual employees exert in their respective roles with the aim to accomplish set objectives in an organisation.

Acas (2011) defined employee engagement with the underlining protocol being positive attitude of employees towards their work, which implies that employees are more enthused with their work in an organisation. Similarly, Truss, Soane, Edwards, Wisdom, Croll and Burnett (2006) defined employee engagement focusing on how positive or otherwise employees felt about their job.

Saks (2006) as well as Truss et al. (2006) defined employee engagement with both physical and emotional commitment to an organisation as the underlining phenomenon. Truss et al. (2006) in a simpler approach defined employee engagement as an employee's passion for work. This definition factors in the psychological state of an employee in an organisation. In addition to the above definitions, Shuck and Wollard (2010) defined employee engagement as the instance where an individual employee's cognitive, emotional and behavioural states are directed towards desired organisational outcomes. Richman (2006) defined employee engagement as the emotional and intellectual commitment of an employee to his/her work in

a given organisation and similarly, Frank, Finnegan and Taylor (2004) defined employee engagement as the amount of discretionary efforts an employee is able to exhibit on a routine job in an organisation.

Rothbard (2001) also defined employee engagement as the psychological presence of an employee in an organisation. The author added that employee engagement involves some two fundamental components, namely: attention and absorption. Saks (2006) expounds that ‘attention’ as used by Rothbard (2001) denotes the “cognitive readiness and the amount of time one spends thinking about a role to perform” whereas absorption denotes the “means of being engrossed in a role and also points to the intensity of one’s focus on a role”. Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002) defined employee engagement as an employee having a positive, fulfilling, work-related state of mind, characterised by vigour, dedication and absorption. Schaufeli et al. (2002) further explained that engagement as used in the definition for ‘employee engagement’ is not a momentary and specific state, instead, engagement is “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behaviour”. This gives an impression that employee engagement is a multi-faceted construct. The table below attempts to summarise the definitions on the concept from literature.

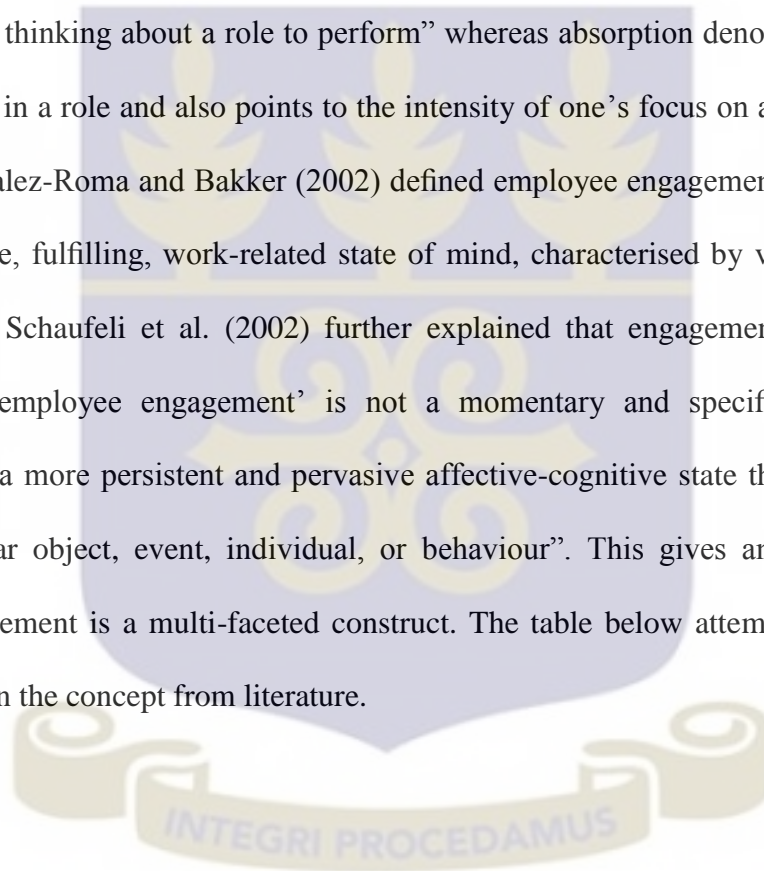
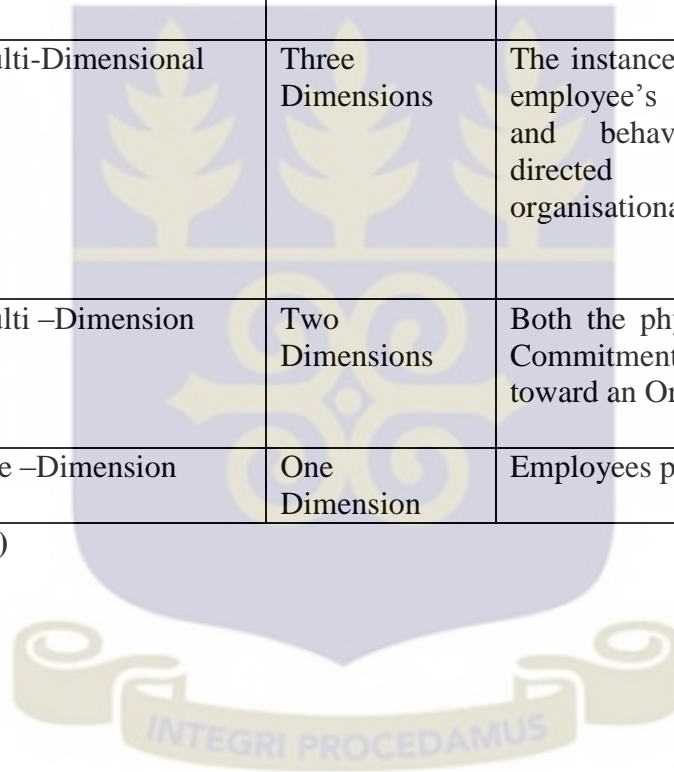


Table 1: Summary Reviews of Definitions of Employee Engagement from Literature

NO.	AUTHOR (S)	TYPE OF DEFINITION (COMPOSITE VS MULTI-DIMENSIONAL)	NUMBER OF DIMENSIONS	DEFINITION OF EMPLOYEE ENGAGEMENT	DIMENSIONS MENTIONED
1	Kahn (1990)	Multi-Dimensional	Three Dimensions	The ability of an organisation to harness the ‘selves’ of members in an organisation to their work roles, where members in the organisation express themselves cognitively, emotionally and physically during role performances	Emotional Dimension Physical Dimension Cognitive Dimension
2	Acas (2011)	Composite Dimensional	One Dimension	The positive attitude of employees towards their work	Emotional Dimension
3	Frank, Finnegan& Taylor (2004)	Composite Dimensional	One Dimension	The amount of discretionary efforts an employee is able to exhibit on a routine job in an organization	Physical Dimension
4	Richman (2006)	Multi-Dimensional	Two Dimensions	The emotional and intellectual commitment of an employee to his or her work in a given Organisation	Emotional Dimension Cognitive Dimension (Intellectual Commitment)
5	Rothbard (2001)	Composite Dimensional	One Dimension	The psychological presence of an employee in anorganisation	Cognitive Dimension
6	Saks (2006)	Multi -Dimensional	Two Dimensions	Both the physical and emotional commitment of employees toward an Organisation.	Physical Dimension Emotional

					Dimension
7	Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002)	Multi –Dimensional	Three Dimensions	As an employee having a positive, fulfilling, work –related state of mind, characterized by vigour, dedication and absorption.	Physical Dimension Emotional Dimension Cognitive Dimension
8	Shuck and Wollard (2010)	Multi-Dimensional	Three Dimensions	The instance where an individual employee’s cognitive, emotional and behavioural states are directed towards desired organisational outcomes	Physical Dimension (Behavioural) Emotional Dimension Cognitive Dimension
9	Truss, Soane, Edwards, Wisdom, Carroll, Burnette (2006)	Multi –Dimension	Two Dimensions	Both the physical and emotional Commitment of employees toward an Organisation.	Physical Dimension Emotional Dimension
10	Truss, Soane, Edwards, Wisdom, Carroll, Burnette (2006)	One –Dimension	One Dimension	Employees passion for work	Emotional Dimension

Source: Synthesized from Literature (2016)



A critical observation of all the varying definitions above reveals that most variables in them are derived from Kahn's (1990) concept of employee engagement. The definitions showed either a composite or a multiple construct of variables used. Those that differed were an extension on Kahn's (1990) conceptualisation of employee engagement. In summary, Kahn (1990) emphasised that engaging employees in an organisation meant that a particular employee is psychologically as well as physically present when occupying and performing an organisational role. Thus in conclusion, Kahn's (1990) conceptualisation of employee engagement is adopted for this study. This is because it sets out the standard from which other definitions were championed. Again, measuring employee engagement in this study is anchored on Kahn's (1990) three dimensions which are: physical, emotional and cognitive dimensions.

2.3.2 Related concepts to Employee Engagement

There is a thin distinction between employee engagement and other constructs within the organisation. Clarity in the distinctions would enable management not to confuse the elements within employee engagement. These similar constructs to employee engagement include: job involvement; job satisfaction; and job empowerment. These constructs are juxtaposed to employee engagement in the sections below.

2.3.2.1 Job Involvement

Job involvement is defined as the degree or extent to which a job situation is pivotal to an employee's identity (Vazirani, 2007; Lodahl & Kejner, 1965). Lawler and Hall (1970) maintained that job involvement is the extent to which an employee is recognised psychologically with his/her work. Similarly, Kanungo (1982) pointed out that job involvement is more of a 'belief state or cognitive state of a psychological identification for an employee'.

Paullay, Alliger and Stone-Romero (1994) defined job involvement as the degree to which an employee is cognitively preoccupied with, and concerned with his/her present job. Vazirani (2007) was of the view that job involvement depends on need saliency and potentials of a job satisfying these needs. For that matter, results from job involvement allows an employee to form a cognitive judgment about the needs satisfying abilities of a job.

Alvi, Halder, Haneef and Ahmed (2014) in a review on employee engagement hinted that, job involvement directly varies with the self-esteem and self-representation of an employee in relation to a specific job in an organisation as well as the degree to which that job meets the specific needs of the employee. Regarding how employee engagement differs from job involvement, Vazirani (2007) indicated that employee engagement is more concerned with how individual employees carry themselves during the discharge of a job. Besides employee engagement necessitates the dynamic and active use of ones' emotions. Last and not least, employee engagement within the ranks of theory is sometimes perceived as a precursor to job involvement. This is because, an employee that experience deep engagement identify with their respective jobs.

2.3.2.2 Job Satisfaction

Job satisfaction in the view of Kaliski (2007) is an employee's sense of achievement and success on a job. Job satisfaction is generally perceived to have a direct variation with productivity as well as the employee's personal well-being. Job satisfaction implies doing a job one enjoys, having it done well and efforts invested being rewarded either sufficiently or adequately. Aziri (2011) accentuated further that job satisfaction points to enthusiasm and excitement and happiness with one's work. Job satisfaction is also a key ingredient leading to recognition, income, promotion and accomplishments of stated goals as well as feeling fulfilled on a given job within an organisation (Kaliski, 2007).

Macey and Schneider (2008) also describes employee job satisfaction as a pleasurable psychological state of an individual employee in relation to his/her job. Khan et al. (2011) indicated that satisfied workers consider their perceptions and expectations linked to their jobs are met and for that matter, the state of that awareness is most likely to facilitate accomplishing stated goals assigned to them.

In connection with the differences prevailing between employee engagement and employee job satisfaction, Rich (2006) suggested that employee job satisfaction relates to significant psychological factors of employees resulting in they perceiving satisfactory working conditions, and not necessarily referring to the essential consequences after the investment of significant energies in a job by an employee. Stating it in another way, Khan et al. (2011) pointed out that, job satisfaction does not imply carrying out huge investments in employees which results in no emotional effects on employees.

To distinguish between employee engagement and job satisfaction, citing Erickson (2005), Macey and Schneider (2008) posited that, although there may be room for satisfaction within the engagement construct, engagement connotes initiation, whereas satisfaction connotes satiation. Besides, regardless of the fact that ‘satisfaction’ surveys require employees to describe their work conditions, which may be relevant for assessing conditions that provide for engagement (state and/or behavioural), the lack is that, such questions do not unswervingly tap into the construct of engagement. Similarly, Frese (2008) noted that engagement involved determination, force, combination and passion; and none of these elements are essentially necessary for job satisfaction.

2.3.2.3 Job Empowerment

Conger and Kanungo (1998) described job empowerment as a means of enhancing the feelings of self-efficacy. This implies that empowerment is more of a managerial approach

and practice that seeks to allot power among members in an organisation with the aim of supporting commitment, risk taking, and creativity (Khan et al., 2011). Mathieu, Gilson and Ruddy (2006) in a counter description, explained job empowerment from the viewpoint of employees. In their explanation, they postulated a four-dimensional model of empowerment which concentrated on: competence and self-efficiency; self-identification or the autonomy to manage one's job; the meaningfulness of the task; and the significant impact of the task for better organisational performance. In line with Mathieu et al. (2006), Macey and Schneider (2008) suggested that the four factors of empowerment seem significantly associated with the state of engagement. For that matter, these authors are suggesting that job empowerment acts like an important precursor to employee engagement.

2.3.2.4 Meaning of High Performing Firms

High performing firms can be referred to as a high-commitment or high-involvement organisations (Flood et al., 2008). They are also firms which have unique profile that separates them from others. A profile that includes distinctive characteristics of the corporate culture, the people and the management systems (Osborne & Cohen 2002). This suggests that high performing firms have a substantial vision for the future, one that resounds with employees; everyone understands the future of what the company can become that goes beyond simply making money. High performing firms attract exceptional people and will not accept anything less. In a high performing work organisation, the basic principle is to create an internal environment that supports customer needs and expectations (Varma et al., 1999) thus the performance systems available to these firms strengthens the organisational commitment, produces higher job satisfaction and motivation (Mowday et al., 1979) as well as reduces turnover and absenteeism (O' Reilly & Chatman 1986).

