



UNIVERSITY OF MEDIA, ARTS AND COMMUNICATION (UniMAC-GIJ)

**THE IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL
PERFORMANCE: A STUDY OF GHANA-INDIA KOFI ANNAN CENTRE OF
EXCELLENCE IN ICT (GI-KACE)**

BY

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**DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
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DECLARATION

I hereby affirm that this research is a result of my original research and that, no part of it has been presented for another degree in this university or any other higher education institute. I further declare that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

EMMANUELLA GODLOVE OSEI MASPRM23003 17/12/2024

Student	Index Number	Signature	Date
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CERTIFICATION

This Dissertation has been prepared and presented under my supervision according to the guidelines for supervision and formatting of Dissertation laid down by the University of Media, Arts and Communication (UniMAC).

DR. RHODALENE AMARTEY (PhD).....17/12/2024

Supervisor	Signature	Date
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DEDICATION

I humbly dedicate this work, **THE IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL PERFORMANCE: A STUDY OF GHANA-INDIA KOFI ANNAN CENTRE OF EXCELLENCE IN ICT (GI-KACE)** to all researchers, academia, lecturers, Public Relations practitioners, university students, corporate bodies, and all those who can gain impactful knowledge from this work worldwide.

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“Let’s Make A Mark.”

ABSTRACT

The study aimed at examined the impact of employee engagement on organizational performance at the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE). The study is guided by Job Demands-Resources Model (JD-R), Self-Determination Theory (SDT), Job Characteristics Theory, and Kahn’s Engagement Theory which indicate that employee engagement have an influence on organizational performance. The research used a descriptive design and a quantitative approach. The study used 75 managers and employees, questionnaires, and descriptive and inferential statistics. The study found that vigour, dedication, absorption, and employee engagement are high. The study found that, in decreasing order, employee engagement is dedication, vigour, and absorption. The study found that financial viability is moderate. It also determined that effectiveness, efficiency, relevance, and organizational performance are high. The study found that, in decreasing order, the organization's performance metrics are effectiveness, relevance, efficiency, and financial viability. The study revealed that employee engagement influences organizational performance. The Centre should regularly evaluate personnel needs and staffing levels in relation to work demands to address staff adequacy, work designs, and demands, ensuring that personnel are adequately and appropriately resourced. The Centre should implement work-life activities to enhance vigour, dedication, engagement, and organizational performance. The Centre needs to diversify its income streams to reduce its dependence on government funding and enhance financial viability. The Centre should provide periodic training and development opportunities to foster staff dedication and absorption, hence enhancing employee engagement and organizational performance. The Centre should implement regular team-building activities to promote camaraderie and improve engagement and vigour. The Centre should enhance its rewards system to identify and recognise staff contributions.

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LIST OF ABBREVIATIONS

APA	American Psychological Association
CETA	Construction Education and Training Authority
ECOWAS	Economic Community of West African States
GI-KACE	Ghana-India Kofi Annan Centre of Excellence in ICT
ICT	Information and Communication Technology
IDRC	International Development Research Centre

IT	Information Technology
JD-R	Job Demands-Resources Model
MNCs	Multinational Companies
MoCD	Ministry of Communication and Digitalization
SDT	Self-Determination Theory
SEM	Structural Equation Modelling
SPSS	Statistical Package for Social Sciences
UVS	Umhlathuze Valley Sugar
UWES	Utrecht Work Engagement Scale

CHAPTER ONE

OVERVIEW OF THE STUDY

1.0 Introduction

This is the introductory chapter of the study and it begins with the study's background, followed by the study's focus and problem statement. It further outlines the research objectives and the study's significance. It concludes with the study's scope and structure.

1.1 Background of the Study

Employee engagement is recognized as a vital motivator towards achieving organizational goals. Kahn's foundational 1990 research described "engagement" as the extent to which employees invest themselves physically, cognitively, and emotionally in their work roles, marking the beginning of a broader discourse on this subject (Kahn, 1990). Subsequent discussions have linked engagement to related concepts such as commitment, organizational citizenship behavior, and the psychological contract, all of which emphasize positive employee attitudes and behaviors that contribute to workplace effectiveness (Bakker, Demerouti & Sanz-Vergel, 2014).

Modern human resources practices view employee engagement as a crucial metric in today's competitive business landscape. Anitha (2014) explains that an engaged workforce is believed to enhance organizational growth, employee value perception, and overall company image. This is partly due to the emotional connection employees develop towards their work, which can significantly influence a company's success. Studies, such as those by Lumina (2014), Matthews, Stanley and Davidson (2018) and Chanana and Sangeeta (2021) have also identified challenges associated with engagement strategies, particularly those that might misrepresent financial performance or exacerbate workplace diversity issues, leading to additional challenges like personal difficulties and leadership oversight. Research indicates that employee engagement positively affects service quality and job satisfaction (Puspitawati & Yuliawan, 2018; Al-dalahmeh, Khalaf & Obeidat, 2018). The engagement of employees aligns them with organizational strategies, empowers them, and fosters a workplace environment conducive to high performance. Furthermore, engaged employees are more likely to

exceed their formal responsibilities to achieve business goals, enhancing both their job satisfaction and organizational success (Anitha, 2014).

Despite the focus on financial metrics by managers, non-financial factors like employee engagement and satisfaction are critical for sustaining long-term success. Hromei and Cuza (2014) noted that managers often neglect human-related factors, which are crucial for creating a balanced work environment and achieving long-term objectives. Moreover, engagement initiatives can lead to enhanced job satisfaction, as they allow employees to engage in meaningful work that contributes to organizational success (Macey et al., 2009).

There is extensive research exploring the relationship between employee engagement and job satisfaction (Saks, 2019; Al-dalahmeh et al., 2018; Suhartanto & Brien, 2018), organizational performance (Kazimoto, 2016; Arfeen & Shafi, 2018), and the interconnection between job satisfaction and organizational performance (Harrell-Cook, Levitt & Grimm, 2017; Ouedraogo & Leclerc, 2013). These studies underscore the necessity for human resources policies that not only address engagement but also foster a culture where employees are motivated and invested in their roles.

Employee engagement emerges as a key element not just in fostering connections within the workplace but also in nurturing a culture where employees are genuinely motivated and committed to excellence. This research underscores the essential role of employee engagement not only in enhancing individual job satisfaction and service quality but also in driving the broader objectives of organizational success. As businesses continue to navigate the complexities of the modern economic landscape, fostering a culture of engaged employees becomes paramount. This background forms a solid basis for further empirical investigation into the specific strategies that can

effectively enhance engagement and, by extension, optimize organizational performance, using the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE) as a case study firm.

1.2 Statement of the Problem

Current business research focuses on the complex link between employee engagement and organizational effectiveness. Employee involvement has frequently been demonstrated to affect organizational outcomes including productivity, service quality, and competitiveness. Engaged workers work harder, which boosts individual and organizational achievement (Anitha, 2014). However, engagement's effects on organizational success are unclear due to changing definitions and confusion with work satisfaction and employee motivation (Saks, 2019).

Given the fast-changing ICT business, where employee innovation and efficiency are key, the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE) must grasp this dynamic. Even while engaged workers are crucial, many companies, like GI-KACE, struggle to maximise their potential. Rapid technical breakthroughs and strong demand for new solutions create a unique environment that needs a devoted, creative, and enthusiastic team at GI-KACE. However, empirical research reveals that many organizations fail to create and execute engagement strategies that promote performance (Albrecht et al., 2015). Misalignment of employee aspirations with organizational objectives, insufficient recognition and incentive systems, and poor leadership practises are other obstacles to successful engagement (Markos & Sridevi, 2010).

The importance of employee engagement in improving organizational results is well-documented globally, but GI-KACE needs particular, actionable insights to meet its

strategic goals in the highly competitive ICT industry. Effective employee engagement methods are hindered by the absence of a common definition (Shuck & Wollard, 2010). Employee involvement is linked to productivity, quality, and profitability (Nazir & Islam, 2017). Given its difficulty creating and executing consistent engagement strategies that correspond with its unique organizational culture and goals, GI-KACE lacks a comprehensive framework to monitor and improve engagement's impact on key performance metrics.

Thus, this research investigates how employee engagement affects organizational success at GI-KACE, identifying significant engagement drivers and impediments in this particular environment. The study will examine how engagement affects performance indicators at GI-KACE and what measures might boost engagement to boost organizational success. This issue statement calls for a comprehensive examination into the engagement-performance relationship to provide actionable insights that might boost organizational effectiveness and employee satisfaction.

1.3 Research Objectives

The main objective is to ascertain the impact of employee engagement on organizational performance at the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE). The specific objectives are to:

1. Assess the level of employee engagement at the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE).
2. Assess the organizational performance of the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE).

3. Investigate the relationship between employee engagement and organizational performance of the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE).

1.4 Research Questions

1. What is the level of employee engagement at the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE)?
2. What is the organizational performance of the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE)?
3. What is the relationship between employee engagement and organizational performance of the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE)?

1.4 Scope of the Study

The study investigated the influence of employee engagement on the performance of Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE), focusing on the levels of employee engagement and organizational performance, as well as the correlation between the two. It is important to note that the findings are specific to GI-KACE and do not necessarily reflect the ICT sector in Ghana. Furthermore, the data collected in this study may not apply to ICT companies and their employees in Accra and Ghana. Finally, conducting the study in Accra may not accurately reflect the experiences and perspectives of ICT companies and their employees in other regions of Ghana.