2.4 Theoretical Framework

The study combines both theoretical and conceptual framework to address the topic. The theoretical framework is any empirical theory of special and/or psychological process at a variety of levels that can be applied as ‘lens’ to the understanding of a phenomenon (Creswell, 2009). For the purpose of this study, two theories that were used to explain the topic of study are Needs-Satisfying Approach theory and the Social Exchange theory (SET). These theories were chosen because, the researcher presumed that they would help make logical sense or clearly explain in detail aspects of the current study.

2.4.1 The Needs-Satisfying Approach

There is an assumption that employees become more engaged when the following three psychological conditions meet, they include: the feeling of receiving return on investments of one's self in role performance; the feeling of being able to show and employ one's self without fear of negative consequences; and the certainty of having the required physical and mental resources to actively engage one's self at work. This shows that, employees become more engaged when the psychological conditions of meaningfulness, psychological safety and availability are simultaneously at play in an individual employee (Schaufeli, 2013; Kahn, 1990).

The nature of a job in terms of its task characteristics or role characteristics to a large extent influences the psychological condition of meaningfulness. Similarly, the social environment, characterised by the prevailing interpersonal relationships, management style, group dynamics and social norms directly influences the psychological safety of employees; and the personal resources such as the physical energy people are able to bring to their role performance also significantly influences an employee's availability (Kahn, 1990; May, Gilson & Harter, 2004).

Schaufeli (2013) acknowledged a positive variation between employee engagement and meaningfulness, safety (although it was statistically weak), and availability. May et al. (2004) also theorised that, job enrichment and role fit were directly related to meaningfulness, while rewarding co-worker and supportive supervisor relations vary directly with safety, and personal resources were positively related to availability. So essentially, the assumptions underlying the Needs-Satisfying approach is that when a job is challenging, inspiring, interesting and meaningful; the social environment at work is safe; and personal resources are adequately available, the needs for meaningfulness, safety and availability are satisfied, then employees are more likely to be engaged.

Linking this theory to the objectives of this study, as well as in line with views expressed by Obi Berko (2013), where productivity of the workforce, size of firm and strategic performances are significant features of a high performing firm, this study infers the nature of task and role characteristics; interpersonal relationships; group dynamics; management style, social norms; and the personal resources of employees in terms of physical energies in Club 100 high performing firms and examines whether the needs-satisfying approach theory can best assist with exploring employee engagement related issues in Ghana.

2.4.2 Social Exchange Theory

The social exchange theory maintains that relations within a work environment evolve over time into trusting, loyal, and mutual commitments provided the parties abide by the rules of reciprocity (Schaufeli, 2006). For example, when an employee takes a particular resource from his organisation such as: an appreciable salary, appreciation, and development opportunities, such employees feel indebted to respond in kind as well as attempting to repay the organisation. Similarly, Saks (2006) opined that one of the ways for individuals to repay their organisations is by means of engagement. This suggests that employees are likely to

engage themselves in varying degrees that corresponds to the type and level of resources they receive from the organisation.

Then again, when an organisation fails to make available these resources, employees are probably going to pull out and disengage themselves from their roles. This eventually results in what Schaufeli (2006) referred to as burnout. When employees who are well engaged feel supported by their organisation added to having good relations with their supervisors, Saks (2006) pointed out that such employees are less motivated to quit their roles.

In summary, although these theoretical expositions tend to overlap, they simultaneously underline the psychological mechanisms involved in explaining employee engagement.

2.4.3 Employee Engagement

When employee engagement is mentioned, it is significant for one to be clear on the type of engagement. For that matter, if work or job engagement encompasses the willingness to dedicate physical, cognitive, and emotional resources to one's work (Christian, Garza & Slaughter, 2011), then correspondingly, other forms of engagement can be referred to as the willingness to dedicate physical, cognitive, and emotional resources to a specific task (i.e., task engagement), the organisation (i.e., organisation engagement), and to one's work group or team (i.e., group/team engagement).

Regardless of the types of employee engagement mentioned in the preceding paragraph, Saks (2006) pointed out that there are basically two types of employee engagement, which are: job engagement and organisational engagement. Saks and Rotman (2006) suggested that these two engagement constructs are distinct with different antecedents and consequences. Job engagement according to Saks (2006) is associated with sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. On the other hand, organisational

engagement recognises the organisation or company as a social entity, and a source of identification beyond the job (Saks, 2006).

A closer observation at assessing job engagement indicates some similarities related to assessing job satisfaction, job involvement and job challenge. However, the observable similarities do not diminish the validity of job engagement, without a doubt, it adds to it, especially as these aspects seem exhaustively studied. Knowledge of these types of employee engagement is not only necessary for academic purposes, but then also crucial for appreciating the dynamic nature of employee engagement in business organisations.

Joshi and Sodhi (2011) indicated six management functions as crucial determinants of employee engagement. They are job content (autonomy, challenging opportunities for learning), Compensation/monetary benefits (attractive salary vis-a vis qualifications and responsibility, adequate compensation for the work and intra-organisation parity), work -life balance (appreciative of personal needs, able to spend time with family), top- management employee relations (approachability of top management, their values and ethical conduct, equality in treatment, respecting the views of subordinates, providing an environment of working together), scope for advancement and career growth (well-designed policy, adequate opportunities for career growth and advancement, clearly laid down career growth paths; implementation of the promotion policy in a fair and transparent manner, help to the employees in achieving growth) and team work (importance, cooperation in inter and intra-department teams).

Work Environment

Studies by Harter, Schmidt and Keyes (2002), May, Gilson and Harter (2004), Miles (2001) and Rich et al. (2010) posited that employee engagement was the outcome of the various aspects of the workplace including the working conditions (job content) and workplace well – being available to the employee. A supportive working environment leads to a highly level of

engaged employees because it shows concerns for employees' feelings and needs, provides them with good communication and feedback. They are also encouraged to take up new skills to equip themselves on the job content which results in them to become problem solvers (Deci & Ryan 1987). When employees are associated with such a working environment, achieving organisational goals is clear, employees get focused on their work roles and job descriptions and most importantly development of interpersonal harmony exists amongst them.

Leadership

Effective leadership is a fundamental determinant which influences employee engagement. A leader is one who keeps the interest of the employee at stake. Research conducted by Wallace and Trinkka (2009) reveals that when leaders are inspiring and there is an effective communication and commitment between management and employees, entire business successes are promoted. In addition, Schneider, Macey and Barbera (2009) suggest that when there is an extensive support from leadership, top-management, it increases job participation, sense of involvement and the passion to work harder on the part of the employee.

Supportive Team

Working in teams or a team- worker relationship inevitably is a determinant that focuses on building good interpersonal relations among a working force. Kahn (1990) suggests that, a supportive team is critical in promoting employee engagement. This is to say that there are mutual agreements in terms of decision making, level of trust and commitment is increased among employees and also it gives room for an open environment where employees feel safe and share responsibilities with one another. Furthermore, Kahn (1990) argues that team work allows for employees to try new and innovative ideas without the fear of failure. An example in line can be an individual who fails to show up for a project presentation that will make him

or her make history in his field of work due to natural life occurrence will not be bothered because there is the belief that another co-worker within the team can equally stand up to the task. Besides May et al. (2004) shows an association between relationships in the work place as having a meaningful effect on employee engagement. In all, when an individual has good interpersonal interactions with his co-worker, his level of engagement increases and there is satisfaction with task.

Training

Training and career development is also another important determinant to look at in employee engagement. According to Paradise (2008) training of employees improves service accuracy thus impacts positively on performance. To elaborate further, training helps equip the employee with a new skill which boosts his or her confidence in the training area and feels motivated to become more engaged by going the extra mile to increase productivity. Alderfer (1972) also relates training as a form of reward to employees. This he explains as training positioning an employee to where he or she is and transforming to where he or she is not.

Compensation

This is an attribute which cannot be ignored when talking of employee engagement. It is also referred to as remuneration and for that matter encourages or motivates an employee to achieve more. Compensation involves both financial and non-financial rewards. The financial speaks to the salary received at the end of performing a work whereas the non- financials consists of pay bonus, holidays, promotions and even a statement of recognition of praise from a leader. Saks and Rotman (2006) suggest compensation (rewards and recognition) is a determinant for employee engagement because compensation leads to motivating an employee to do best what he knows which automatically leads to business success.

Kahn (1990) also reveals that employee engagement is characterised by how the employees think or view the remuneration they receive. Hence this supports the idea that, the engagement concept is a two-way relationship between the employer and employee which is naturally explained by the social exchange theory yet to be discussed below. With this, it has become very essential that management or businesses should show acceptable standards of remuneration to make their employees highly engaged.

Organisational Policies

It is worth noting that organisational policies, procedures and rules of an organisation also contribute to the extent to which employees are engaged. Organisational policies may include fairness of decision outcomes, recruitment and selection, flexible working time, work and social life, promotion policies (Colquitt 2001). For example, Schneider et al. (2009) found an association between recruitment policy of an organisation and employee engagement. Also Richman, Shannon, Hill and Brennan (2008) noted a positive impact on employee engagement and a flexible work life policy of an organisation. Studies conducted by (Woodruffe 2005; Rama Devi, 2009) also showed the relative importance organisational policies had on flexible work life. Thus an organisation that supports this kind of working arrangement ends up highly engaging their employees because employees seem to have balance between work at the organisation and that of the home environments.

Workplace and Employee Well-being

Wellbeing is defined as ‘all the things that are important to how we think about and experience our lives’ (Rath & Harter, 2010). The well-being of employees is of most importance to organisations and the work place is a key place that plays a principal role in the life of an individual because an individual spends much of his time in his or her working environment. This connotes that the work place can either negatively or positively affect the

life of an employee and the well-being of the organisation he or she belongs to. The workplace well-being is a measure that enhances employee engagement since it looks holistically at issues that concerns the entire interest or state of individuals. No wonder Gallup (2002) posited that there is no system of measurement that captures human behaviour than well-being. Therefore, well-being is one of the most important factors considered in measuring how organisations have influence on their employees becoming engaged taking all other factors above into consideration (Harter & Schmidt, 2000; Harter, Schmidt & Hayes, 2002).

Consequences of Employee Engagement

In a theoretical exposé Rana, Ardichvili and Tkachenko (2014) suggested that job design and characteristics, supervisor and co-worker relationships, workplace environment, and HRD practices are the foremost antecedents to employee engagement. The implication is that for an effective employee engagement, organisations ought to ensure that such antecedents are actively and effectively positioned within the structural framework of the organisation. Furthermore, Rana et al. (2014) submitted that factors such as job demands and individual characteristics serves as transmission channels between employee engagement and workplace environment; job design and characteristics, supervisor and co-worker relationships. Lastly, employee engagement through the review revealed a strong relation with organisational outcomes such as: organisational citizenship behaviour, job performance, turnover intention (inverse relationship).

One of the reasons why employee engagement has received so much attention is that it is believed to be associated with important employee and organisation outcomes as mentioned above. Hakanen, Bakker and Schaufeli (2006) just like Saks (2006) also documented that one of the key consequences of employee engagement in an organisation is the positive relation it has with job attitudes including: job satisfaction; organisational commitment (Bakker & Bal,

2010); job performance (Rich, LePine & Crawford, 2010); organisational citizenship behaviour (Saks, 2006); health and wellness outcomes (Cole, Walter, Bedeian & O'Boyle, 2012).

In a meta-analysis on employee engagement, Halbesleben (2010) found that employee engagement relates positively to higher commitment, health, performance, and lower turnover intentions. Similarly, Christian, Garza and Slaughter (2011) documented that engagement relates positively with task performance in addition to contextual performance. Employee engagement also has some desirable consequences with organisational-level outcomes. Harter, Schmidt and Hayes (2002) noted that employee engagement was related to business-unit outcomes (customer satisfaction, productivity, profitability, turnover, and safety) in a large sample of organisations.

Construed as the exact opposite of burnout, engagement is well-thought-out to be a positive state with implications for the health and well-being of employees (Crawford et al., 2010). Along these lines, Bakker, Albrecht and Leiter (2011) suggested it is worth noting that while engagement is understood to be positively associated with self-report or subjective indicators of health and wellbeing (e.g., lower anxiety, depression, and stress), there is a gap prevailing between employee engagement and other more objective or physiological indicators of health and well-being (Bakker et al., 2011). Knowledge on such consequences will aid in promoting employee related needs in and around the work environment to ensure healthy workers.

Contrary to the seemingly positive and excitement sides of employee engagement discussed earlier, there is also evidence in Halbesleben, Harvey and Bolino (2009) to the effect that employee engagement can have negative far reaching effects on how employees interact with family. This is because, if recovery after being highly engaged at work places is not as fast as expected to be, it is more likely such employees may seem disengaged from social interactions outside work environments. The last and not the least consequence of employee

engagement is its perceived associated costs, especially in environments that fail to highly engage employees. For instance, Aurelio and Flinck (2011) reported that estimates as at the time of their publication revealed that employees who were disengaged costed organisations approximately 35% of their payrolls, and for that matter disengagement within the US economy is purported to cost organisations even more than US\$ 343 billion annually, including US\$ 65 billion of taxpayer dollars of lost employee productivity to the federal government alone.

On the contrary, Macey et al. (2009) documented that the top 25% on an engagement index had greater return on assets (ROA), profitability, and more than double the shareholder value compared to the bottom 25%. These discussions on the need to consider, as well as the consequences of employee engagement imply that, employee engagement as a concept affects organisations not only at the lower or middle level management dimensions of an organisation, rather it affects up to the strategic level. For that matter, it is the view of this study that, in determining organisations that are high performing, attention should be drawn to the fact that, the nature of employee engagement in such an organisation should be taken into consideration. This per the study is believed would enable such high performing companies to be an all-round high performing company, not just in relation to its economic and financial proficiencies, but in terms of how psychologically, present, energized, and absorbed employees are when undertaking roles, tasks or jobs within an organisation.