1.5 Significance of the study

The study aims to enhance current knowledge on employee engagement and organizational success by building upon existing data and creating a useful reference

for future research. The research aims to assist in policy development and societal advancement by providing valuable information to aid policymakers, such as the Ministry of Communication and Digitalization (MoCD), in creating and executing policies and programmes that effectively govern employee engagement and organizational performance. The study will provide GI-KACE with significant insights into how to increase employee engagement to achieve organizational goals and performance.

1.6 Organization of the Study

The dissertation consisted of five chapters. The first chapter serves as an introduction, including the study's context, issue statement, research goals and questions, scope, importance, and outline. The second chapter consisted of a literature review that included theoretical, conceptual, and empirical literature pertinent to this topic. The third chapter, methodology, outlined the study design, strategy, method, population, sampling technique, data collection device and process, data analysis, and ethical considerations. The fourth chapter presents the findings of the study. The fifth chapter included a concise overview, definitive findings, and practical advice. The reference provides an inventory of academic publications used in the investigation. Ultimately, the appendices included more information, such as surveys and data analysis.

1.7 Chapter Summary

The chapter included a comprehensive study overview, including its background, statement of the problem, research aims and questions, significance, scope, study organization, and chapter summary. The following chapter further explored the subject by conducting a thorough literature review, which provided a deeper understanding of

the academic literature on employee engagement and its impact on organizational performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The preceding chapter provided an introduction and established the groundwork for the investigation. This chapter provides a comprehensive analysis of the literature that is relevant to the topic. The first segment elucidated the theoretical frameworks used in the investigation. The second portion provided a thorough examination of the ideas around employee engagement and organizational performance. The next part presented empirical research that was pertinent to the topic. Subsequently, the research proceeds with an exposition of the conceptual framework and a concise overview of the chapter.

2.1 Review of Relevant Literature

2.1.1 Employee Engagement

An employee is an individual who has willingly entered into a contractual agreement to provide labour or services in exchange for compensation. An individual may be

classified as an employee if they are actively engaged in productive work and receive remuneration for their efforts in contributing to the achievement of organizational objectives (Pradhan & Jena, 2017). They argued that not all individuals in employment can be considered workers. In the context of employment, workers are required to follow the firm's established policies. As a result, management has both the power and ability to direct and influence the previously stated staff members. Agyemang and Ofei (2013) observed that engagement pertains to a worker's loyalty and dedication to their employment.

Employee engagement, as described by Kahn (1990), refers to the active involvement and commitment of individuals to their job responsibilities when employees fully invest themselves physically, intellectually, and emotionally in their work lives. According to Schaufeli and Bakker (2010), job engagement is the psychological state that arises from the active and dedicated allocation of personal energy towards work-related activities. Employee engagement refers to the favourable connection, passion, and vitality that a person has towards their workplace (Parent & Lovelace, 2018). Employee engagement refers to the enthusiastic and dedicated attitude that workers exhibit while performing their job duties, leading to improved performance (Hairapetian, 2020).

Kazimoto (2016) asserts that employee engagement is a motivating matter that enables individuals to exert their utmost efforts in achieving organizational goals. Corporate effectiveness views employee engagement as a significant contributor. Similarly, Khalid et al. (2015) highlight that engagement refers to an employee's mental state of feeling fulfilled, proud, and committed to their profession.

2.1.2 Levels of Employee Engagement

Gallup (2013) classified workers into three categories of engagement: engaged, not engaged, and actively disengaged. Engaged employees carry out their tasks with enthusiasm and possess a profound sense of loyalty to their organization. According to Gallup (2013), these people demonstrate a high level of innovation and actively contribute to the progress of the firm. Employees with this degree of involvement also contribute to achieving organizational success (Al Mehrzi & Singh, 2016). Engaged workers have a deep sense of enthusiasm, empowerment, involvement, commitment, satisfaction, motivation, and wholehearted dedication to their job. They strive to exceed expectations to accomplish the company's goals and objectives (Mone & London, 2010). Furthermore, Wilson (2009) underscores that an engaged worker is fully proactive and deeply committed to the organization, actively contributing to its growth.

According to Gallup (2013), workers who lack engagement in their jobs are essentially disengaged, displaying passive involvement or laziness in completing their tasks. These personnel often show up for work, but they lack the motivation and enthusiasm to do their tasks. An employee with this degree of involvement may be physically present at work yet mentally disengaged and inattentive throughout working hours. These cohorts of employees exhibit low levels of vitality and a dearth of motivation to do their tasks. Furthermore, they lack a harmonious relationship with both their colleagues and superiors. They provide a negligible contribution to the growth and advancement of the organization.

Actively disengaged personnel are those who are dissatisfied and openly express their dissatisfaction in the workplace. These individuals intentionally and consistently undercut the accomplishments of their dedicated colleagues in the workplace (Gallup,

2013). Furthermore, personnel at this level make a less significant contribution to the organization's overall performance. Additionally, they steer the firm in an adverse direction, impeding the organization's ability to accomplish its objectives. The firm is concerned about workers who are actively disengaged since they voice their displeasure to colleagues and others (Gallup, 2013).

2.1.3 Dimensions of Employee Engagement

Research on employee engagement has highlighted the physical, emotional, and cognitive aspects of employee engagement, as suggested by Kahn (1990). These studies have examined various parts of the dimensions: physical (Frank, Finnegan, & Taylor, 2004), emotional (Truss et al., 2006; Acas, 2011), and cognitive (Rothbard, 2001). Kahn (1990), Schaufeli et al. (2002), Shuck and Wollard (2010), and Shuck and Zigarmi (2015) examined three dimensions in their research. Saks (2006) and Richman (2006) examined aspects of physical and emotional well-being. Schaufeli et al. (2002) categorise the aspects defined by Kahn (1990) as vitality, devotion, and absorption. This research used Schaufeli et al.'s (2002) classification of the dimension. Before moving on, let us analyse Kahn's (1990) classification. Emotional involvement involves the use and control of workers' emotions via emotional interactions between employees and the company (Pietarinen et al., 2014). Emotional engagement is defined as an employee's attitude towards their company based on their emotions, according to Kahn (1990). These emotions might be either favourable or unfavourable. For instance, if an employee is dissatisfied with the compensation or acknowledgement received for completing a challenging task or job, they may experience disappointment, which subsequently impacts their emotions and ultimately affects their degree of commitment to the organization.

According to Sedeghat et al. (2011), an individual's understanding of the importance of their job influences their cognitive engagement, which is the degree of effectiveness with which they perform tasks. Cognitive engagement is defined as an employee's mental state or beliefs about the organization or work environment. For instance, the employee anticipates receiving the necessary resources to efficiently perform their work duties or responsibilities. Furthermore, the work environment should be secure and free from any potential hazards. Consequently, if the employee finds the working environment unsatisfactory, it might have a negative impact on their cognitive abilities, which in turn hinders the organization's performance.

Physical engagement refers to the level of energy and effort used during an activity (Kahn, 1992; Zaff et al., 2011). Physical engagement refers to the level of physical power and energy that a person demonstrates while doing their job duties. An example is an occupation that demands significant physical exertion from the worker. In occupations such as construction or manufacturing, it is anticipated that the worker would demonstrate diligent effort and use their full physical capacity in tasks such as blending and transporting mortar, as well as operating a wheelbarrow, among others.

Schaufeli et al. (2002) and Shekari (2015) classify employee involvement into three distinct dimensions: Vigour is an employee's high level of energy, strong resolve, and persistent dedication to their task (Rayton & Yalabik, 2014). According to Shekari (2015), vigour refers to the higher levels of energy and mental resilience that an individual invests in their profession. Furthermore, employees demonstrate a greater level of commitment and resilience in their jobs, persisting even in the face of obstacles (Shekari, 2015). In a similar vein, Ahlowalia et al. (2014) characterise vigour as the possession of abundant energy and mental fortitude throughout work, a readiness to

exert effort on one's tasks, and the ability to endure in the face of challenges. According to Robinson (2018), vigour is a valid term that characterises an active and proactive person. Not only do the personnel possess a strong will to work, but they also have heightened physical stamina to exceed expectations. The primary determinant of vigour is the quantity of energy that an individual expends in their activity (Robinson, 2018). Furthermore, employees who possess a greater inclination and a heightened sense of engagement while doing their tasks contribute to the generation of positive vitality within themselves, motivating them to surpass challenges in their profession.

In his work, Bakker (2017) defines devotion as an individual's personal engagement and commitment to their task. Dedication refers to the level of motivation, enthusiasm, energy, and high level of engagement that people have towards their professions (Rayton & Yalabik, 2014). Dedication is defined as an employee's ability to find meaning in their employment, have a strong sense of enthusiasm and satisfaction in their work, and feel driven and challenged by their profession (Hoon Song et al., 2012). It illustrates the concept of dedication and participation. The employee at this stage aspires to have a greater impact on the organization due to their motivation derived from the company's vision and their abilities to contribute towards the company's objectives (Robinson, 2018). Robinson (2018) asserts that the organization appreciates committed employees by providing them with opportunities to contribute to the company's growth. Furthermore, committed workers see their contribution to the organization as essential, which motivates them to strive for greater achievements. Committed employees persevere in their work, even when faced with challenges, and thus gain satisfaction from successfully managing difficult tasks (Robinson, 2018).