2.4.4 Organisational Commitment

Bashaw and Grant (1994) explained that commitment is simply the degree to which employees are “resolute to their jobs in an organisation”. Khan, Jam, Akbar, Khan and Hijazi (2011) noted that commitment focuses on how as well as highlights the extent to which individual employees identify with and are deeply involved in with job performances within

an organisation. In explaining the extent of commitment an employee can have given a job in an organisation, Meyer and Allen (1997) suggested three forms of commitment in an organisation. The three-component model of commitment advanced by Meyer and Allen (1997) arguably leads organisational commitment research (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). The three-component model suggests that organisational commitment is experienced by an employee in three simultaneous mind-sets covering affective; normative; and continuance organisational commitment.

Affective Commitment

Affective commitment is the instance where an employee is emotionally attached to; identified with; and deeply involved in his/her job in an organisation (Meyer & Allen, 1997). Morrow (1983) noted that affective commitment is dependent on the characteristics of an organisation, other than the personal behavioural characteristics of an employee. This gives an implication that affective commitment is more concerned with intrinsic factors than it is with extrinsic factors.

Affective commitment has been conceptualised by Robinson, Perryman and Hayday (2004) as having a strong positive relation to employee engagement. This means that an employee's affective bonding with his/her organisation is essential in noting traits such as dedication, loyalty, and satisfaction (Rhoades et al., 2001). Macey and Schneider (2008); as well as Saks (2006) emphasised that affective commitment stresses the emotional connection an employee has with their work, and is thoroughly matched with the emotive qualities of employee engagement. Again, it also mirrors Kahn's (1990) conditions as meaningfulness and safety.

Again, Saks (2006) as well as Rhoades et al. (2001) advanced the existence of a positive relationship between affective commitment and work-oriented precursor variables like: rewards, recognition and supervisor support, as well as explanatory variables like: absenteeism, performance, and turnover as suggested by Meyer and Allen (1997) and

Rhoades et al. (2001). Harter et al. (2003) noted that such emotive qualities to a large extent motivates employees to willingly engage in extra-in role behaviour aimed at desired organisational goals that highlights emotional fulfilment of employee, and results in employees being engaged. Emotional fulfilment is an important component of being engaged in work and is indicative of an engaged employee. Employees who are affectively committed feel a greater sense of belonging, increasing willingness to pursue organisational goals and be involved in discretionary effort (Rhoades, Eisenberger & Armeli, 2001). Last but not least, studies including May, Gilson and Harter (2004); Rhoades et al. (2001); Brown and Leigh (1996) as well as Allen and Meyer (1997) have all supported the use of affective commitment as an antecedent to employee engagement.

Continuance Commitment

Regarding continuance commitment, Khan et al. (2011) noted that it is the type of commitment which is based on the costs that employees associate with leaving their job roles in an organisation. In other words, continuance commitment reflects employees' commitment founded on the perceived costs, in terms of economic and social costs involved in leaving their organisation.

Normative Commitment

Lastly, Meyer and Allen (1997) pointed out that normative job commitment relates to the feelings an employee gets in relation to being obliged to remain with an organisation, which is usually anchored in the norms of reciprocity.

Generically, Albdour and Altarawneh (2014) noted that there seems to be no studies done on the two other commitment variables: normative commitment and continuance commitment. For that matter, they hypothesised an inverse relationship between employee engagement and continuance commitment and a direct relationship between employee engagement and

normative commitment. Albdour and Altarawneh (2014) subsequently reported that engaged employees have high level of normative commitment, and on the contrary, engaged employees meaningfully affect continuance commitment, implying a negative relationship between engaged employees and continuance commitment.

In total, employees are committed to their jobs when there is a strong sense of attachment to their specific job. Khan et al. (2011) posited that employees that are less content with their job perceive threat of job security and are quick to switch or quit their jobs. In such instances, an employee would be less committed towards the organisation, particularly in attaining desired operational and administrative goals.

2.4.5 Turnover Intentions

Saks (2006) defined turnover intentions as an employee's voluntary intention to leave his/her immediate organisation. Berry and Morris (2008) complimented Saks' definition by adding that such employees have high probabilities of actual turnover. Even though some employees leave an organisation for motives outside the control of an organisation, Allen (2008) as well as Lockwood (2007) mentioned that management in an organisation become alarmed when employees, especially high performing employees decide to leave their organisations due to instances within the control of the organisation. These instances become the basis for both turnover intentions and actual turnover of employees. Some of these instances include: problematic working environments, poor workplace climate (Berry & Morris, 2008; Lockwood, 2007); job fit, and difficult supervisors (Allen, 2008).

2.5 High Performing Firms in Ghana

High performing firms in Ghana are firms that form part of the Ghana Club (GC) 100. The GC 100 is an annual compilation done by the Ghana Investment Promotion Centre (GIPC). These compilations comprise the 100 top high performing companies in Ghana. It consists of

companies from both public and private sectors. The Ghana Club 100 compilations recognise successful enterprise building, reinforce corporate excellence, and also provides a forum perceived as world-class in nature; it brings top ranking businesses in Ghana together to interact among themselves and also to exchange and share among themselves the best business practices and techniques for the benefit of the Ghanaian economy (GIPC, 2015).

Over the years several studies have been carried out on companies in the GC100 with different foci. Among the main studies are presented in the table below. A significant gap that can be identified from the studies is the lack of the focus of the employee, especially employees' engagement. As indicated in the problem statement (Chapter one), this underscores the importance of the theme that informs this study. The sample of the main studies is shown in Table 2 below.

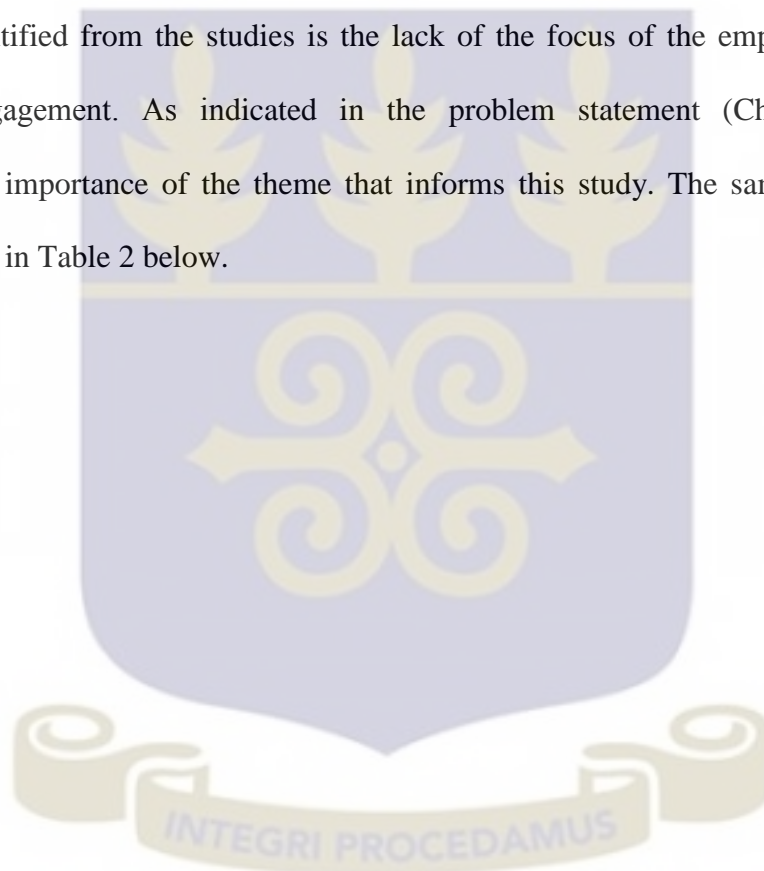


Table 2: Selected Studies on High Performing Firms in Ghana from the Ghana Club 100

AUTHOR(S)	STUDIES CONDUCTED	MAIN ISSUES EXAMINED
Ofori & Hinson (2007)	Corporate Social Responsibility (CSR) Perspectives of leading firms in Ghana.	To determine the extent to which Ghanaian SMES (local companies) and international-connected firms in Ghana ascribe to the notion of business 'social contract' The influence of the company's social environment on its corporate decision making The motives for adoption (or non-adoption) of social responsibility and the economic cost involved
Saffu, Walker & Hinson (2008)	Strategic Value and electronic commerce adoption among small and medium-sized enterprises in a transitional economy	To look at the relationship between the perceptions of the strategic value of e-commerce and e-commerce adoption among owners of small and medium- sized enterprises (SMEs)
Ofori & Sackey (2010)	Assessing social capital for Organisational Performance: Initial Exploratory insights from Ghana	Assessing the functions of social Capital within the Ghanaian Organisations, described the patterns and determinants of social capital use within the Organisations How social capital contributes to firm performance
Darbi (2012)	How do high performing Organisations define their mission in Ghana?	To investigate how best performing firms in Ghana define their mission statements by analysing components in them. To find out whether mission statements of the best performing firms in Ghana reflect the propositions in the literature regarding quality
Kpodo & Agyekum (2013)	The effects of risk culture on Organisational Performance – The cases of some selected Financial Institutions in Ghana	Relationship between risk culture and business performance in Ghana. The identify the various determinants or measures of risk culture and organisational performance
Boateng, Molla, Heeks, & Hinson (2013)	Advancing E-commerce beyond readiness in a developing country: Experiences of Ghanaian Firms.	Identify factors affecting the assimilation of electronic commerce in Ghana and the solutions that have been developed by the Ghanaian firms
Amankwaa & Anku-Tsede (2015)	The moderating effect of alternative job opportunity on the transactional leadership-turnover intention nexus: Evidence from the Ghanaian banking industry	Examined how transactional leadership behaviours will make employees to quit their jobs in the Ghanaian banking industry

Source: Synthesized from the literature. (2016)

2.5.1 Characteristics and Features of High Performing Firms

In the view of Scherer (1980) as well as Hansen and Wernerfelt (1989), a high performing firm economically exhibits the following features: commands a significant position in the industry in which the firm competes; the firm's position relative to its competitors; and the quality or quantity of the firm's resources. Furthermore, Olsen (2011) enumerated some significant features that characterises high performing firms. These features include: a company that has a purpose that focuses the energy of all its members (typically, that purpose is to be the best there is or ever was); simultaneously and continuously maximising the self-interests of all its stakeholders; outperforming all others (by any measure) not because of what propels it but in spite of any and all obstacles that impede it; makes it possible for ordinary people to perform in an extraordinary function; transforms its people into owners of the organisation's destiny; provides a healthy organisation committed to being great no matter what it takes; knowing that the execution of a strategy is more important than the strategy itself, and last but not least, appreciates that a strategic plan is the means, growth and high-performance are the ends to those means.

2.5.2. High Performing Firms and Employee Engagement

Several studies have been carried out with varied perspectives in relation to employee engagement in high performing firms. For instance, Kalianna and Adjovu (2014) in a study conducted on fifty (50) high performing firms reported that levels of employee engagement were high, and resulted in about 19% increase in corporate income and about 28% earnings per share growth. Macey and Schneider (2008) as well as Macey et al. (2009) pointed out that, high performing firms with high employee engagement levels usually leverages it as a dominant source of competitive advantage, hence, such companies have the ability solve challenging organisational problems as well as increase work place performances. Towers Perrin (2008), also in an industry survey indicated that organisations that employed highly

engaged employees enjoyed some operational benefits including: a spread of more than 5% in operating margin; 3% in net margin compared to organisations that have highly disengaged employees.

Again, Vance (2006) reported that after substantial efforts to increase levels of engagement on factory floors, Caterpillar, a large high performing multi-national construction equipment supplier and manufacturer, estimated that, its company saved almost about USD\$ 8.8 million in turnover costs alone by increasing the proportion of engaged employees at one of their European-based plants. In a meta-analysis carried by Harter, Schmidt and Hayes (2002), the authors reported that employee engagement was positively associated with customer satisfaction, customer loyalty, productivity, and profitability. Furthermore, they pointed out that employee engagement was negatively associated with high employee turnover rates. Similarly, at the Workplace Fairness Institute, Donais (2014) recounted that the difference between struggling and successful companies could be largely explained by the level of employee engagement in their organisations. By way of laying emphasis, Donais (2014) suggested that organisations that engage employees to actively take part in the success of the organisation are most likely to report greater productivity, morale, innovation and health. In conclusion, from the sample of studies above, it is incomplete to have a group of firms being coded as high performing firm, without the element of employee's engagement as one of the criteria. Again this makes the topic of the study highly relevant.

2.5.3 Characteristics of Engaged Employees in a High Performing Firm

As Kahn (1990) noted, engagement affects employee performance which consequently affected organisational performances, which also is a key determining factor of whether or not a company is a high performer or otherwise. Other researchers including Sonnentag (2003); Lockwood (2007); Schaufeli and Salanova (2007) agreed with Kahn (1990). For example, Sonnentag (2003) in studying six high performing public organisations reported that

highly engaged employees could take initiatives and also pursue learning goals. Lockwood (2007) also noted that highly engaged employees develop new knowledge of operational activities, respond to opportunities, and are willing to go extra miles to accomplish tasks that support the company, even in instances where they are to volunteer or mentor other younger employees.

In addition, Schaufeli and Salanova (2007) suggested that engaged employees are more satisfied with their job and more committed to the organisation. This means that such employees have the urge to meet challenging goals as well as have the urge to succeed. Bakker and Leiter (2010) noted that engaged employees did not hold back, have more energy, and enthusiastically apply their energy at work. Additionally, engaged employees are intensively involved in their work and pay more attention to details (Bakker & Leiter, 2010). Engaged employees in high performing firms most often go beyond their job descriptions; they dynamically change or arrange their jobs in a way that fits changing work environments. The positive attitude of engaged employees stimulates the integrative and creative perspective that adds value to service enterprises in high performing firms (Bakker & Leiter, 2010).

Although both Khan (1990) and May, Gilson and Harter (2004) did not include the outcomes of engagement in their study, Khan (1992) suggested that at the individual levels, high engagements had influence on the quality of an employees' work and their own experience of doing their work etc., and at the organisational level, high engagements had influences on the growth and productivity of the organisation. For simplicity and clarity, the Institute for Employment Studies as cited in Robinson, Perryman and Hayday (2004) summarised the ways in which engaged employees behave in the diagram illustrated below.

Figure 1: Characteristics of Engaged Employees



Source: Robinson, Perryman and Hayday (2004; p. 6).

2.6 Review of Related Empirical Literature

2.6.1 Perceptions of Employee engagement

Shuck, Rocco and Albornoz (2011) explored employee engagement from the perspective of employees and liaised the findings with the implications it was likely to have on human resource development. In the study, Shuck et al. (2011) examined an employee's unique experience of being engaged in their work and reported that, the development of relationships in the workplace, the importance of an employee's direct manager and their role in shaping organisational culture and the role of learning are critical in an engaged employee's interpretation of their work. In elaborating on tools to analyse, practice and have competitive advantage through employee engagement, Macey, Schneider, Barbera and Young (2009) expressed the notion that organisations should have confidence as well as see employee engagement as a prevailing source of competitive advantage and also with an ability to solve

challenging organisational problems including increasing workplace performance and productivity regardless of widespread economic decline (Macey, Schneider, Barbera & Young, 2009).

While the approaches proposed in conceptualising employee engagement are different in perspectives, Arakawa and Greenberg (2007) opined that the varying approaches remain clear and unanimous in conclusion: the development of employee engagement ensures positive organisational outcomes. Similarly, Harter et al. (2002); Luthans and Peterson (2002); Maslach et al. (2001); Macey and Schneider (2008); Saks (2006); Schaufeli et al. (2002) also posited that developing employee engagement inside organisations has possibilities of significantly impacting positively most important organisational outcomes. Gebauer and Lowman (2008) reported that in some uncertain and challenging business environments, engaging employees is more of a strategic organisational tool than it may be perceived.

2.6.2 Employee Engagement and Organizational Commitment.

Agyemang and Ofei (2013) investigated employee engagement and organisational commitment using a comparative approach of private and public sector employees in Ghana. In the findings, the authors pointed out a significant positive relationship between employee engagement and employee commitment. Additionally, employees of private organisations tend to have higher levels of employee engagement and organisational commitment than employees in public organisations. Employees who are committed feel a greater sense of belonging, increasing willingness to pursue organisational goals and be involved in discretionary effort (Rhoades, Eisenberger & Armeli, 2001).

Employees are committed to their jobs when there is a strong sense of attachment to their specific job. Employee engagement requires employees to be both involved and committed towards the values of the organisation (Vazirani, 2007). Frese (2008) advanced that

commitment to a large extent is a valuable employee engagement-related characteristic, which is invariably linked to feelings of high self-esteem with a motivation to contribute to accomplishing organisational objectives. Khan et al. (2011) posited that employees that are less content with their job perceive threat of job security and are quick to switch or quit their jobs. In such instances, an employee would be less committed towards the organisation, particularly in attaining desired operational and administrative goals.

2.6.3 Employee Engagement and Turnover Intention

Intention to turnover in the view of Berry and Morris (2008); Wagner and Harter (2006); and Harter et al. (2002) is thought to be related to employee engagement. Bernthal and Wellins (2000) indicated that turnover is such an important human resource outcome that most interventions are measured by it. In connection with employee engagement, several studies have pointed out a negative significant relation with turnover intention of employees in an organisation. For instance, Verquer, Beehr and Wagner (2003), as well as Hoffman and Woehr (2006) showed that job fit was inversely related to employee turnover intention. Rhoades et al. (2001) also noted that turnover intentions were negatively related to employee engagement. Similarly, Brown and Leigh (1996) reported an inverse relationship between the psychological climate in an organisation and employee engagement; and again, Schaufeli and Bakker (2004) reported an inverse relationship between employees' physical efforts (which is a dimension of employee engagement) and their turnover intentions. Lastly, Harter et al. (2002) also established that engaged employees were less likely to turnover.

2.6.4 Employee Engagement and Demographic Variables.

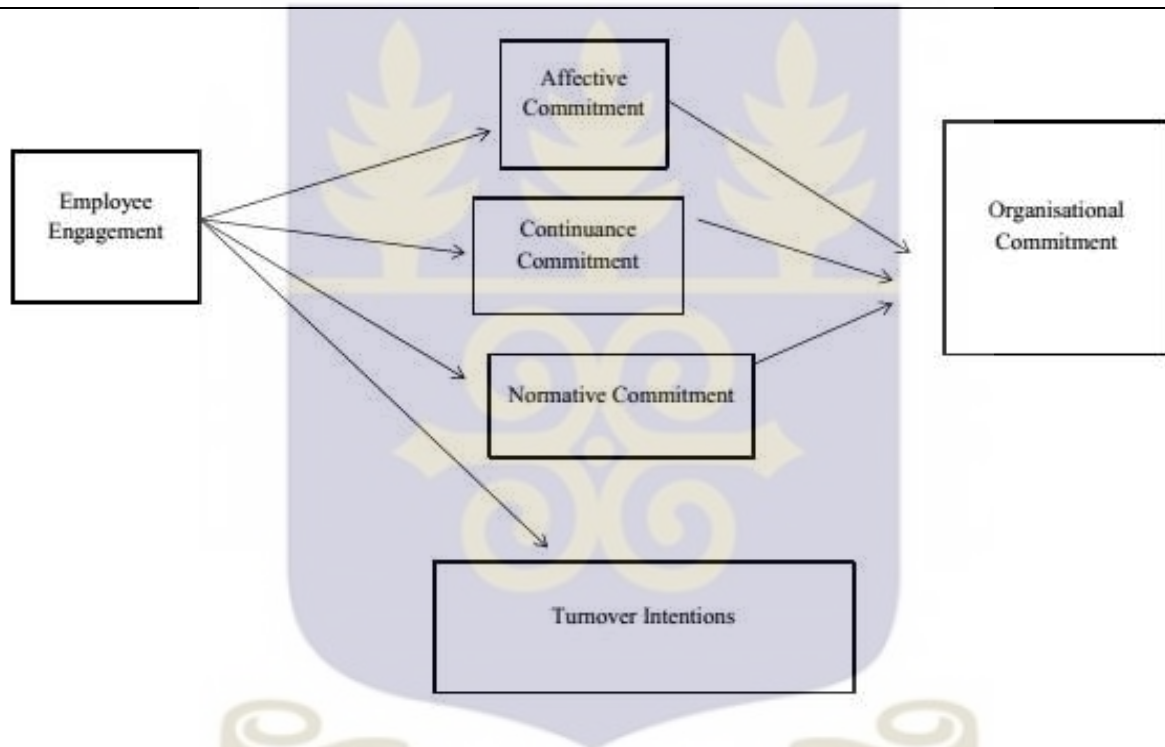
Maslach and Leiter (2008) indicated that potential demographic and personality variables to an extent influences the employee engagement in an organisation; and that variables such as age, work experience, sex, and occupation type makes interpreting demographic variables in

relation to engagement a challenging task due to a lack of research evidence. For instance, Avery, McKay and Wilson (2007) examined the relation between age, organisational tenure, perceived co-worker age, and satisfaction with older and younger co-workers in the UK. Using a sample of 901 employees, findings indicated that engagement was negatively correlated to organisational tenure; positional tenure; and age. In contrast, employee engagement had a positive relation with job satisfaction of younger co-workers and gender dissimilarity. The results suggested that workers who reported greater satisfaction with their co-workers tended to be more engaged. Moreover, employees who have been with an organisation longer and/or in the same position reported lower levels of engagement, and were thought to be more likely to turnover. These findings were reinforced by James, Swanberg, & McKechnie (2007); and Morison, Erickson and Dychtwald (2006); as well as Dychtwald, Erickson and Morison, (2006). In their findings they also pointed out that older workers were more engaged when they worked with supportive supervisor in a supportive psychological climate. In connection with gender and employee engagement, Avery et al. (2007) again recounted that, women were more engaged than their male co-workers, though, Yildirim (2008) in Turkish study, pointed out that, the levels of engagement did not significantly differ between males and females. In other circles, studies including: Schaufeli, Bakker and Salanova (2006); Sprang, Clark and Whitt-Woosley (2007) advanced suggestions like, females are at higher risk of developing stress due to competing work and home responsibilities and therefore, report higher levels of burnout and consequently may report lower levels of engagement.

2.7 Conceptual Framework

The conceptual framework involves setting out concepts that underlie the preparation and presentation of the study. The framework is developed based on the theoretical and conceptual framework discussed above. From the assumption of both the theoretical and the conceptual framework used in light of empirical literature, the following model was proposed for the study.

Figure 2: Proposed Conceptual framework



Source: Field Survey, 2016.

From the above model, it is perceived that when employees are positively engaged in the company, it affects their perception about their commitment and turnover intentions.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter explains the research methodology underpinning the current study and looks at the procedures used to achieve the objectives of the study. Sections discussed in this chapter include: the research design, the study population, the sampling procedure, the sample size, data collection procedure and the analytical techniques, as well as the ethical considerations relating to the study.

3.2 Research Design

A research design in the view of Burns and Grove (2003) is the conceptual structure within which a study is carried out. This means that, the design informs the type of data to be collected and how the data should be analysed. For that matter a research design typically provides the means for results obtained to satisfy the research questions posed clearly. In other words, the research design constitutes the blueprint for the collection, measurement and analysis of the data. Furthermore, every research study requires a well-structured approach in collecting data for analysis and interpretation.

The study employs a cross sectional survey design. This design has the potential to offer the researcher with a lot of information obtained from quite a large number of individuals within the area of study (Frankel & Wallen, 2000). A cross sectional study takes a description of the sampled population at a point in time. According to Neuman (2007), this design involves the collection of information from any given sampled population only once. It will therefore be unreasonable to sample the views of all employees in the Ghanaian companies hence; the design is chosen to collect the views from a representative pool of employees within the population at a particular point in time.

In addition to the above, it can also be said that this study equally used a sample survey method. A survey method is one that obtains data from a subset of the population in order to estimate population attributes, in other words it is a study carried out using a sampling method in which a portion only and not the whole population is surveyed (Leeuw, Hox & Dillman, 2016). Tashakkori and Teddie (2003) have argued that the survey approach or method is appropriate for all types of research because it allows the use of both qualitative and quantitative data collection instruments in a study.

3.3 Research Approach

In this study the mixed-method approach is adopted for data collection. This is due to the fact that the mixed-method involves collecting and analysing quantitative and qualitative data in a single study (Creswell, 2009). Also, the mixed –method is referred to as the methodological triangulation, as it is a research that emphasizes on the use of both qualitative and quantitative methods, and has been used in collecting research related to developing countries (Ibeh & Young, 2001). The mixed-method approach also is seen to be swayed by the observations and findings made by several authors on its virtues. According to Aina (2002), quantitative and qualitative approaches have their own particular weaknesses or biases, hence, it is idyllic to use multiple methods that supplement each other to deal with the biases and produce data which are more adequate and balanced.

This assertion made by Aina (2002) has also been confirmed by Okpara and Wynn (2008); Commonwealth of Learning (2012); Creswell and Plano-Clarke (2007); and Tashakkori and Teddie, (2003). For instance, Okpara and Wynn (2008) posited that studying more than one organisation has some challenges due to the business practice, cultural and communication differences of research respondents. Hence, mixed-methods help to prevent some of these challenges from occurring. Creswell and Plano-Clark (2007) also indicated that both

qualitative and quantitative approaches are used to reinforce each other. In short, the overall strength of a research study is greater when the mixed –method form of approach is used.

For the purpose of this study, quantitative data was collected from senior staff employees in the various companies while the qualitative data was collected from junior staff employees to know their stake on what they perceive/think employee engagement is, likewise how the current engagement practices of their companies has an implication on their turnover intention and commitment. The quantitative analysis involved computations of means and chi-square test from responses observed, whereas qualitative data were analysed thematically (Miles & Huberman,1994). The findings however from each level were merged together and into one overall interpretation for better understanding of a problem than if either dataset is used during the analysis (Creswell, 2009).

3.4 Study Population

The population to a study includes all units or entities with certain characteristics of interest to a researcher (Creswell, 2007). Kumekpor (2002) indicated that, a population or universe of investigation may be considered as the total number of units of the phenomenon to be investigated that exist in the area of investigation, which are all possible observations of the same kind. The population of interest in this study were firms listed on the Ghana Club 100 for the year 2014. The sample of the study comprised of five (5) high performing companies from the financial services sector listed on the Ghana Club (GC) 100 for the year 2014 within the Accra/ Tema Metropolis in the Greater Accra Region of Ghana.

The choice of Accra and Tema Metropolis was firstly because most top businesses in the country are concentrated within these environs of Accra and Tema. Secondly, because of the fact that most of the Company's head offices are situated in the Greater Accra Region, specifically Accra/ Tema Metropolis, as well as, the researcher's proximity to the selected

sample as compared to conducting the research outside the Greater Accra Region. The justification behind the usage of the GC 100 companies over others is due to the fact that they are a compilation of top 100 companies in Ghana both from the public and private sectors and the compilation is done by the Ghana Investment Promotion Centre (GIPC). One of its aims is to recognise successful enterprise building, provide a forum perceived as world -class in nature by bringing top ranking businesses in Ghana together to interact among them. The process used to determine the company's rank on the GC100 which was launched in 1998 is based on the size, profitability and growth.

3.5 Sampling Procedure

A sampling procedure is basically the means by which responding elements to a study are selected from the entire population. As in most cases, it is practically cumbersome and tedious to study all the elements within a population (Singleton & Straits, 2010). In this study, a purposive and convenience sampling technique were used in the selection of companies listed on the GC100. It is worth noting that the GC100 comprised of top 100 firms thus it helped the researcher to determine the high performing firms. Purposive sampling was also used to identify five (5) companies from the financial services sector for the year 2014. These five (5) high performing financial companies were selected from Ghana club 100 as the sample because they appeared within the first 25 companies in the rankings for that particular year and are companies that had much interest with the level of engagement of their employees. The financial sector was also settled on largely because it mostly dominated the annual ranking compilations of the GC100 over the years and it is perceived to be the sector that drives the Ghanaian economy. The financial services sector comprises of the rural banks, insurance companies, banking and non-banking institutions. A convenience sampling

method was however employed to identify fifty (50) employees in each of the target group to respond to the questionnaires.