Absorption refers to the state in which people are highly focused and deeply involved in their jobs while taking breaks or resting is uncommon. These individuals find it challenging to disengage from their responsibilities (Bakker, 2017). Rayton and Yalabik (2014) noted that absorption refers to a state of disengagement from one's surroundings, focusing on one's tasks, and losing awareness of the duration of time spent on a task. Shekari (2015) describes absorption as the state of being fully focused and immersed in one's work, to the point that time seems to pass quickly and it becomes hard to disengage from the task. Furthermore, Robinson (2018) asserts that a person deeply immerses themselves in their work. Dedicated employees not only complete their tasks but also strive to do so to the best of their ability. Robinson (2018) posits that absorption, a deliberate decision to fully immerse oneself in one's work without seeking external rewards, occurs among individuals. Due to the employee's deep engagement in the task, they devote more attention to it, like working on it, and gain intrinsic satisfaction from it (Robinson, 2018).

The research used a tri-dimensional approach to assess an employee's vitality and mental fortitude, motivation and passion, and absorption in their job (Ashley, 2018). Additionally, researchers extensively use these dimensions and measures of employee engagement (Motyka, 2018; Alessandri et al., 2018; Ali et al., 2018).

2.1.4 Organizational Performance

Organizational performance refers to a collection of financial and non-financial measures that may be used to evaluate the extent to which an organization has achieved its goals and objectives. It is a measure of how well an organization is doing in terms of its effectiveness, production, and success. Organizational performance is a measure of how well an organization achieves its objectives and expected results. It refers to the

extent to which an organization is successfully achieving its objectives and goals. It is a metric that gauges the efficiency and proficiency with which an organization utilises its resources, including both human and non-human assets, to achieve its goals and provide value to its stakeholders (Prajapati, 2022; Božić & Poola, 2023). Financial indicators, customer contentment, staff involvement, efficiency, ingenuity, and ecological influence can all be used to assess organizational performance. Various stakeholders may possess distinct viewpoints about the definition of organizational performance and may prioritise different indicators based on their interests and objectives. The success and longevity of an organization depend heavily on its organizational performance. Companies can achieve their goals, maintain competitiveness, and generate value for those with a vested interest in the business through the process of assessing and improving its overall effectiveness (Prajapati, 2022; Božić & Poola, 2023).

2.1.5 Reason for Measuring Organizational Performance

There are several reasons for assessing the performance of a business, which might differ based on the industry, organization, and particular objectives. However, there are some common reasons for evaluating the success of an organization.

Through the process of performance measurement, businesses may effectively identify specific areas that need improvement and then develop targeted plans to effectively address these areas. Implementing this may enhance operational efficiency, minimise expenses, and boost overall profitability. Evaluating performance allows businesses to assess the efficacy of their strategy and implement any required modifications (Prajapati, 2022; Božić & Poola, 2023). Implementing this may help to guarantee that the company is making progress towards its objectives and maintaining a competitive

edge. Performance measurement provides decision-makers with valuable data and insights to help them make strategic decisions. This could help ensure that decisions are based on factual evidence, not on subjective views or assumptions. Performance measurement enables companies to demonstrate responsibility to stakeholders, including investors, consumers, and workers. This may facilitate the establishment of trust and confidence within the company (Al-dalahmeh et al., 2018; Gikonyo, 2018; Pillay & Singh, 2018).

Performance measurement allows organizations to compare their performance to that of their industry peers and discover the most effective strategies and methods. This may facilitate the identification of areas for improvement and guarantee the organization's sustained competitiveness. Measuring organizational performance is crucial for businesses aiming to maintain competitiveness, pinpoint areas for improvement, and make well-informed strategic choices (Pillay & Singh 2018; Božić & Poola, 2023).

Profitability is the most accurate measure of performance in the private sector; however, in the public sector, efficiency in utilising tax income and effectiveness in achieving stakeholder expectations are more appropriate metrics (Gikonyo, 2018). Thus, this research used the IDRC conception, as formulated by Lusthaus et al. (1999), since it focuses on effectiveness, efficiency, relevance, and financial sustainability. The public sector widely regards these indicators as measures of performance.

2.2 Review of Relevant Empirical Studies

Al-dalahmeh, Khalaf, and Obeidat (2018) examine how employee engagement impacts organizational performance by considering the mediating influence of work satisfaction among IT personnel in the IT departments of the Jordanian banking industry. The study included a sample size of 429 participants, a questionnaire, and a regression analysis.

The findings demonstrated that IT staff engagement has a notable impact on the overall success of the organization. The study also showed that factors such as vigour, absorption, and devotion have a substantial impact on organizational effectiveness. The findings also indicated that IT staff involvement had a significant positive impact on work satisfaction, with vigour being the most influential factor. Moreover, the research uncovered a substantial and favourable association between work satisfaction and organizational performance. Moreover, job satisfaction played a limited role in mediating the relationship between IT employee engagement and organizational success.

Shrestha (2019) examined how employee engagement affects the performance of 115 workers across 49 Tribhuvan University campuses. The study used a questionnaire, descriptive statistics, and inferential statistics. The findings indicate that employee engagement has a favourable impact on organizational performance.

In their study, Gede and Huluka (2024) investigated the influence of staff engagement on the overall performance of three public colleges in Ethiopia. The research included a combination of methodologies, including 365 participants, descriptive statistics, and structural equation models. The results suggest that the presence of energy, devotion, and absorption has a notable and positive effect on the overall performance of higher education institutions. The results also suggest that the success of study institutions varies depending on the level of staff engagement.

Pillay and Singh (2018) investigated the influence of employee engagement on the performance of an insurance brokerage business via interviews and thematic analysis. The results suggest that there is a comprehension of the notion of employee engagement and its influence on organizational success. The research demonstrated that insufficient

involvement has a negative impact on the dedication and drive of employees. Factors contributing to low employee engagement levels include work design, inefficient communication, management style, involvement, and incentives in the form of recognition.

Bale and Pillay (2021) conducted a study to examine the influence of employee engagement on performance at a pump supplier in South Africa. The study included interviews, involved 10 workers, and employed thematic analysis. The results indicated that employee disengagement is caused by ineffective leadership, insufficient communication between management and employees, the absence of a recognition system, limited employee involvement in decision-making, and a lack of a strategic and coordinated approach to employee well-being. The research demonstrated a correlation between employee engagement and performance as a result of insufficient employee engagement, which diminished employee competence and had a negative impact on the organization's financial results.

In their study, Tensay and Singh (2021) examined the correlation between employee engagement and organizational performance in nine public-sector firms. The researchers collected data from 340 workers via a questionnaire. The use of structural equation modelling revealed that employee engagement has a direct and substantial impact on organizational success. Furthermore, the study demonstrated that qualities like energy, devotion, and absorption significantly influence a business's functioning.

Sungmala (2021) examined the impact of employee engagement on the performance of multinational firms (MNCs) in Thailand. The research used a questionnaire, included 423 workers, and used descriptive statistics and structural equation modelling (SEM). The descriptive data revealed that the overall staff engagement level was rather low,

with a slightly higher level of engagement seen in the parent firm compared to the Thai subsidiary. The findings also indicated a direct relationship between the level of employee engagement with the subsidiary and their level of involvement with the parent firm. The SEM revealed many elements that contribute to employee engagement, including employee trust, organizational identity, and employee exchange ideology. Research has shown that employee engagement has a significant impact on employee satisfaction, staff commitment, and organizational citizenship behaviour. Research has shown that employee engagement has a significant impact on both employee performance and their inclination to leave the organization (in a negative sense). Employee trust had a negative impact on turnover intentions, but it did not affect employee performance. Employee satisfaction and commitment had a strong negative impact on turnover intentions, but positively influenced employee performance. Organizational citizenship behaviour had little impact on turnover intention, but it did affect employee performance. Therefore, the structural model analysis revealed an intricate network of connections among the various employee attitudes.

Moletsane (2017) conducted a study to examine the influence of employee engagement on organizational productivity at Umhlathuze Valley Sugar (UVS). The study included 73 workers and used a questionnaire and descriptive statistics. The results suggest that UVS has a staff that is adequately engaged, although there is much potential for improvement. The participants also acknowledged the impact of their degrees of involvement on corporate production. The workers expressed dissatisfaction with their remuneration packages and inadequate support for work circumstances, which negatively impacts job satisfaction and employee well-being.

Ruganzi (2017) conducted a study to examine the impact of employee engagement on the performance of an African Evangelistic Enterprise. The study included 72 workers and 160 stakeholders, and it used a questionnaire as well as descriptive and correlational analysis. The analysis indicated that the workers' level of engagement was 25%. The research also found an association between employee engagement and organizational performance.

Zitha (2022) conducted a study to examine how employee engagement affects the performance of the Construction Education and Training Authority (CETA). 50 workers participated in the study, completing a questionnaire to gauge their level of engagement. Descriptive statistics were used to analyse the data. The data indicate that there is a lack of employee engagement, which in turn leads to subpar performance among the majority of workers.

Ojwang (2022) conducted a study to examine the impact of staff engagement on the performance of private secondary schools in Nairobi County, Kenya. The study used descriptive and multiple regression analytic techniques to analyse the data from 305 participants who completed questionnaires in the study. The research revealed a positive correlation between workers who exhibit pride in their work and excessive enthusiasm for their professions and their superior job performance, which in turn contributes to enhanced organizational success. Research has shown that workers who exhibit a significant degree of concentration and interest in their jobs contribute to the overall performance and success of the organization. Employees who are highly engaged and satisfied in their professions will consistently demonstrate perseverance, enthusiasm, and high levels of energy. These qualities of engagement contribute to the overall effectiveness of secondary schools. The study revealed a positive and

substantial correlation between psychological, behavioural, and trait involvement and organizational performance.