3.6 Study Sample

A sample is a part of a population being studied. In this study five (5) companies are purposively sampled from the GC 100 compilations for the year 2014, they include: Enterprise Life Assurance Company Limited (ELAC), Dalex Financing & Leasing Company Limited (DFLCL), Ecobank Ghana Limited (EGL), Quality Insurance Company Limited (QIC) and Stanbic Bank Ghana Limited (SBGL). These samples were settled on in this study because, of their interests in issues relating to employee engagement and organisational commitment. This, the researcher found out from the companies and informed the selection for the purpose of this study. Moreover, these companies also featured within the first 25 companies in the GC 100 list for the year 2014.

3.7 Measuring Employee Engagement

Just like the definitions, measurement of employee engagement shares similar difficulties, especially with the numerous variations. Perhaps the only synchronous propositions relate to the use of surveys as the best approach to capture and measure employee engagement (Saks & Gruman, 2014). Regardless of the synchronicity in the approach to gather data for eventual analysis on employee engagement, it assumes so many different names, i.e. engagement survey; attitude survey; work climate improvement survey, and a host of other names.

In measuring employee engagement, the Gallup study highlights twelve key elements they perceive to form the foundation for a strong engagement measurement and suggests that the best way to assess these elements is through ‘a twelve questions’ scale (Thackray, 2001). Similarly, the Institute for Employment Studies (IES) also suggests the use of ‘a twelve

attitude statements' demonstrating engagement. Although all the statements appear to 'sit together' reliably, to encompass a single indicator of engagement, it does not clearly match those of the Gallup. Furthermore, Robinson et al. (2004) noted that with the scale from IES a subset of five questions is allowed, owing to the notion that twelve questions may be unmanageable in a study.

The Development Dimensions International (DDI) also has a scale to measure employee engagement. The DDI proposes the use of the "E3" to measure employee engagement. This measure assesses three key elements of engagement (individual value, focused work, and interpersonal support) in addition to providing a standard measure for employee satisfaction, which is perceived to be a consequence of engaging employees.

Shaw (2005) reviewed several measurement scales of employee engagement from Gallup, Towers Perrin, ISR, and Accenture. In Shaw's (2005) findings, three macro categories: climate, driver, and outcome were birthed. Although critiques point out that Shaw's (2005) work struggled to provide any real clarification. Another measure for employee engagement was carried out by Schaufeli and Bakker's (2003) 9-item, shortened version of the Utrecht Work and Engagement Scale (UWES-9). UWES-9 assesses three underlying dimensions of employee engagement: vigour, dedication, and absorption. Lastly, based on Kahn's (1990) conceptualisation, the Job Engagement Scale (JES) was suggested by Rich, LePine and Crawford (2010). From all the measures, this study adopts the JES to determine employee engagement among the sampled observations.

3.8 Data Gathering and Research Instrument

Data for the study was basically primary data. Primary data is information observed or collected directly from first-hand experience (Burns & Grove, 2003). Primary data for this

study were gathered from responses generated through the questionnaire administered to elements within the selected sample for the study.

The main instrument used was the questionnaire. According to Kumekpor (2002), the questionnaire is an effective and accurate means of determining relatively inexpensive, quicker and reliable information about the population. The questionnaire was divided into four sections. Section A looked at the demographic characteristics of respondents, Section B focused on employee engagement in each of the organisation from the Senior staff perspective among the sampled companies, Section C requested to know the perception of employee engagement from the junior staff point of view and lastly Section D addressed the perceived implications employee engagement is likely to have on employee turnover intentions and the three forms of Organisational commitment (Affective, Normative and Continuance Commitment)

This section was made available to both the Senior and junior staff of the sampled companies to answer. The questionnaire was administered separately to the Senior and junior staffs as mentioned earlier in order to provide a clear demarcation of the key issues or information demanded of each of the categories and not vice –versa. That is senior staff provided answers to questions relating to them and junior staff invariably doing the same. This the researcher did in order to get the right and true results from each of the categories to aid in the analysis. Again this medium or approach of distribution was made effective by the help of the Human Resource Officers as well as the employees who informed the researcher of the exact category they belonged to.

3.9 Method of Data Analysis and Presentation

Qualitative procedures interspersed with some quantitative procedures were used to analyse the data collected for this study. Data analysis is basically applying statistical and/ or logical

procedure systematically to describe, illustrate and evaluate data. Thus, data analysis considers methods and approaches which are performed with the aim of organising and summarising data in a way to answer the stated research questions.

The first research question which states “*Are there differences in the dimensions of employee engagement according to the demographic elements of the senior staff*”? was analysed using the Chi-square test. The chi-squared test was used to determine association between the expected frequencies and the observed frequencies in one or more categories (Hair et al., 2010). In this study, the Chi-Square test analysis assumed two tails with a confidence level of 90%. To compute the Chi-Square test statistic using the Pearson Chi-Square is as simplified below.

Suppose that, $i = \text{rows}$ and $j = \text{columns}$, then P_i and P_j are the respective marginal probabilities, and the test statistic implies:

$$\chi^2 \text{ value} = \sum_{i=1}^i \sum_{j=1}^j \left[\frac{(O-E)^2}{E} \right] \text{ with } df = (i-1) \times (j-1) \dots \dots \text{Eqn. (1)}$$

Where O is the observed frequency, E is the Expected frequency and df is the degree of freedom.

The second research question which sought to answer “*how junior staff perceive employee engagement*” was grouped under three categories. The first category stating that: “*what is the meaning of employee engagement from the perspective of junior staff*”? was analysed thematically. Thematic analysis was used because it is a qualitative method used for ‘identifying, analysing and reporting patterns (themes) within data’ (Braun & Clarke, 2006). On analysis of the responses, a coding framework was devised. This final report was structured in terms of the main themes which emerged from the responses. The second category which sought to know “*the differences in the meaning of employee engagement based on the demographic elements of junior staffs*” was also analysed using the Chi-square

test. The third category which sought to “*identify the dimensions of employee engagement among the junior staff*” was equally thematically analysed.

The third research question which sought to know “*how employees perceive the implications of employee engagement in the sampled firms on: turnover intentions, affective, continuance and normative commitment*” was analysed using the thematic analysis. Data coding and analysis were carried using the statistical software SPSS version 22.

3.9.1. Reliability Test

To check how reliable responses expected to be generated from the study were, a pilot study was conducted with 10% (N=25) of the total sample considered. Specifically, senior staff members were identified and given the questionnaires for their responses. Having gathered their responses, a reliability test using the Cronbach Alpha was employed.

Reliability test is basically the measure of the overall consistency of items used on a scale. A measure is considered to have a high reliability if it produces similar results under consistent conditions (Wang, 2014). Ritter (2010) noted that, the Cronbach’s (1951) alpha is the popular and most widely used reliability test, which is adopted in this study. The coefficient of the Cronbach’s (1951) alpha was used to describe how well the items in the questionnaire focuses on the idea of assessing employee engagement in the sampled companies. Simply put, the Cronbach’s alpha was used to determine the reliability and the level of internal consistency in the questions used, especially in capturing the state of employee engagement in the respective samples. As noted by Tavakol and Dennick (2011), internal consistency of a study should be determined before a test is used to ensure validity.

To first examine employee engagement among senior staffs in the sampled companies, a reliability test was carried out to check whether the variables considered under each dimension were appropriate regarding the responses observed. Using the Cronbach alpha

coefficients, which measures the extent to which variables observed from a scale are reliable, it was noted that all the dimensions considered recorded alphas above 0.7. A Cronbach alpha of 0.7 implies that the variables/factors extracted from the scale used in this study is reliable. Hence, all variables under each dimension considered was maintained and used in subsequent analysis. Presented below is the summary of the reliability test.

Table 3: Reliability test

Factors of Employee Dimension	Cronbach Alpha
Intensity on Job	0.94
Full Effort	0.94
Devote Energy	0.94
Hardest to perform	0.94
Hard to Complete	0.95
Exert Energy	0.95
Enthusiastic Job	0.94
Energetic Job	0.94
Interested Job	0.94
Proud Job	0.94
Feel Positive	0.94
Excited about Job	0.94
Focus Mind	0.94
Pay attention to Job	0.93
Concentrate on Job	0.93
Focus on Job	0.94
Absorbed in Job	0.93
Devote Attention to Job	0.94

Source: Field Survey, 2016

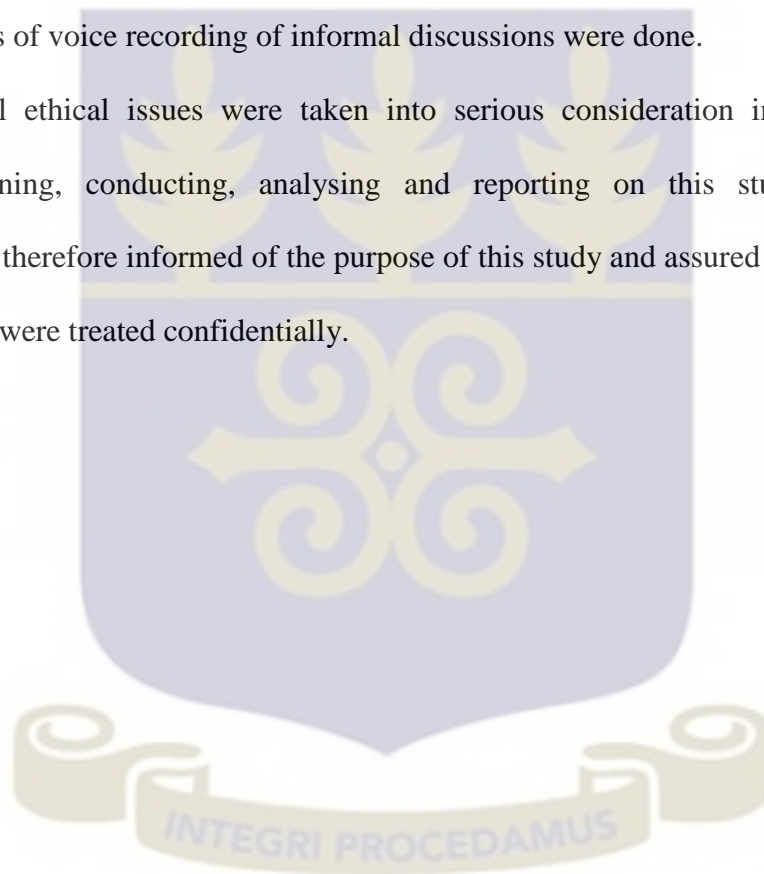
3.10 Ethical Considerations

Clearly noting the demands of the conventional ethical standards in academic research, the researcher tried to adhere to standards by seeing to it that issues of privacy, confidentiality and anonymity of all respondents were not compromised and wholly protected. Since the study involved collection of information about businesses of people; confidentiality was of

great value and importance. Therefore, the information gathered from each respondent was held and presented in the state of complete anonymity.

Furthermore, the researcher ensured that participation in the research was purely voluntary and all participants were informed of the purpose and nature of the research in writing; where necessary, phone calls were made to explain some misunderstandings that came up. No statements were attributed to personalities or names. Additionally, no unauthorized persons were engaged for data collection in any way. Finally, all informed consent were sought before any forms of voice recording of informal discussions were done.

In summary, all ethical issues were taken into serious consideration in the process of planning, designing, conducting, analysing and reporting on this study. Responding participant were therefore informed of the purpose of this study and assured that, responses to questions posed were treated confidentially.



CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter of the study presents an analysis of data and discusses the results that were obtained from the estimations. This chapter begins with the descriptive statistics of the sampled companies, and continues to present findings in accordance with the objectives chronologically. Lastly, the chapter discusses the findings in light of literature to ascertain the possible themes and implications in the findings. In total, two hundred and fifty (250) questionnaires were administered to the selected sample groups, of which the valid response rate was observed to be 96%. This means that two hundred and forty (240) questionnaires were validly filled, returned and captured in the subsequent analysis, whereas the remaining 4% representing ten (10) questionnaires were either not returned, or not appropriately filled out. For that matter, the analysis is based on the 96% valid responses.

4.2 Demographic Characteristics of Respondents

The demographic characteristics of respondents presents findings concerned with the rank, age, marital status, educational background, and the number of years' respondents have worked with their current organisations.

4.2.1 Rank/Current Position of Respondents

Information regarding the rank or current position of respondents was purposely to aid in categorising respondents into either senior staff or junior staff. From the table presented below, it is observed that of the total valid responses 45% were from senior staff members and accordingly, 55% of the responses noted were from junior members.

Table 4: Current Rank/Current Position of Respondents

Rank/Current Position	Freq.	Percent	Cum. Freq.
Senior Staff	108	45	45
Junior Staff	132	55	100
Total	240	100	

Source: Field Survey, 2016.

4.2.2 Gender Distribution of Respondents

From the total number of respondents sampled for this study, 57.9% were males and 42.1% were females. Likewise, of senior staff respondents, 58.3% were males and a corresponding 41.7% were females; and 57.6% of total junior staff respondents were males and 42.4% were females. The table below presents the summary distributions observed.

Table 5: Gender Distribution of Respondents

Gender	Senior Staff			Junior staff		
	Freq.	Percent	Cum. Freq.	Freq.	Percent	Cum Freq.
Male	63	58.3	58.3	76	57.6	57.6
Female	45	41.7	100	56	42.4	100
Total	108	100		132	100	

Source: Field Survey, 2016.

4.2.3 Age Distribution of Respondents

In relation to the age distributions of total respondents, it was observed that in total 30.4% were within the ages of 20-29 years, 54.2% of respondents were within the ages of 30-39 years and 15.4% of total respondents were within the age brackets of 40-49 years. Similarly, within the staff categories, 13.9% and 43.9% were between the ages of 20-29 years respectively; 56.5% and 52.3% were within the age brackets of 30-39 years respectively for

senior and junior staffs. Lastly, 29.6% and 3.80% of senior staffs and junior staffs were within the ages of 40-49 years respectively.