2.3 Theoretical Framework

2.3.1 Job Demands-Resources Model (JD-R)

According to JD-R theory, job demands, such as the amount of work and time pressure, and job resources, such as the level of autonomy, social support, and opportunities for personal development, influence employee engagement. Engaged workers believe they have enough job resources to handle the requirements, resulting in favourable outcomes such as higher job satisfaction, motivation, and performance (Hakanen & Roodt, 2010; Lee & Jo, 2023; Mazzetti et al., 2023). According to the JD-R model, the balance between job demands and resources influences work engagement (Mazzetti et al., 2023). The balance mentioned refers to the state of having energy, devotion, and absorption, which are aspects of employee engagement (Helmi et al., 2020).

2.3.2 Self-Determination Theory (SDT)

SDT focuses on the innate motivation and psychological needs of people (Bakker & Van Woerkom, 2017). SDT suggests that the satisfaction of psychological demands such as autonomy, competence, and relatedness may comprehend the extent of involvement and participation (Woerner, 2018). According to Goodboy et al. (2020), workers are more likely to show devotion and total immersion in their jobs if they feel independent in their work, consider themselves talented and successful, and have pleasant social interactions and relationships.

2.3.3 Job Characteristics Theory

The Job Characteristics Theory posits that certain job qualities have an impact on both employee engagement and performance (Adiarani, 2019). The idea posits that crucial

work qualities include skill diversity, task identity, task relevance, autonomy, and feedback (Krishnan et al., 2015). Employees who are actively involved and committed to their jobs are more likely to encounter tasks that are significant and demanding, resulting in elevated levels of productivity and contentment (Han et al., 2021). To enhance employee engagement, the Job Characteristics Theory places significant importance on certain job features. The outcomes of meaningful and exciting work are often considered to include vigour, devotion, and absorption (Jaya & Ariyanto, 2021). Based on this concept, there are five crucial work qualities, including skill diversity, task identity, task importance, autonomy, and feedback, that affect people's psychological states and eventually influence their degree of engagement (Adiarani, 2019).

2.3.4 Kahn's Engagement Theory

The Kahn Engagement Theory offers a complete framework for comprehending employee engagement (Schneider et al., 2018). Kahn (1990) defines engagement as a psychological condition in which people fully invest themselves, both physically and emotionally, in their professional duties (Huang et al., 2022). It goes beyond ordinary job satisfaction and encompasses a profound feeling of connection, contentment, and engagement in one's work. Kahn presents a conceptual structure for comprehending employee engagement and its many aspects, such as energy, commitment, and absorption (Gupta & Sharma, 2018). According to Kahn, employee engagement refers to a condition of "psychological presence" when workers fully invest their physical and cognitive abilities into their professional tasks. Vigour, devotion, and absorption are fundamental elements of participation under this idea (Nimon & Shuck, 2020).

These theories provide distinct viewpoints on the fundamental processes and causes that contribute to the levels of energy, commitment, and immersion within the wider framework of employee engagement.

2.4 Operational Definitions of Terms and Concepts

Employee engagement refers to the vigour, dedication, and absorption that employees have towards their job, organization, and the organization's goals, resulting in improved performance.

Organizational Performance refers to the extent to which an organization uses its human, non-human, financial, and non-financial resources in an effective, efficient, and economical manner to achieve its objectives and provide value to its stakeholders.

2.5 Chapter Summary

This chapter provides an overview of the theoretical literature and empirical research on employee engagement and its impact on organizational success. The review established a correlation between employee engagement and organizational performance. Previous studies have mostly examined other nations, the private sector, and various businesses. Consequently, there is a need for research specifically focusing on Ghana, the public sector, and the ICT industry. The next chapter offers a detailed explanation of the approach used in conducting the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter builds upon the previous one by outlining the specific tactics and methodologies used to collect and assess the data for the research. The chapter covered several aspects of the study, including the research design, approach, methods, population, sampling technique, equipment creation, data collection process, and analysis. The chapter concluded with a discussion of ethical dilemmas and a concise recapitulation.

3.1 Research Design

Research design refers to a detailed plan that outlines the systematic approach for gathering, evaluating, and interpreting observations (Quansah, 2015). The researcher chose to use a descriptive survey design to accurately describe and analyse the relationship between employee engagement and organizational performance at the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE). The study selected this design to conduct the study in the natural environment of the organization, ensuring no external influence on the study or its outcomes.

The research used a quantitative methodology to account for the numerical characteristics of the data, necessitating the use of statistical tools for data gathering and analysis. The aforementioned technique enables an examination of the correlation between internal communication and employee performance within the unique context of the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE). The aforementioned technique improves impartiality, permits the use of a large sample size, and facilitates the extrapolation of results (Saunders et al., 2012).

3.2 Population

Population refers to individuals or objects from which data is collected. Population may be influenced by various factors. Population is described as the overall number of individuals or items that a research project focuses on (Grinnell & Williams, 1990). The Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE) population being studied consists of 100 workers, including 88 permanent employees, 2 contract workers, 5 interns, and 5 indirect employees contracted by a third-party agency but paid by Protection Limited Security Ghana. Due to limitations in time and budget, the study will choose 75 employees for the research purposes. The governments of Ghana and India collaborated to establish GI-KACE in 2003. Its purpose is to promote the development of the information and communication technology (ICT) sector in the Economic Community of West African States (ECOWAS). The major objective of the Centre is to establish itself as a prestigious institution known for its exceptional expertise in the fields of information and communication technology (ICT) and electronic governance (e-government) solutions. The primary objective of this initiative is to enhance human and institutional capabilities and stimulate research and innovation by providing consulting and advisory services in the fields of information and communication technology (ICT) and e-government solutions in Ghana and throughout Africa.

3.3 Sample Size

The sample comprises seventy-five (75) conveniently chosen staff members from GI-KACE. The sample comprised management, senior staff, junior staff, and contract staff. A representative sample of the agency was able to achieve a thorough and inclusive sample of its population by involving all managers and employees due to its small size.

3.4 Sampling Technique

The study employed convenience sampling due to the staff members' proximity, availability, accessibility, knowledge, experience, and willingness to participate. The firm's employee engagement and performance affect every member of the organization. Therefore, every staff member who is available and accessible during the data collection process can contribute to the study. Employees were also selected because they are affected by the employee engagement of the firm, which in turn impacts organizational performance. In other words, the inclusion of the directors was based on their role, knowledge, and experience. While, the inclusion of the employees was based on their impact on employee engagement and organizational performance.

3.5 Data Collection Methods

3.5.1 Secondary Data

The secondary data were obtained from official reports, manuals, and management documents of GI-KACE, reputable journals, books, periodicals, proceedings, websites, and other sources.

3.5.2 Primary Data

The primary data source was a structured online questionnaire. Using Google Forms, the study surveyed GI-KACE's management and personnel. The study used questionnaires because of their cost-effectiveness, time efficiency, standardisation, immediate response capability, quantitative nature, generalization of the results and ability to ensure anonymity and confidentiality (Patten, 2016; Saunders et al., 2012).

The questionnaire was divided into three parts. Section A obtained background information from the respondents using closed-ended questions. Section B focused on the level of employee engagement. Schaufeli and Bakker developed the Utrecht Work

Engagement Scale (UWES) in 2003 for measurement. The UWES scale comprises 17 items that fall into the following categories: Vigour consists of six components. The category of Dedication has 5 entries, whereas the category of Absorption contains 6 items. The study prepared Section C, which included 24 items related to organizational performance adapted from Gikonyo (2018). The study gathered Sections B and C on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The survey was conducted in English and consisted of closed-ended questions. The questionnaire was derived from prior research (Schaufeli & Bakker, 2003; and Gikonyo, 2018) and underwent scrutiny by the supervisor and experts to ascertain its validity, reliability, and impartiality.

3.5.3 Data Collection Procedure

Data was gathered from November 4 to November 29, 2024, using Google Forms. The researcher presented a concise explanation to the participants about the study's objective to elicit accurate replies that aligned with a comprehension of the research. The study was conducted in English, and it took approximately 10 minutes to complete. The data was swiftly acquired using an online questionnaire. The online questionnaire provided confidentiality and anonymity for the participants.

3.6 Data Handling and Analysis

The study thoroughly examined the questionnaire to ensure its comprehensiveness, accuracy, and internal coherence before coding and incorporating it into the Statistical Package for Social Sciences (SPSS) for analysis. The study used descriptive and inferential statistics to analyse the data. The researcher examined Section A using percentages and frequencies, and Sections B and C using measures like mean, standard deviation, correlation, and regression. Tables displayed the analysis results.

3.7 Ethical Issues

Before performing the study, the researcher acquired ethical clearance and an introduction letter from the University of Media, Arts, and Communication (UniMAC). The researcher sent an introduction letter to the GI-KACE administration to request permission and establish a timeline for conducting the investigation. Before the respondents participated in the study, the researcher provided them with a detailed explanation of the study's purpose and obtained their explicit permission. The researcher assured the participants of the anonymity of their identities, the confidentiality of their responses, and the exclusive use of the collected data for academic purposes. The researcher processed the data anonymously and privately, solely for academic purposes. The researcher did not alter or tamper with the data used in the study to suit their agenda. The paper appropriately recognised the efforts of other writers by adhering to the American Psychological Association (APA) reference format recommended by the University.

3.8 Chapter Summary

The chapter outlined the study methodology that GI-KACE used to investigate the relationship between employee engagement and organizational success. The study used a descriptive research methodology, a 5-point Likert scale questionnaire, a sample size of 75 respondents, and both descriptive and inferential statistical analyses. The subsequent chapter reported and deliberated on the results of the data analysis.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.0 Introduction

The chapter divides the research results into five main components. The first portion delineates the demographic characteristics of the respondents, along with the reliability and normality analyses. The second, third, and fourth parts delineate the findings of the descriptive and inferential statistics concerning employee engagement, organizational performance, and the correlation between employee engagement and organizational performance, respectively. The fifth part includes a discussion of the study's results.