Table 6: Age Distribution of Respondents

Age	Senior Staff			Junior staff		
	Freq.	Percent	Cum. Freq.	Freq.	Percent	Cum Freq.
20-29	15	13.9	13.9	58	43.9	43.9
30-39	61	56.5	70.4	69	52.3	96.2
40-49	32	29.6	100	5	3.8	100
Total	108	100		132	100	

Source: Field Survey, 2016.

4.2.4 Marital Status Distribution of Respondents

With the marital status distributions of respondents, a total of 48.8% were single and 47.9% were married with 2.5% and 0.8% divorced and separated respectively. Again, within the staff categorise, 32.4% and 62.1% of senior and junior staff respectively were single. Similarly, 63.9% and 34.8% of both senior and junior staffs respectively were married. With divorced and separated respondents, 1.5% apiece of junior staff respondents were divorced and separated respectively, as only 3.7% of senior staff respondents were divorced. The table below summarises the responses observed.

Table 7: Marital Status Distribution of Respondents

Marital Distribution	Senior Staff			Junior staff		
	Freq.	Percent	Cum. Freq.	Freq.	Percent	Cum Freq.
Single	35	32.4	32.4	82	62.1	62.1
Married	69	63.9	96.3	46	34.8	96.9
Divorced	4	3.7	100	2	1.5	98.4
Separated	0	0		2	1.5	99.9
Total	108	100		132	100	

Source: Field Survey, 2016.

4.2.5 Educational Status Distribution of Respondents

In relation to the educational status distributions of respondents, it was observed that 36.1%, 24.1%, 38% and 1.9% of senior staff respondents had tertiary, professional, post-graduate and other qualifications respectively. Similarly, with junior staffs, 71.2%, 28%, and 0.8% had tertiary, professional and post-graduate educational qualifications respectively. Of the total respondents, 55.4%, 26.3% 17.5% and 0.8% had tertiary, professional, post-graduate and other educational qualifications respectively. The table below summarises the observations made.

Table 8: Educational Status Distribution of Respondents

Education	Senior Staff			Junior staff		
	Freq.	Percent	Cum. Freq.	Freq.	Percent	Cum Freq.
Tertiary	39	36.1	36.1	94	71.2	71.2
Professional	26	24.1	60.2	37	28	99.2
Post Graduate	41	38	98.2	1	0.8	100
Other	2	1.9	100	0	0	100
Total	108	100		132	100	

Source: Field Survey, 2016.

4.2.6 Number of Years Respondents have been with their Respective Organisations

Regarding the number of years' respondents have been working with their respective organisations, the summary observations are presented in the table below;

Table 9: Respondents' Duration of been with their Organisations

Duration	Senior Staff			Junior staff		
	Freq.	Percent	Cum. Freq.	Freq.	Percent	Cum Freq.
Less than 1 year	0	0	0	23	17.4	17.4
2 - 5 years	45	41.7	41.7	77	58.3	75.7
6 - 9 years	53	49.1	90.8	32	24.2	100
10 - 14 years	8	7.4	98.2	0	0	
15 years and above	2	1.9	100	0	0	
Total	108	100		132	100	

Source: Field Survey, 2016.

From the table above, it is observed that most respondents have been with their organisations for fairly a longer period. It is observed that most respondents, for instance, a cumulative percent of about 90% for senior staff and about 82% for junior staffs.

From all the demographic characteristics presented above, intuitively, it seems fair to assume that respondents are well positioned to provide responses to the questions raised in this study to address the stated objectives.

4.3 Characteristics of Sampled Firms

Table 10: Description of the Sampled Companies

Case firms	CASE 1	CASE 2	CASE 3	CASE 4	CASE 5
Description					
Employees' size	200	120	150	100	180
Firm Registration	Limited Liability Company	Limited Liability Company	Limited Liability Company	Limited Liability Company	Limited Liability Company
Ownership	Wholly Ghanaian	Jointly Ghanaian and Foreign	Wholly Ghanaian	Jointly Ghanaian and Foreign	Jointly Ghanaian and Foreign
Years in Operation	10	16	20	17	25

Source: Field Survey, 2016.

Table 10 above presents the firm characteristics of the sampled companies, on average, all the firm characteristics demonstrates the suitability of the respective firms being used as cases for further analysis.

4.4 Analysis of Proposition

To analyse the proposition of the study, the mean value ranking for all the employee engagement dimensions was used. The means of the individual dimension rankings are as follows:

Table 11: Mean Value Ranking for all the Employee Engagement Dimension

Dimensions	Means
Physical	4.35
Emotional	4.23
Cognitive	4.32

Source: Field Survey, 2016.

From the mean of the mean score values, the physical dimension had the highest mean score value of 4.35. This means that the dominant employee engagement dimension among senior staff members is the physical dimension. This is followed by the cognitive dimension with a mean score value of 4.32 and the least been the emotional dimension with a mean score value of 4.23. Therefore, we cannot fail to reject the hypothesis that: among the three dimensions of employee engagement, emotional dimension will dominate followed by the cognitive and the physical dimensions for senior staffs. Thus, in this study, the physical dimension dominated followed by the cognitive dimension and the emotional dimension respectively.

4.5 Analysis of Research Questions:

4.5.1 Research Question one:

Are there differences in the dimensions of employee engagement according to the demographic elements of senior staffs?

Having observed the dominant elements (shown in the appendix) and identifying the dominant dimensions of employee engagement, the study sought to determine differences in the dimension of employee engagement according to demographic characteristics of the

sampld senior staff members. To determine whether there are differences, a Chi-square test was conducted. The table below summarises all the coefficients noted for each dimension according to each demographic variable.

Table 12: Chi-square Test for Engagement Dimensions and Senior Staff Demography

Dimension	Demography	Value	df	Asymp. Sig. (2-sided)
Physical	AGE	29.716a	24	0.19
Emotional		28.386a	26	0.34
Cognitive		26.623a	22	0.23
Physical	GENDER	15.675a	12	0.21
Emotional		14.011a	13	0.37
Cognitive		6.353a	11	0.85
Physical	MARITAL	19.468a	24	0.73
Emotional		22.246a	26	0.68
Cognitive		23.493a	22	0.37
Physical	EDUCATION	64.037a	36	0.00***
Emotional		30.726a	39	0.83
Cognitive		33.816a	33	0.43
Physical	RANK	585.276a	456	0.00***
Emotional		604.157a	494	0.00***
Cognitive		544.727a	418	0.00***
Physical	DURATION	88.636a	36	0.00***
Emotional		30.873a	39	0.82
Cognitive		34.643a	33	0.39

Source: Field Survey, 2016

From the summarised Chi-square test summaries, it is observed that most of the P-values for the tests were not significant, as they were above the 10% significant level, indicating that there are differences between the demographic characteristics and employee engagement dimensions in the sampled companies. Nevertheless, the test indicated no differences between educational status and the physical dimension of employee engagement, as well as the duration of being in the organisation and the physical dimension of employee engagement. Similarly, the test again indicated that there were no differences between the ranks of respondents and all the dimensions of employee engagement in the sampled

companies. This was because, they were statistically significant at 10% indicating the non-rejection of the claim that there are no statistical differences among the demography and dimensions of employee engagement.

4.5.2 Research Question two: Perception of employee engagement among junior staff

2A: *The meaning of employee engagement:*

To examine the meaning of employee engagement from the views of junior staffs, the responses are broadly thematised for clarity. From the observations, five broad themes were identified. These themes in no chronological order include: absorption, attachment, passion, serenity, and performance. The table 14 below shows the categories and the main themes identified.

Table 14: Meaning of Employee Engagement in the View of Junior Staffs

Categories	Main Themes
Engrossment; Preoccupy; Concentration; Assimilation	Absorption
Peace of mind; Quiet working environment; Tranquillity; Free from Disturbances	Serenity
Bond; Loyalty; Adherence to values of the Organisation	Attachment
Connection; Strong will	Passion
Functioning; Accomplishment; Execution;	Performance

Source: Field Survey, 2016

In connection with absorption, most of the responses mirrored the idea that, employee engagement is basically concerned with employees' ability to have complete attention;

commit intense mental effort and to be in a preoccupied mental state on work roles. For instance, an employee in Case 1 noted the comments below:

“I think employee engagement is basically, the extent to which my company is able to get me to become engrossed or fully concentrated on my work roles”.

(Quotation observed from a Respondent on the questionnaire, 2016)

“Employee engagement is simply me being able to be preoccupied with work roles in my company”

(Quotation observed from a Respondent on the questionnaire, 2016)

Similarly, in relation to attachment, responses observed highlighted the idea that employee engagement is concerned with employees having an affection for their respective organisations, as well as showing the willingness to faithfully follow the objectives and vision of their organisation. An employee in Case 2 responded the comments below:

“Employee engagement means that employees have a kind of bonding with the organisation. This bonding makes the employee see the company as an extension of their homes, or lives.”

(Quotation observed from a Respondent on the questionnaire, 2016)

“Employee engagement is the strong attachment I have for my company”

(Quotation observed from a Respondent on the questionnaire, 2016)

Again, in line with the theme on passion, an employee in Case4 indicated that:

“Employee engagement is about having a strong feeling that signals an irresistible motive for employee work roles”.

(Quotation observed from a Respondent on the questionnaire, 2016)

Furthermore, regarding the theme on serenity, responses observed from an employee in Case 3 highlighted that:

“Employee engagement is basically about employees’ disposition which is free from emotional stress or simply the absence of mental stress and anxiety”.

(Quotation observed from a Respondent on the questionnaire, 2016)

The last but not least theme observed as the meaning of employee engagement from junior staffs sampled for this study was performance. In relation to performance as the meaning of employee engagement, the responses observed reflected the ability of employees to accomplish their work roles successfully. For instance, an employee in Case 5 stated that:

“Employee engagement means, I am able to finish my work roles in such a way that they are specific, measurable, real, and within the time bounds”

(Quotation observed from a Respondent on the questionnaire, 2016)

From the main themes noted above, they were grouped into the three dimensions as suggested by Khan (1990), i.e., physical, cognitive and emotional dimension. The themes of absorption and serenity falls within the cognitive dimension; attachment and passion falls within the emotional dimension; and performance falls within the physical dimension.

2B: Differences in the Meaning based on the Demography

Having observed the meanings of employee engagement among junior staff members from the themes discussed above, the study tabulated the frequencies for the thematic responses generated and cross tabulated them to determine whether there are significant differences between the demographic characteristics and the meanings of employee engagement. The table below summarises all the coefficients noted for the meanings according to each demographic variable.

Table 15: Summary Chi-square Test Statistics for the differences in meaning of Employee Engagement and Demography of Junior Staffs

Demographic Variable	Value	df	Asymp. Sig. (2-sided)
Gender	128.052a	4	0.00***
Age	120.447a	8	0.00***
Marital Status	121.735a	12	0.00***
Educational Status	105.905a	8	0.00***
Duration	246.078a	8	0.00***

Source: Field Survey, 2016

From the summarised Chi-square test results presented above, it is observed that all the P-values recorded were significant at the 10%. This implies that, we cannot reject the idea that there are no differences between the meanings of employee engagement according to the demographic characteristics of junior staff members. Hence, among the sampled junior staffs, meanings of employee engagement do not significantly differ according the demography of junior staff members in the sampled companies.

2c: Dimensions of Employee Engagement

In relation to understanding the dimensions of employee engagement from the junior staffs, there were 10 views that were identified from the respondents. The identified views were: compensation, conducive environment, training, team work, job performance, management support, loyalty, benefits, motivation and decision-making. These views were categorised broadly under three main themes of: physical, emotional and cognitive dimensions as suggested by Khan (1990) for clarity in subsequent discussions. The table below shows the categories and the main themes identified.

Table 16: Dimensions of employee engagement identified

Categories	Main Themes
Compensation Conducive Environment Training Team Work Job Performance	Physical
Management Support Loyalty	Cognitive
Benefits Motivation Decision-Making	Emotional

Source: FieldSurvey,2016

In connection with physical as a theme, most employees understood the dimensions of employee engagement as the activities carried out by the organisation to make employees perform their roles. For instance, an employee in Case 3 noted the comments below:

“Dimension of employee engagement is understood to be the opportunities my organisation gives me to learn new skills in relation to my job.

(Quotation observed from a Respondent on the questionnaire, 2016)

Another respondent was also of the view that:

“I understand the dimension of employee engagement as working in a team to achieve job performance within a sound working environment”.

(Quotation observed from a Respondent on the questionnaire, 2016)

In relation to cognitive, respondents’ understood dimension of employee engagement to be the support management give their employees. With regards to this some respondents revealed that:

“... When we receive the needed support and loyalty from our managers and bosses, it creates a very good relationship with them which will lead to producing an efficient workforce which in one way or the other will lead us to achieve competitive advantage”.

(Quotation observed from a Respondent on the questionnaire, 2016)

Furthermore, regarding the theme on emotional, responses observed from an employee in Case 4 revealed that:

“...the joy and relieve I experience when we are made to assist or partake in decisions relevant to our job roles as well as the praise and recognition we receive make us more committed to the goals of our organisation”.

(Quotation observed from a Respondent on the questionnaire, 2016)

Another respondent also understood the dimension employee engagement as:

“The trust our organisation has in us with regards to our job roles and the associated rewards and benefits to work hard”.

(Quotation observed from a Respondent on the questionnaire, 2016)

Per the indicated responses from the employees, organisations need all the stated themes to promote employee engagement.

4.5.3 Research Question three: The perceived implications of employee engagement:

3A: *Perceived implication on turnover intentions*

The study further sought to identify the perception of employees on the implication of employee engagement on the turnover intentions. From the responses observed, the study noted that most respondents indicated either: ‘would stay’ ‘I’m not leaving now’, ‘I’ll remain for now’ ‘I don’t intend to leave’, ‘I want to leave’ or ‘I look forward to leave’. Classifying the dominant responses from both junior and senior staffs, the study noted two broad themes, namely: positive implications for responses such as: ‘would stay’ ‘I’m not leaving now’, ‘I’ll remain for now’ ‘I don’t intend to leave’ and negative implications for responses such as: ‘I want to leave’ and ‘I look forward to leave’. These views are presented in the table below.