4.1 Demographic Profile

Table 4.1: Demographic Profile

Demographics	Description	F	%
Gender	Male	49	65
	Female	26	35

Age	18 to 35 years	45	60
	36 to 45 years	23	31
	46 to 60 years	7	9
Education	HND	7	9
	Bachelors	35	47
	Masters	28	37
	Others	5	7
Staff category	Contract	13	17
	Management	18	24
	Senior	18	24
	Junior	26	35
Department	Corporate Affairs	22	29
	Faculty	19	25
	Finance and Administration	16	21
	Consultancy	11	15
	Research and Innovation	7	9
Years of service	0 to 3 years	32	43
	4 to 6 years	28	37
	7 to 9 years	9	12
	10 years and above	6	8

Source: Field study (2024); F = Frequency; % = Percent

Table 4.1 indicated that males constituted 65% of the respondents, and females comprised 35%. 60% were aged 18 to 35; 31% were aged 36 to 45; and 9% were aged 46 to 60. 47% had bachelor's degrees; 37% held master's degrees; 9% obtained HNDs; and 7% acquired other credentials. The participants possess an education. This indicates their capacity to comprehend and participate in the research. 35% included junior workers; 24% consisted of senior staff; 24% included managerial staff; and 17% represented contract staff. 29% originated from the corporate affairs department; 25%

from the faculty department; 21% from the finance and administration department; 15% from the consultancy department; and 9% from the research and innovation department. 43% had been with the company for 0 to 3 years; 37% for 4 to 6 years; 12% for 7 to 9 years; and 8% for 10 years or more. The staff categories, departments, and years of service indicate that the representation of staff categories and departments was sufficient. This suggests that the result would accurately reflect the company. The years of service indicate that the personnel have sufficient experience to contribute to the research.

Table 4.2: Reliability Test Results

Variables	Number of items	Cronbach Alpha
Vigour	6	0.836
Dedication	5	0.817
Absorption	6	0.815
Effectiveness	7	0.870
Efficiency	7	0.851
Relevance	5	0.870
Financial Viability	5	0.854
Employee Engagement	17	0.926
Organizational Performance	24	0.948

Source: Data Analysis (2024)

Table 4.2 indicated that the Cronbach alphas for the variables ranged from 0.815 to 0.948. This indicates that the questionnaire demonstrated consistency and reliability, with Cronbach alphas above the minimal requirement of 0.7 (Hair et al., 2019; Saunders et al., 2023).

Table 4.3: Normality Test Results

Variables	Skewness	SE	Kurtosis	SE
Vigour	-0.138	0.277	-0.695	0.548
Dedication	-0.274	0.277	-0.144	0.548
Absorption	-0.003	0.277	-0.277	0.548
Effectiveness	0.081	0.277	-0.984	0.548
Efficiency	0.276	0.277	-1.009	0.548
Relevance	-0.284	0.277	0.559	0.548
Financial Viability	-0.154	0.277	0.072	0.548
Employee Engagement	-0.204	0.277	-0.380	0.548
Organizational Performance	0.297	0.277	-1.017	0.548

Source: Data Analysis (2024); SE = Standard Error

Table 4.3 indicates that relevance has the lowest skewness (-0.284), while organizational performance shows the highest skewness (0.297). Organizational performance has the lowest kurtosis at -1.017, while relevance shows the highest kurtosis at 0.559. The skewness and kurtosis of the variables are within the acceptable range of 1.96. This signifies that the data adheres to a normal distribution.

4.2 Employee Engagement

The first goals evaluated employee engagement levels, with findings shown in Tables 4.4 to 4.7.

Table 4.4: Vigour

Statements	A	N	D	Mean	SD
	%				
1. At my work, I feel bursting with energy.	43	29	28	3.147	1.079
2. At my job, I feel strong and vigorous.	51	27	23	3.320	0.954
3. When I get up in the morning, I feel like going to work.	59	24	17	3.533	0.998

4. I can continue working for very long periods at a time.	63	19	19	3.533	0.984
5. At my job, I am very resilient mentally.	67	20	13	3.653	0.902
6. At my work I always persevere, even when things do not go well.	72	16	12	3.773	0.918
Average	59	22	19	3.493	0.973

Source: Field study (2024); A = Agree; N = Neutral; D = Disagree

Table 4.4 indicated that 43% of respondents concurred that they felt invigorated at work; 29% remained indifferent; and 28% disagreed. 51% agreed that they feel strong and energetic at their workplace; 27% remained indifferent; and 23% disagreed. 59% concurred that upon waking in the morning, they felt inclined to go to work; 24% remained indifferent; and 17% disagreed. 63% agreed that they were capable of working for extended durations; 19% remained indifferent; and 19% dissented. 67% said that they had significant mental resilience in their workplace; 20% remained indifferent; and 13% expressed disagreement. 72% said that they consistently demonstrate perseverance at work, especially in adverse circumstances; 16% remained neutral; and 12% expressed disagreement. An average of 59% indicates that the organization has a high level of employee vigour.

Table 4.4 indicates that the respondents were ambivalent ($M = 3.137$, $SD = 1.079$) about their feelings of enthusiasm at work. The participants were ambivalent ($M = 3.320$, $SD = 0.954$) that they experience strength and vigour in their jobs. They concurred ($M = 3.533$, $SD = 0.998$) that upon awakening, they are inclined to go to work. They concurred ($M = 3.533$, $SD = 0.984$) that they are capable of working for extended durations continuously. The participants agreed ($M = 3.653$, $SD = 0.902$) that they exhibit considerable mental resilience in their employment. They agreed ($M = 3.773$, $SD = 0.918$) that they consistently demonstrate perseverance at work, even under

adverse circumstances. The mean ($M = 3.493$, $SD = 0.973$) suggests that the organization exhibits high employee vigour.

Table 4.5: Dedication

Statements	A	N	D	Mean	SD
	%				
1. I find the work that I do full of meaning and purpose.	65	20	15	3.707	1.105
2. I am enthusiastic about my job.	68	13	19	3.640	1.066
3. My job inspires me.	57	28	15	3.613	1.031
4. I am proud on the work that I do.	65	19	16	3.707	1.055
5. To me, my job is challenging.	33	40	27	3.160	1.007
Average	58	24	18	3.565	1.053

Source: Field study (2024); A = Agree; N = Neutral; D = Disagree

According to Table 4.5, 65% of respondents agreed that their work has meaning and purpose, 20% were indifferent, and 15% disagreed. 68% expressed enthusiasm for their employment; 13% remained indifferent; and 19% objected. 57% concurred that their employment motivates them; 28% remained indifferent; and 15% disagreed. 65% expressed pride in their job, 19% remained neutral, and 16% disapproved. 33% of respondents said that their work was tough, 40% remained indifferent, and 27% disagreed. An average of 66% indicates a high level of dedication among employees inside the organization.

Table 4.5 indicated that the respondents agreed ($M = 3.707$, $SD = 1.105$) that they saw their job as imbued with meaning and purpose. They expressed their enthusiasm for

their occupation (M = 3.640, SD = 1.066). The participants agreed (M = 3.613, SD = 1.031) that their employment motivates them. They agreed (M = 3.707, SD = 1.055) that they take pride in their job. They were ambivalent (M = 3.160, SD = 1.007) about the perception that their employment was demanding. The mean (M = 3.565, SD = 1.053) suggests that the organization exhibits a high level of employee dedication.

Table 4.6: Absorption

Statements	A	N	D	Mean	SD
	%				
1. Time flies when I'm working.	52	23	25	3.333	1.123
2. When I am working, I forget everything else around me	44	31	25	3.200	1.083
3. I feel happy when I am working intensely.	43	40	17	3.307	0.993
4. I am immersed in my work.	69	21	9	3.720	0.842
5. I get carried away when I'm working.	44	25	31	3.213	1.158
6. It is difficult to detach myself from my job.	48	25	27	3.267	1.112
Average	50	28	22	3.340	1.052

Source: Field study (2024); A = Agree; N = Neutral; D = Disagree

Table 4.6 indicated that 52% of respondents agreed that time accelerates while employment; 23% remained neutral; and 25% expressed disagreement. 44% concurred that they became oblivious to their surroundings when working; 31% remained indifferent; and 25% disagreed. 43% agreed that they experience happiness during heavy work, 40% remained indifferent, and 17% disagreed. 69% agreed that their job engages them, while 21% remained indifferent and 9% expressed disagreement. 44% agreed that they became engrossed in their job; 25% remained indifferent; and 31% dissented. 48% agreed that detaching from their work is challenging; 25% remained

indifferent; and 27% dissented. The average of 50% indicates that the organization exhibits moderate employee absorption.

Table 4.6 indicated that the respondents were ambivalent ($M = 3.333$, $SD = 1.123$) that time accelerates during their job activities. They were ambivalent ($M = 3.200$, $SD = 1.083$) about whether they forget everything else around them when working. They were ambivalent ($M = 3.307$; $SD = 0.993$) about whether individuals experience happiness during periods of heavy labour. They agreed ($M = 3.720$, $SD = 0.842$) that their job engrosses them. They expressed ambivalence ($M = 3.213$, $SD = 1.158$) about whether they became engrossed in their work. They were ambivalent ($M = 3.267$, $SD = 1.112$) about the difficulty of disengaging from their employment. The mean ($M = 3.340$; $SD = 1.052$) suggests that the organization exhibits moderate employee absorption.

Table 4.7: Summary of Level of Employee Engagement

Variables	Mean	St. Dev.
Vigour	3.493	0.973
Dedication	3.565	1.053
Absorption	3.340	1.052
Average	3.466	1.026

Source: Field study (2024)

Table 4.7 indicates that the mean of absorption ranged from 2.60 to 3.39 on the rating scale, indicating moderate absorption. The means of vigour, and dedication ranged from 3.40 to 4.19 on the grading scale, indicating high vigour and dedication. The overall average of 3.466 indicates the organization has high employee engagement.

Table 4.7 indicates that, according to the mean, dedication (M = 3.565; SD = 1.053) represents the greatest level of employee engagement, while absorption (M = 3.340; SD = 1.052) reflects the lowest level of employee engagement. The employee engagements, in descending order, are dedication, vigour, and absorption.

4.3 Organizational Performance

The second goal evaluated organizational performance, with findings shown in Tables 4.8 to 4.12.

Table 4.8: Effectiveness

Statements	A	N	D	Mean	SD
	%				
1. The organization mission statement aptly captures what we do.	69	15	16	3.867	1.159
2. The organization often achieves its annual targets.	44	43	13	3.453	0.942
3. The organization supports innovation.	64	21	15	3.827	1.088
4. The organization continuously assesses customer satisfaction.	49	35	16	3.467	0.957
5. The organization services and or products are highly rated.	64	19	17	3.693	1.045
6. The organization closely monitors its effectiveness.	51	35	15	3.493	0.985
7. The organization has well established qualitative and quantitative indicators to monitor our effectiveness	52	33	15	3.493	0.885
Average	56	29	15	3.613	1.009

Source: Field study (2024); A = Agree; N = Neutral; D = Disagree

Table 4.8 indicated that 69% of respondents agreed that the organization's mission statement accurately reflects their activities; 15% remained neutral, and 16% expressed disagreement. 44% agreed that the organization often meets its yearly objectives; 43% remained indifferent, and 13% dissented. 64% agreed that the organization fosters creativity; 21% remained neutral, and 15% expressed disagreement. 49% agreed that the organization consistently evaluates customer satisfaction; 35% remained

indifferent, and 16% dissented. 64% agreed that the organization's services and/or goods are highly esteemed; 19% remained neutral, and 17% expressed disagreement. 51% agreed that the organization rigorously assesses its performance; 35% remained neutral, and 15% expressed disagreement. 52% agreed that the organization had well-defined qualitative and quantitative metrics to assess our performance; 33% remained neutral, and 15% dissented. An average of 56% indicates that the organization is highly effective.

Table 4.8 indicates that the respondents agreed ($M = 3.867$, $SD = 1.159$) that the organization's mission statement accurately reflects their activities. The participants agreed ($M = 3.453$; $SD = 0.942$) that the organization often meets its yearly objectives. The participants agreed ($M = 3.827$, $SD = 1.088$) that the organization fosters innovation. The participants agreed ($M = 3.467$; $SD = 0.957$) that the organization consistently evaluates customer satisfaction. The participants agreed ($M = 3.693$, $SD = 1.045$) that the organization's services and/or goods are highly respected. The participants agreed ($M = 3.493$; $SD = 0.985$) that the organization diligently assesses its performance. The participants agreed ($M = 3.493$; $SD = 0.885$) that the organization had well-defined qualitative and quantitative metrics to assess our performance. The mean value ($M = 3.613$, $SD = 1.009$) suggests that the organization has high effectiveness.

Table 4.9: Efficiency

Statements	A	N	D	Mean	SD
	%				
1. The staff numbers are adequate for the organization's mission.	39	39	23	3.267	1.011
2. The organization responds promptly to changes in technology and to competitors' actions.	55	31	15	3.560	0.969
3. The organization responds promptly to customer complaints.	52	35	13	3.573	0.982
4. Services are delivered within set timelines.	56	33	11	3.640	0.947
5. Employees attendance is closely monitored.	47	29	24	3.333	1.037
6. Employees performance is adequately in monitored.	56	25	19	3.507	1.025
7. There are adequate support systems in place to support implementation of our programmes and projects.	49	36	15	3.520	0.985
Average	50	33	17	3.486	0.994

Source: Field study (2024); A = Agree; N = Neutral; D = Disagree

Table 4.9 indicated that 39% of respondents agreed that the staffing levels were sufficient for the organization's goal; 39% remained neutral, and 23% expressed disagreement. 55% concurred that the organization rapidly addresses technological developments and rivals' activities; 31% remained neutral, and 15% disagreed. 52% agreed that the organization addresses consumer concerns swiftly; 35% remained indifferent, and 13% dissented. 56% agreed that the organization provides services within established timeframes, 33% remained neutral, and 11% expressed disagreement. 47% of respondents agreed that they rigorously check employee attendance, 29% remained neutral, and 24% dissented. 56% agreed that the organization sufficiently monitors employee performance, while 25% remained indifferent and 19% dissented. 49% agreed that sufficient support mechanisms exist for the accomplishment of the organization's programmes and initiatives; 36% remained

indifferent; and 15% dissented. An average of 50% indicates that the organization exhibits high levels of organizational efficiency.

Table 4.9 indicated that the respondents were ambivalent ($M = 3.267$, $SD = 1.011$) about the adequacy of staff numbers for the organization's goals. The participants agreed ($M = 3.560$, $SD = 0.969$) that the organization reacts swiftly to technological advancements and competitors' manoeuvres. The participants agreed ($M = 3.573$, $SD = 0.982$) that the company addresses consumer problems swiftly. The participants agreed ($M = 3.640$, $SD = 0.947$) that the company provides services within established timeframes. The participants agreed ($M = 3.333$, $SD = 1.037$) that they meticulously check employee attendance. The participants agreed ($M = 3.507$, $SD = 1.025$) that the organization sufficiently monitors employee performance. The participants agreed ($M = 3.520$, $SD = 0.985$) that sufficient support mechanisms exist to facilitate the execution of the organization's programmes and initiatives. The mean value ($M = 3.486$, $SD = 0.994$) indicates that the company exhibits high organizational efficiency.

Table 4.10: Relevance

Statements	A	N	D	Mean	SD
	%				
1. The organization regularly engages its stakeholders.	51	32	17	3.453	0.956
2. Major projects are always implemented after consultations with stakeholders.	59	28	13	3.560	0.941
3. The organization's products and or services are regularly reviewed to reflect the changing customer preferences.	53	35	12	3.547	0.914
4. There is regular monitoring of customer attitude towards products and services.	53	31	16	3.467	0.914
5. Most of the stakeholders think we are on the right track.	64	25	11	3.653	0.872

Average	56	30	14	3.536	0.919
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Source: Field study (2024); A = Agree; N = Neutral; D = Disagree

Table 4.10 indicated that 51% of respondents agreed that the company consistently interacts with its stakeholders; 32% remained neutral; and 17% expressed disagreement. 59% of respondents agreed that the company consistently executes significant projects after talks with stakeholders, while 28% remained neutral and 13% expressed disagreement. 53% agreed that the organization's goods and/or services undergo frequent evaluations to align with evolving client preferences; 35% remained neutral, and 12% expressed disagreement. 53% agreed that there is a consistent assessment of consumer sentiment about goods and services; 31% remained indifferent; and 16% dissented. 64% said that the majority of stakeholders believe the company is progressing appropriately; 25% remained neutral; and 11% expressed disagreement. An average of 56% indicates that the business has high organizational relevance.

Table 4.10 indicates that the respondents agreed ($M = 3.453$, $SD = 0.956$) that the organization consistently interacts with its stakeholders. The respondents ($M = 3.560$, $SD = 0.941$) concurred that the organization always executes significant initiatives following discussions with stakeholders. The participants agreed ($M = 3.547$, $SD = 0.914$) that the organization's goods and/or services undergo frequent evaluations to align with evolving client preferences. They agreed ($M = 3.467$, $SD = 0.914$) that there is a consistent assessment of consumer sentiment about goods and services. The participants agreed ($M = 3.653$, $SD = 0.872$) that the majority of stakeholders believe the organization is progressing appropriately. The mean ($M = 3.536$; $SD = 0.919$) suggests that the organization has high relevance.

Table 4.11: Financial Viability

Statements	A	N	D	Mean	SD
	%				
1. The organization's resources are adequate to meet all its objectives.	40	40	20	3.187	0.919
2. The organization is able to meet its financial obligations when they fall due.	44	33	23	3.253	0.981
3. The annual expenses are less than revenues.	44	33	23	3.227	0.946
4. The organization's assets are more than its liabilities.	45	35	20	3.333	1.087
5. The organization is able to fund all its activities from its revenues.	43	33	24	3.173	0.998
Average	43	35	22	3.235	0.986

Source: Field study (2024); A = Agree; N = Neutral; D = Disagree

Table 4.11 indicated that 40% of respondents concurred that the organization's resources are sufficient to achieve all its goals; 40% remained neutral, and 20% disagreed. 44% agreed that the company could fulfil its financial obligations when due; 33% remained neutral, and 23% dissented. 44% concurred that yearly expenses are lower than revenues; 33% remained neutral; and 23% disagreed. 45% concurred that the organization's assets exceeded its liabilities; 35% remained neutral, and 20% disagreed. 43% concurred that the company can finance all its operations using its revenues; 33% remained neutral; and 24% disagreed. The average of 43% indicates that the organization's financial viability is moderate.