Table 17: Perceived implication of employee engagement on turnover intentions

Categories	Main Themes
Would stay I will remain for now I am not leaving now	Positive Implication
I want to leave I look forward to leave	Negative Implication

Source: FieldSurvey,2016

With regards to the positive implication, one of the employees revealed that:

“I will remain for now since the conditions here are the same everywhere”.

(Quotation observed from a Respondent on the questionnaire, 2016)

Another also indicated that:

“...I am not leaving because I am less pressured and I have time for my family.

(Quotation observed from a Respondent on the questionnaire, 2016)

For the negative implication, a respondent stated that:

“...No matter what, I want to leave because I am not happy with the working conditions”.

(Quotation observed from a Respondent on the questionnaire, 2016)

It can be deduced from the above statements that every organisation had employees who were willing to stay as well as those ready to leave no matter the conditions of services available.

3B: Perceived implication on organisational commitment

Respondents were requested to indicate the perception of the implication of employee engagement on their organisational commitment. Specifically, respondents were required to indicate the implications employee engagement in their organisations have on their various types of organisational commitment, i.e., affective commitment, continuance commitment and normative commitment. The indicated responses from the employees were summarised and tabulated as shown in the table below.

Table 18: Perceived implications: employee engagement on organisational commitment

Initial themes	Categories	Main Implications/theme
Affective Commitment	staying committed willingness to stay not leaving	Positive Implication
	not happy	Negative Implication
Normative Commitment	obliged to remain	Positive Implication
	conditioned on emerging opportunities	Neutral Implication
	exit regardless of benefits	Negative Implication
Continuance Commitment	awesome benefits cannot be got elsewhere I am fulfilled with my work	Positive Implication
	It depends on emerging situations I will leave for better options	Neutral Implication
	I want to leave my organisation	Negative Implication

Source: Field Survey, 2016.

In connection with the implications of employee engagement on employees' affective commitment, most of the responses observed either expressed 'willingness to stay on their work roles'; 'not leaving their organisation'; 'staying committed to the organisation' or not happy with their organisation. An employee from Case 5 stated that:

"...I am willing to stay committed to my organisation and the assigned work roles given to me and that I am not leaving my organisation".

(Quotation observed from a Respondent on the questionnaire, 2016)

Another respondent was of the view that:

"...here in my organisation, management do not appreciate the work we do. Because of this, I am not happy and that I want to leave my organisation".

(Quotation observed from a Respondent on the questionnaire, 2016)

Following the implications of employee engagement on affective commitment was the implications of employee engagement on normative commitment. Similarly, most responses observed indicated they would either: remain with their respective organisations, obliged to remain, conditioned on emerging opportunities, exit regardless of benefits.

Some of the employees indicated that:

"...I have received further studies, housing loans, and others from my organisation. Through training I rose to my current rank and I am now comfortable with my work roles so I owe my organisation a lot. For that matter, I am obliged and committed to remain and stay with my organisation".

(Quotation observed from a Respondent on the questionnaire, 2016)

A respondent from Case 2 highlighted that:

"...I am under no obligation to my organisation as I have not received anything from them so I will leave as soon as I get new or better opportunities outside my organisation".

(Quotation observed from a Respondent on the questionnaire, 2016)

The last but not least implication observed was in relation to the implications of employee engagement on the continuance commitment of all respondents. Some of the responses noted

were: ‘awesome benefits cannot be got elsewhere’, ‘I’m fulfilled with my current work’, ‘it depends on situations likely to emerge’, ‘my decision to leave is not contingent on any benefits’, ‘I will leave for new and better options’, and the last but not least responses were ‘negative, especially as I want to leave my organisation’. For example, an employee indicated that:

“For now the offer from my organisation is good as I would not get such awesome benefits and opportunities elsewhere so I will stay with my organisation”.

(Quotation observed from a Respondent on the questionnaire, 2016)

Other employees also stated that they were indifferent as to whether to leave or stay with their current organisation.

“...am not sure I will leave my current organisation. However, my decision to leave depends on my desire to do the work and the satisfaction I get from the work”.

(Quotation observed from a Respondent on the questionnaire, 2016)

4.6 Discussions of Findings

In relation to the research hypothesis of the study, the researcher sought to know that among the three dimensions of employee engagement, emotional dimension will dominate followed by the cognitive and the physical dimensions for senior staffs. It was noted from the mean score values that the dominant dimension was the physical dimension with the mean score of 4.35. This was followed by the cognitive dimension with mean score of 4.32 and then the emotional dimension been last with mean score of 4.23.

This therefore led to the rejection of the hypothesis that the emotional dimension will dominate. With the physical dimension dominating, it means senior managers tend to exert more amounts of physical strength and energy in their work roles (Kahn (1990). Granted that technically senior staff members are mostly within managerial roles, which basically requires managers being tactical and strategic, managers should have ideally indicated the cognitive

dimension as dominant. Somehow, findings from this study give an indication that perhaps senior staff members are into more operative functions than should have been.

In research question one, where the study sought to determine the differences in the dimensions based on the demographic characteristics of senior staff members, education and the duration with which a senior staff member has been with an organisation, as well as the rank of senior staffs were the only variables that were significantly not different. For instance, regarding differences in the dimensions and education status, there were no significant differences between the physical dimension and educational status. Similarly, there were no significant differences between the physical dimension and the duration with which a senior staff member has been working with their respective organisations.

Furthermore, there were no significant differences between all the dimensions of employee engagement and the rank of senior staff members. Findings related to there being no significant differences in the dimensions of employee engagement and employees' duration of work with their engagement was also noted by James, et al., (2007) as well as Morison, et al., (2006) and Dychtwald, et al., (2006) for educational status, except that they reported whether such employees were highly engaged or otherwise. Intuitively, with educational background also indicating no significant differences, what it means is that, one's educational status does not really determine how engaged a senior staff may be or otherwise. Likewise, the duration a senior staff member has been with an organisation has no difference with its physical dimension of engagement.

With the research question **2A**, the researcher sought to know the meaning of employee engagement from junior staff members. The indicated meanings were classified into five themes. They include: absorption, serenity, attachment, passion and performance. Again from research question **2B**, where the study sought to know the difference in the meaning of

employee engagement on the bases of the demography of junior staff members, the study noted that, there were no significant differences in the meaning of employee engagement based on the demography. In research question 2C, where the study sought to determine the dimensions of employee engagement among junior staff members, the study noted that most junior staff members understood the dimensions of employee engagement as the activities carried out by the organisation to make them perform their roles, hence, dimensions such as Benefits, Compensation, Conducive Environment, Decision-Making, Job Performance, Loyalty, Management Support, Motivation, Team Work, and Training emerged.

Observing the emotional dimension noted from junior staff members, it is noted that the needs-satisfying approach theory better explains the elements mentioned. For instance, the need-satisfying approach which advocates the interplay of the feeling of receiving return on investments of one's self in role performance, explaining benefits as mentioned by junior staff members; the feeling of being able to show and employ one's self without fear of negative consequences, explaining the element of motivation; and the certainty of having the required physical and mental resources to actively engage one's self at work, explaining the element of decision making (Schaufeli, 2013; Kahn, 1990). Similarly, the social exchange theory which maintains the relations within a work environment evolve over time into trusting, loyal, and mutual commitments provided the parties abide by the rules of reciprocity (Schaufeli, 2006) best explains the physical and cognitive dimension which included compensation, training, team work, job support management support and loyalty respectively (May, Gilson & Harter, 2004).

From research question 3A which relates to how employees perceive implications of engagement on turnover intentions, most respondents indicated they were going to keep on staying with their respective organisations. This view was thematised as engagement having a positive implication on turnover intentions. Unfortunately, in literature, most studies carried

out were quantitative in nature (Berry & Morris, 2008; Lockwood, 2007), hence, discussions focused on identifying significant statistical relations. However, in this study, qualitative responses were generated, hence, the themes were used to identify the likelihood of positive or negative implications, in which most respondents noted a positive implication. This gives an indication that engagement levels in the respective organisations are high, and similar to Harter et al., (2002), engaged employees are less likely to turnover. Likewise, Towers Perrin (2007) also reported that about 66% of highly engaged employees had no intention to leave their present organisations.

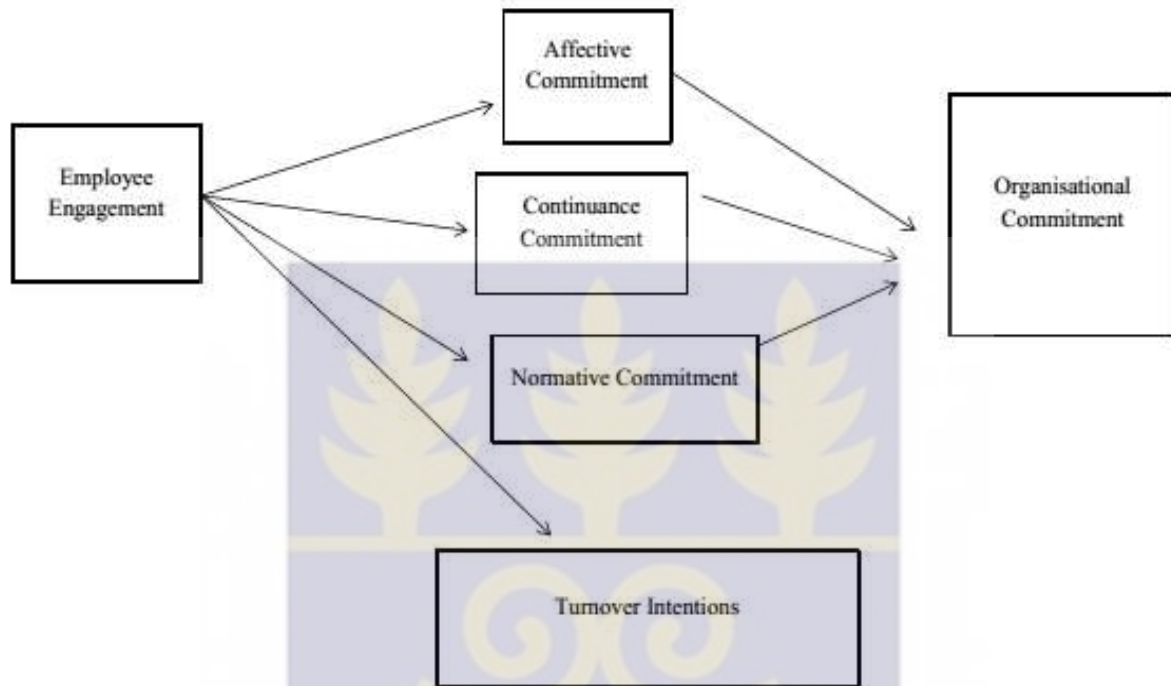
Regarding the implications of employee engagement on organisational commitment, it was noted that the implications of engagement on affective commitment was positive. Robinson, et al., (2004) pointed out that having a positive engagement implication on affective commitment meant that an employee's affective bonding with his/her organisation is essential in noting traits such as dedication, loyalty, and satisfaction. With the implication of engagement on normative commitment, the study reported a positive implication, and this reflects Albdour and Altarawneh's (2014) findings that engaged employees have high level of normative commitment, except for their report on continuance commitment which this study noted a positive implication of engagement of continuance commitment.

4.7 Revisiting the Conceptual Framework

From the review, the study proposed a research framework which perceived that when employees are positively engaged in their respective companies, their perception about their commitment and turnover intentions are affected. From the discussions carried above, it was actually inferred that employees were positively engaged in their respective organisations, hence, the positive influences noted on their affective, normative, and continuance commitment, as well as their turnover intentions. For that matter nothing in the framework

was changed, hence, the model appears appropriate to discuss employee engagement and turnover intentions as well as organisational commitment in Ghana.

Figure 3: Revised Conceptual Framework



Source: Field Survey, 2016.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter focused on providing a summary of the results discussed above as well as a conclusion to the study. The chapter also makes recommendations particularly for future studies into the subject area.

The overriding objectives of the study included the under listed:

- i. To examine the dimensions of employee engagement among senior staff members:
 - a. To identify the dominant elements in the dimensions of employee engagement among the senior staff.
 - b. To determine differences in the dimensions of employee engagement according to demographic elements of senior staff.
- ii. To understand the perception of junior staff about employee engagement:
 - a. To identify the meanings of employee engagement from the perspective of junior staff.
 - b. To identify the differences in the meaning of employee engagement based on the demography of junior staff.
 - c. To identify the dimensions of employee engagement among the junior staff
- iii. To identify how employees perceive the implications of employee engagement in the sampled firms on:
 - a. Turnover Intentions
 - b. Affective commitment

- c. Continuance commitment
- d. Normative commitment

From the objectives listed, the analysis and discussions carried out are summarised below:

5.2 Summary of Findings

In summary, the demographic distributions of respondents intuitively gave the indication that respondents were well positioned to provide responses to the questions raised to address the stated objectives. In like manner, the firm characteristics of the considered sample companies revealed the suitability of the companies to be used as cases for the study. To ensure that responses were reliable, the Cronbach alpha coefficients were computed. From the Cronbach alpha coefficients, all the responses recorded coefficients above 0.7 which implied that the variables extracted from the scale used in this study was reliable.

- In relation to examining the dimensions of employee engagement among senior staff members, the study computed the mean score responses observed from senior staffs. From the scores, the dominant element in the physical dimension of engagement among senior staffs was related to striving hard to complete their work roles in their respective organisations.
- Similarly, the dominant element in the emotional dimension of senior staff was in connection with them being enthusiastic about their work roles.
- Lastly, with the cognitive dimension, the dominant element was related to senior staff members being attentive when carrying out their work roles.
- Having noted the dominant elements, the mean values also indicated that the physical dimension was the dominant engagement dimension among senior staffs.

- Regarding differences in the dimensions of engagement and the demographic characteristics, it was observed that there were differences between all the demographic variables and engagement dimensions.
- However there were no differences between the rank of employees and all the dimensions of engagement.
- There are no differences in the physical dimension of engagement and educational status and duration of working in an organisation by an employee respectively.