Table 4.11 indicated that the respondents were ambivalent ($M = 3.187$, $SD = 0.919$) about the adequacy of the organization's resources to fulfil all its goals. The participants were ambivalent ($M = 3.253$, $SD = 0.981$) about the organization's capacity to fulfil its financial obligations when they became due. They were ambivalent ($M = 3.227$, $SD =$

0.946) about whether the yearly expenses were less than the revenue. They were ambivalent ($M = 3.333$, $SD = 1.087$) about whether the organization's assets exceed its liabilities. The participants were ambivalent ($M = 3.173$, $SD = 0.986$) about the organization's capacity to finance all its operations with revenues. The mean ($M = 3.235$, $SD = 0.986$) suggests that the organization has moderate financial viability.

Table 4.12: Summary of Organizational Performance

Variables	Mean	St. Dev.
Effectiveness	3.613	1.009
Efficiency	3.486	0.994
Relevance	3.536	0.919
Financial Viability	3.235	0.986
Average	3.468	0.977

Source: Field study (2024)

Table 4.12 indicates that the mean financial viability score ranged from 2.60 to 3.39 on the rating scale, indicating moderate financial viability. The means of effectiveness, efficiency, and relevance ranged from 3.40 to 4.19 on the grading scale, indicating high organizational effectiveness, efficiency, and relevance. The overall score of 3.571 signifies that the organization exhibits high organizational performance.

Table 4.12 indicates that, according to the mean, effectiveness ($M = 3.613$; $SD = 1.009$) represents the greatest level of organizational performance, while financial viability ($M = 3.235$; $SD = 0.986$) reflects the lowest level of organizational performance. The organizational performances, in descending order, are effectiveness, relevance, efficiency, and financial viability.

4.4 Employee Engagement and Organizational Performance

The third goal evaluated the influence of employee engagement on organizational performance, with findings shown in Tables 4.13 to 4.15.

Table 4.13: Descriptive Statistics

Variables	N	Mean	St. Dev.	Mini.	Maxi.
Vigour	75	3.493	0.973	1	5
Dedication	75	3.565	1.053	1	5
Absorption	75	3.340	1.052	1	5
Effectiveness	75	3.613	1.009	1	5
Efficiency	75	3.486	0.994	1	5
Relevance	75	3.536	0.919	1	5
Financial Viability	75	3.235	0.986	1	5
Employee Engagement	75	3.466	1.026	1	5
Organizational Performance	75	3.468	0.977	1	5

Source: Data Analysis (2024)

Table 4.13 indicates that absorption and financial viability have mean of 3.340 and 3.235, respectively falling within the range of 2.60 to 3.39. This indicates that absorption and financial viability are moderate. The data indicated that the average values for vigour (3.493), dedication (3.565), effectiveness (3.613), efficiency (3.486), relevance (3.536), employee engagement (3.466), and organizational performance (3.468) ranged from 3.40 to 4.19. This suggests that the variables were at a high level. Even though the figures show high performance levels, it is crucial to maintain and improve them.

Table 4.14: Correlation Analysis

Variables	1	2	3	4
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1. Organizational Performance	1			
2. Vigour	0.678	1		
3. Dedication	0.645	0.848	1	
4. Absorption	0.638	0.733	0.689	1

Source: Data Analysis (2024)

Table 4.14 demonstrated that vigour, dedication, and absorption have a strong positive correlation with organizational performance, as their values of 0.678, 0.645, and 0.638 fall between 0.50 and 1.0.

Table 4.15: Regression Analysis

Variables	Coefficients	SE	t Stat	p-value
Constant	1.108	0.281	3.936	<0.001
Vigour	0.294	0.156	1.882	0.064
Dedication	0.152	0.132	1.148	0.255
Absorption	0.241	0.108	2.229	0.029
R ² = 0.511		F = 24.773		p-value = <0.001

Source: Data Analysis (2024)

Table 4.15 indicates that the R-squared (r^2) value is 0.511. R-squared indicates that 51.1% of the variance in organizational performance is attributable to energy, devotion, and absorption. This indicates that 48.9% of the variance is attributable to other factors. The p-value (<0.001) is below the significance threshold (0.05), indicating that the model is statistically significant. This indicates a failure to reject the null hypothesis, which posits that there is no correlation between vigour, dedication, absorption, and organizational performance.

Vigour ($\beta = 0.294$; $p = 0.064$) and dedication ($\beta = 0.152$; $p = 0.255$) exhibit insignificant positive correlations with organizational performance since their p-values (0.064 and

0.255, respectively) are above the significance threshold (0.05). Absorption ($\beta = 0.241$; $p = 0.029$) exhibits a substantial positive correlation with organizational performance, as its p-value (0.029) is below the significance threshold (0.05). The constant ($\beta = 1.108$; $p\text{-value} < 0.001$) signifies that the average organizational performance is 1.108 when all other variables are zero (0). The findings demonstrate that a unit increase in vigour, dedication, and absorption would result in increases of 0.294, 0.152, and 0.241 in organizational performance, respectively, assuming all other factors remain constant.

4.5 Discussion of findings

4.5.1 Employee Engagement

The findings indicated that vigour, dedication, absorption, and employee engagement are high in the studied organization. The research revealed that employee engagements are ranked in decreasing order: dedication, vigour, and absorption. The research emphasizes critical elements of employee engagement, motivation, resilience, and perseverance in the workplace. When individuals exhibit energy, strength, motivation, capacity for prolonged effort, resilience in adversity, and a commitment to overcoming problems, they substantially enhance the overall performance of their organization. Creating such an environment requires deliberate efforts from both leadership and team members to cultivate a culture that promotes well-being and professional development (Iqbal et al., 2023).

The research focuses on critical factors that enhance satisfaction and engagement in the workplace. When people get meaning from their work, exhibit enthusiasm for their positions, find inspiration in their duties, take pleasure in their contributions, and welcome challenges, they are more inclined to excel and positively impact their organizations. Establishing an atmosphere that fosters these sentiments requires

deliberate leadership initiatives to harmonise organizational objectives with employee values while facilitating recognition and chances for professional development (Mazzetti & Schaufeli, 2022; Lu et al., 2023).

The research emphasizes the significant influence that strong employee engagement may have on an individual's experience. Employees often attain flow, a condition linked to peak performance and satisfaction, when they feel engrossed, lose temporal awareness, get joy from concentrated effort, become absorbed in their activities, and struggle to disengage from work. Organizations that cultivate environments conducive to flow may improve employee engagement, creativity, and overall job satisfaction while encouraging a healthy work-life balance (Faridullah, 2024; Sugandha, 2022; Farina et al., 2018).

4.5.2 Organizational Performance

The findings indicate that the financial viability of the studied organization is moderate. The research indicated that the study organization exhibits high levels of effectiveness, efficiency, and relevance. The findings indicated that organizational performance is high in the studied organization. The research identified, in decreasing order, the organizational performance indicators as effectiveness, relevance, efficiency, and financial viability.

Organizations may secure ongoing success in their various industries by explicitly defining their goals, attaining objectives, promoting innovation, evaluating customer satisfaction, maintaining high product ratings, meticulously monitoring performance, and using varied metrics (Geethanjali et al. 2024). Organizations can boost operational efficiency and cultivate a culture of continuous improvement by providing a sufficient workforce, being responsive to external changes, providing timely service delivery,

meticulously monitoring attendance and performance, and having strong support systems (Flink & Molina Jr, 2021; Gannile et al., 2020; Pattanayak, 2020).

In a competitive context, organizations may strengthen their effectiveness and sustainability by consistently interacting with stakeholders, consulting them before significant initiatives, adjusting goods and services based on input, monitoring consumer attitudes, and fostering favourable opinions (Turner, 2019). Organizations can enhance their resilience, support growth initiatives, and sustainably achieve their strategic objectives by ensuring sufficient resources, fulfilling financial obligations, maintaining a surplus of revenues over expenses, possessing more assets than liabilities, and financing activities with revenue (Zietlow et al., 2018; Park et al., 2022).

4.5.3 Employee Engagement and Organizational Performance

The study identified a strong positive association between employee engagement and organizational performance. Studies by Al-dalahmeh et al. (2018), Shrestha (2019), Gede and Huluka (2024), Pillay and Singh (2018), Bale and Pillay (2021), Tensay and Singh (2021), Sungmala (2021), Moletsane (2017), Ruganzi (2017), Zitha (2022), and Ojwang (2022) corroborate this association.

Al-dalahmeh et al. (2018) showed that IT staff engagement substantially influenced organizational performance. Al-dalahmeh et al. (2018) showed that vigour, absorption, and dedication strongly influenced organizational performance. Shrestha (2019) has shown that employee engagement significantly impacts organizational performance. Gede and Huluka (2024) showed that vigour, dedication, and absorption significantly and positively influence organizational performance. Gede and Huluka (2024) assert that performance varies according to the degree of staff engagement.

Pillay and Singh (2018) demonstrated that low engagement adversely impacted employee commitment and motivation levels. Work design, ineffective communication, management style, participation, and recognition-based incentives caused low employee engagement levels. Bale and Pillay (2021) indicated that employee disengagement stems from ineffective leadership, poor communication between management and staff, an absence of a recognition system, inadequate employee involvement in decision-making, and a lack of a strategic and coordinated approach to employee well-being. Bale and Pillay (2021) demonstrated a correlation between employee engagement and performance, indicating that insufficient employee engagement diminishes staff capabilities and adversely impacts the organization's financial outcomes.