In relation to the understanding the perception of junior staff members about employee engagement,

- The study first noted that, among junior staff members, the meaning of employee engagement falls under the broad themes of absorption, serenity, attachment, passion and performance of work roles.
- Regarding the differences in the meanings of employee engagement and the demography of junior staff members, the study observed there were no significant differences.
- Last but not least regarding perceptions of junior staff on the dimensions of engagement, the study noted that, most respondents at this category perceived the dimensions to be acts and elements that aided them to perform their work roles effectively.
- The dimensions noted by junior staffs included: benefits, compensation, conducive environment, decision-making, job performance, loyalty, management support, motivation, team work, and training.
- Rearranging the dimensions in line with Khan's (1990) dimensions of physical, cognitive, and emotional, the table below was established.

Table 19: Dimensions of employee engagement identified

Categories	Main Themes
Compensation Conducive Environment Training Team Work Job Performance	Physical
Management Support Loyalty	Cognitive
Benefits Motivation Decision-Making	Emotional

Source: FieldSurvey,2016

Considering the perceived implications of employee engagement on employee turnover intentions, responses observed were categorised into broad themes of positive implications and negative implications.

- With the positive implications, the common responses included: ‘would stay; will remain for now; and not leaving now’.
- Similarly, with the negative implications, some of the common responses include: ‘want to leave; and looking forward to leave’. From the observations made in that regard, the study noted that most of the respondents were not willing to leave their current places of work.
- Similarly, with the perceived implications of employee engagement on affective commitment, the study observed that the main thematic responses were: ‘staying committed; willingness to stay; not leaving and not happy with my organisation’.
- From the main themes, the study noted that employee engagement in general have had positive implications on affective commitment of all the categories of employees, i.e. senior and junior staff.

- In relation to the perceived implication of engagement on normative commitment of both senior and junior staff members, the broad themes noted were positive implications with common responses such as ‘obliged to remain’; neutral implications with responses such as ‘conditioned on emerging opportunities’; and negative implications with responses such as ‘exit regardless of benefits’.
- From the observed responses, the study noted that employee engagement in the sampled companies have had a positive implication on both sampled junior and senior staff members.
- Finally, with the perceived implications of engagement on continuance commitment, the dominant responses observed included: ‘awesome benefits cannot be got elsewhere; I’m fulfilled with my work; depending on emerging situations; I’ll leave for better options; and I want to leave my organisation’. These responses were thematised into positive, neutral and negative implications.
- From the responses, the study noted a positive implication of engagement on the continuance commitment of all the sampled respondents considered in this study.

5.3 Conclusion

In conclusion the study found that the dominant dimension of employee engagement among senior staff members is the physical dimension. Again, striving hard to complete job roles was the dominant element in the physical dimension, followed by being enthusiastic about their job roles as the dominant element in the emotional dimension, with paying lots of attention to job roles being the dominant element in the cognitive dimension. Additionally, there were significant differences between the dimensions of employee engagement and all the demographic variables of senior staff members, except for the physical dimension and

educational status and duration of being with the organisation respectively, as well as all the dimensions of employee engagement and the rank of senior staff members.

With the meanings of employee engagement from junior staff members, the study concludes that ‘the meanings of employee engagement to junior staff members falls broadly under, absorption, serenity, attachment, passion and performance’. Regarding the differences in the meanings based on the demography of junior staff members, the study found no significant statistical differences, and with the dimensions, junior staff members perceived it as elements that enables them to work effectively, hence, dimensions of employee engagement according to junior staffs were broadly categorised as compensation, conducive environment, training, teamwork, and job performance for the physical dimension; management support and loyalty for the cognitive dimension; and benefits, motivation and decision-making for the emotional dimension.

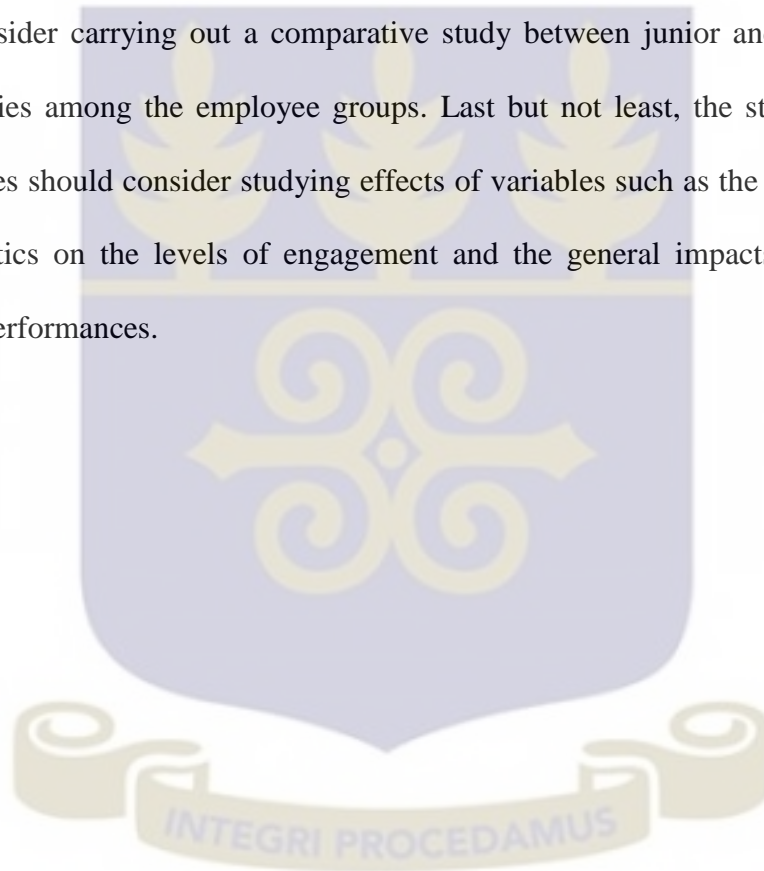
With the perceived implications most respondents noted that engagement has had positive implications on their turnover intentions. Similarly, positive implications were noted for affective, continuance, and normative commitment of employees sampled. Hence, employee engagement in the sampled companies has had positive implications on organisational commitment of employees.

5.4 Recommendations

The study recommends that given majority of the sampled employees seem to be highly engaged; Management should continue to pursue and implement policies that would ensure that constantly employees are actively engaged. Such policies could concentrate on making employees strive hard to complete their job roles, and also perform well on their job roles. Again, management should ensure that the policies make employees more enthusiastic and

excited about their job roles, as well as being proud and positive about their job roles. Lastly, management should ensure that environments within their organisations enhance employees to pay lots of attention when on their job roles and also concentrate adequately.

Regarding recommendations for future studies, it is recommended that future studies should consider carrying first to increase the sample size with a mix of companies from different sectors unlike from the financial sector as carried out in this study. Again, future studies should also consider carrying out a comparative study between junior and senior staffs to report peculiarities among the employee groups. Last but not least, the study recommends that future studies should consider studying effects of variables such as the demographic and firm characteristics on the levels of engagement and the general impacts it is having on organisational performances.



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APPENDIX A: Questionnaire

UNIVERSITY OF GHANA BUSINESS SCHOOL – LEGON

QUESTIONNAIRE

I am a student from the University of Ghana Business School (UGBS) undertaking a research on the topic ‘UNDERSTANDING THE INFLUENCE OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTIONS IN HIGH PERFORMING FIRMS: EVIDENCE FROM SELECTED COMPANIES IN THE GHANA CLUB 100’. Be assured that this research is solely for academic purposes and information provided will be treated with high confidentiality. The researcher will be grateful if you contribute to this study by completing the questionnaire ticking appropriately. Thank You.

SECTION A

Demographic Characteristics of Respondents

Instruction: Indicate by ticking appropriately.

1. Gender: Male [] Female []
2. Age: 20-29 [] 30-39 [] 40-49 [] 50-59 [] 60 and above []
3. Marital status: Single [] Married [] Divorced [] Separated []
4. Educational Qualification: JHS/SHS [] Tertiary []
Professional [] Post-graduate [] Other []
5. Current Rank / Position:
6. How long have you been an employee of your Organisation?
Less than 1year [] 2 years -5 years [] 6 years – 9 years []
10 years – 14 years [] 15 years and above []
7. Indicate the type of ownership of your organisation.
Wholly Ghanaian [] Jointly Ghanaian & Foreign [] Wholly Foreign []
8. Indicate the employment size of your company.....
9. Indicate the firm age.
10. Type of Firm registration?
11. Describe the division of units/department in your organisation?
.....
.....
.....

12. Which categories of staff are classified as junior or senior?
.....
.....
.....

13. Indicate your division in the company?

SECTION B: SENIOR STAFF ONLY

Employee Engagement in your Organisation

14. Instruction: The following 18 statements talk about how you feel towards your work. Please indicate with a tick, which number most approximately, captures your response to the statements.

1. Strongly Disagree (SD) 2-Disagree (D) 3-Neutral (N)
 4 – Agree (A) 5 – Strongly agree (SA)

QUESTIONS	SD	D	N	A	SA
PHYSICAL					
I work with intensity on my job					
I exert my full effort to my job					
I devote a lot of energy to my job					
I try my hardest to perform well on my job.					
I strive as hard as I can to complete my job.					
I exert a lot of energy on my job.					
EMOTIONAL					
I am enthusiastic about my job					
I feel energetic about my job.					
I am interested in my job					
I am proud of my job					
I feel positive about my job					
I am excited about my job.					
COGNITIVE					
At work, my mind is focused on my job					
At work, I pay a lot of attention to my job.					
At work, I concentrate on my job.					
At work, I focus a great deal of attention on my job.					
At work, I am absorbed in my job.					
At work, I devote a lot of attention to my job.					

SECTION C: JUNIOR STAFF ONLY

Perception of Employee Engagement

15. What do you understand by the meaning of Employee Engagement?

.....

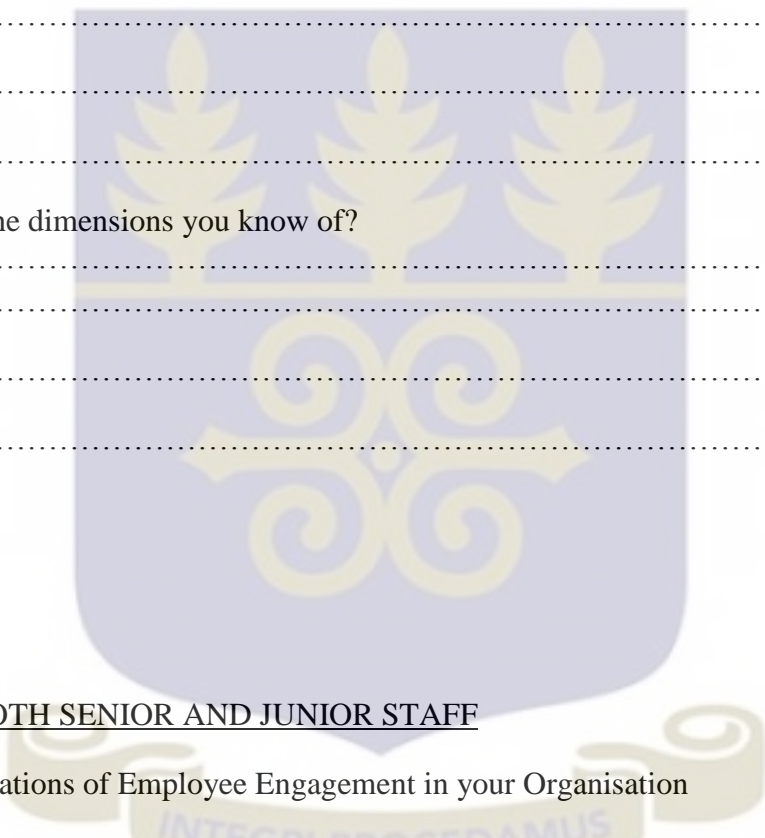
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16. What is your understanding of the dimensions of employee engagement?

.....
.....
.....

17. Outline the dimensions you know of?

.....
.....
.....



SECTION D: BOTH SENIOR AND JUNIOR STAFF

Perceived Implications of Employee Engagement in your Organisation

18. Instruction: This section deals with the implications employee engagement has on the organisation in relation to the under listed:

How do current employee engagement practices of the organisation affect?

a. Turnover Intentions (your intentions either to leave or not to leave the company):

.....
.....

b. Affective commitment (your capacity to continue to identify with the goals of the organisation/or desires to remain committed to the goals of the organisation going forward):

.....
.....

- c. Normative commitment (your obligation to remain in the company because of some investments (e.g. training) the company has invested in you):

.....
.....
.....

- d. Continuance commitment (you are not leaving the company because leaving makes you lose lots of benefits that cannot be got elsewhere):

.....
.....
.....

Thank You...!



APPENDIX B: Results**Table A: Mean Value Ranking for Elements in the Physical Dimension**

Elements in the Physical Dimension	Mean Rank
I strive as hard as I can to complete my job.	4.47
I try hard to perform well on my job.	4.37
I exert a lot of energy on my job.	4.35
I devote a lot of energy to my job	4.34
I exert my full effort to my job	4.31
I work with intensity on my job	4.27

Source: Field Survey, 2016.**Table B: Mean Value Ranking for Elements in the Emotional Dimension**

Elements in the Emotional Dimension	Mean Rank
I am enthusiastic about my job	4.29
I am excited about my job.	4.28
I am proud of my job	4.25
I feel positive about my job	4.24
I am interested in my job	4.22
I feel energetic about my job.	4.10

Source: Field Survey, 2016.**Table C: Mean Value Ranking for Elements in the Cognitive Dimension**

Elements in the Cognitive Dimension	Mean Rank
At work, I pay a lot of attention to my job.	4.41
At work, I devote a lot of attention to my job.	4.34
At work, I concentrate on my job.	4.34
At work, I am absorbed in my job.	4.31
At work, my mind is focused on my job	4.30
At work, I focus a great deal of attention on my job.	4.24

Source: Field Survey, 2016.