Tensay and Singh (2021) demonstrated that employee engagement has a direct and substantial influence on organizational performance. Tensay and Singh (2021) discovered that vigour, dedication, and absorption significantly influence organizational performance. Sungmala (2021) demonstrated that staff engagement levels were moderate, with slightly greater engagement for the parent firm compared to the Thai subsidiary. Sungmala (2021) demonstrated a favourable association between employee engagement at the subsidiary firm and employee engagement at the parent firm. Ruganzi (2017) has shown that employee engagement affects organizational performance. Zitha (2022) identified low employee engagement levels leading to subpar performance among most workers.

Ojwang (2022) discovered that workers who take pride in their work and exhibit enthusiasm tend to perform better, hence enhancing overall organizational performance. Ojwang (2022) found that workers who demonstrate a strong focus on

their tasks, a sign of high engagement, deeply immerse themselves in their jobs, thereby contributing to optimal organizational performance. Employees who are highly engaged and satisfied with their roles will consistently demonstrate perseverance, enthusiasm, and vigour, all of which will enhance overall organizational performance. Ojwang (2022) identified a positive and strong correlation between psychological, behavioural, and trait engagement and organizational performance.

Employee engagement is a fundamental component that affects several organizational facets, including alignment with the mission statement, goal attainment, and innovation promotion. Engaged personnel enhance customer happiness and product quality while gaining from explicit performance indicators that direct their endeavours toward shared success (Nienaber & Martins, 2020; Mansor et al., 2023). Employee engagement profoundly impacts several organizational aspects by improving productivity, flexibility, reactivity, and overall efficacy. Engaged people significantly impact all facets of the organization, resulting in enhanced outcomes for personnel and clients (Sekhar et al., 2018; Al-dalameh et al., 2018; Turner, 2019; Motyka, 2018).

Employee engagement significantly impacts several organizational facets: improving communication, promoting cooperation, increasing responsiveness to customer demands, and cultivating good stakeholder connections. Engaged workers actively participate in these processes, resulting in enhanced results for both the firm and its stakeholders (Tiwari & Lenka, 2020; Sulaiman et al., 2023; Deepalakshmi et al., 2024). Employee engagement plays a crucial role in several aspects of an organization's financial well-being. By cultivating a culture of engagement, businesses may augment productivity, decrease expenses, boost customer happiness, and eventually attain

superior financial results that align with their long-term goals (Al-dalahmeh et al., 2018; Nienaber & Martins, 2020; Moletsane et al., 2019).

4.6 Chapter Summary

The chapter reported and examined the study results. The researchers revealed high vigour, dedication, absorption, and employee engagement. The research found that, in decreasing order, the employee's engagements were dedication, vigour, and absorption. The research revealed moderate financial viability, high effectiveness, efficiency, relevance, and high organizational performance. In decreasing order, the organizational performances were effectiveness, relevance, efficiency, and financial viability. The research indicates that employee engagement positively influences organizational performance. The subsequent chapter delineates the summary, conclusions, recommendations, and suggestions for additional study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarises the study's results, conclusions, and recommendations and proposes avenues for additional research.

5.2 Summary of Key Findings

The study aimed to ascertain the impact of employee engagement on organizational performance at the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE). Specifically, the study assessed the level of employee engagement, organizational performance, and the relationship between employee engagement and organizational

performance. The study employed a descriptive design, a quantitative methodology, 75 managers and employees, questionnaires, and descriptive and inferential statistics.

The study found that 65% of respondents were males, 60% were between the ages of 18 and 35, 100% had higher education, and 35% held junior staff positions. 29% came from the corporate affairs department, and 43% had worked for the organization for 0 to 3 years.

5.2.1 Employee Engagement

The results indicated that vigour, dedication, absorption, and employee engagement were high in the studied organization. The results showed that, in decreasing order, employee engagements included dedication, vigour, and absorption. The results indicated that the financial viability of the studied company is moderate. The company has high levels of effectiveness, efficiency, and relevance.

5.2.2 Organizational Performance

The results indicated that organizational performance is high in the study company. The results indicated that, in decreasing order, the organizational performances are effectiveness, relevance, efficiency, and financial viability.

5.2.3 Employee Engagement and Organizational Performance

The results indicated that employee engagement positively influenced organizational performance. This indicates that increasing employee engagement affects organizational performance in the study business.

5.3 Conclusion

The research determined that vigour, dedication, absorption, and employee engagement are high. The research revealed that employee engagement, in decreasing order,

comprises dedication, vigour, and absorption. The research determined that financial viability is moderate. It also determined that effectiveness, efficiency, and relevance are high. The research determined that organizational performance is high. The research indicated that, in decreasing order, the organization's performance metrics are effectiveness, relevance, efficiency, and financial viability. The research revealed that employee engagement affects organizational performance.

5.4 Recommendations

The Centre employs a young workforce, ranging from 18 to 35 years. The majority of the personnel at the Centre are male, with the majority having served for less than six years. Consequently, the Centre should implement activities to enhance gender equality and employee engagement relevant to these demographics (age, gender, and years of service). This may include training and development, clearly defined career progression, transparent and effective communication, and a reward system, among others.

The Centre should regularly evaluate personnel needs and staffing levels in relation to work demands to address staff adequacy, work designs, and demands, ensuring that personnel are adequately and appropriately resourced. The Centre should implement work-life activities to enhance vigour, dedication, engagement, and organizational performance. This may include flexible working hours, remote work options, annual leave, health and wellness initiatives (including mental health resources and stress management workshops), and support for family-related needs (such as parental leave or childcare assistance), among others.

The Centre should implement clearly defined employee engagement and consultation procedures to standardise and enhance employee engagement, improving project

outcomes and organizational performance. Given the Centre's moderate financial viability, management needs to provide staff with regular information about the organization's financial performance. This will enhance workers' sense of involvement, increase their awareness, and bolster their confidence about the organization's financial stability. Management has to do periodic evaluations of the organization's financial health to identify areas of strength and weakness. This will enhance areas of deficiency, guarantee efficient resource allocation, utilisation, and accountability, and improve organizational performance. The Centre needs to diversify its income streams to reduce its dependence on government funding and enhance financial viability.

The Centre should provide periodic training and development opportunities to foster staff dedication and absorption, hence enhancing employee engagement and organizational performance. The Centre should implement regular team-building activities to promote camaraderie and improve engagement and vigour. The Centre should enhance its rewards system to identify and recognise staff contributions. This will foster feelings of strength, resilience, autonomy, and belonging, thereby improving both employee and organizational performance. The Centre needs to cultivate a constructive corporate culture using an effective rewards system and team-building exercises.

5.5 Suggestions for Further Study

The research focused on a single organization, GI-KACE, and its personnel. Future research should examine other organizations and sectors, including insurance, mining, healthcare, hospitality, and education, among others. This will augment the sample size and provide a comparative analysis across industries and sectors. It is also possible to conduct comparative research across industries, sectors, and countries. The research

used a quantitative technique for data collection. Future research should include qualitative and mixed-method techniques. Subsequent research may juxtapose the outcomes of management and workers or analyse demographic variables such as gender, education, staff classification, departments, and years of service, among others. Future research may examine mediating and moderating variables including leadership, job satisfaction, commitment, and organizational justice.

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APPENDICES

APPENDIX A: QUESTIONNAIRE

UNIVERSITY OF MEDIA, ARTS AND COMMUNICATION (UniMAC)

INSTITUTE OF JOURNALISM

SCHOOL OF GRADUATE STUDIES AND RESEARCH (SoGSaR)

I am a graduate student pursuing a Master's degree in Strategic Public Relations Management. As part of my research, I am conducting a study to examine the impact of employee engagement on organizational performance at the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE). Your participation in this questionnaire is crucial to the success of my research. The information you provide will be treated with the utmost confidentiality and used solely for academic purposes.

Section A: Background Information

1. Gender

a. Male []

b. Female []

2. Age:

a. 18 to 35 years []

b. 36 to 45 years []

c. 46 to 60 years []

3. Level of Education

a. HND []

b. Bachelors []

c. Masters []

d. Other (Please, specify):

4. Staff Category

a. Contract []

b. Management []

c. Senior []

d. Junior []

5. Which department are you in?

a. Corporate Affairs []

b. Faculty []

c. Finance and Administration []

d. Consultancy []

e. Research and Innovation []

6. How long have you been working with the firm?

a. 0 to 3 years []

b. 4 to 6 years []

c. 7 to 9 years []

d. 10 years and above []

Section B: Employee Engagement

Instruction: Please tick (√) the appropriate responses as they may apply. (1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree)

Vigour		1	2	3	4	5
1	At my work, I feel bursting with energy.					
2	At my job, I feel strong and vigorous.					
3	When I get up in the morning, I feel like going to work.					
4	I can continue working for very long periods at a time.					
5	At my job, I am very resilient mentally.					
6	At my work I always persevere, even when things do not go well.					
Dedication						
1	I find the work that I do full of meaning and purpose.					
2	I am enthusiastic about my job.					
3	My job inspires me.					
4	I am proud on the work that I do.					
5	To me, my job is challenging.					
Absorption						
1	Time flies when I'm working.					
2	When I am working, I forget everything else. around me					
3	I feel happy when I am working intensely.					
4	I am immersed in my work.					

5	I get carried away when I'm working.					
6	It is difficult to detach myself from my job.					

Source: Schaufeli & Bakker (2003).

Section C: Organizational Performance

Instruction: Please tick (√) the appropriate responses as they may apply. (1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree)

Effectiveness		1	2	3	4	5
1	The organization mission statement aptly captures what we do.					
2	The organization often achieves its annual targets.					
3	The organization supports innovation.					
4	The organization continuously assess customer satisfaction.					
5	The organization services and or products are highly rated.					
6	The organization closely monitors its effectiveness.					
7	The organization have well established qualitative and quantitative indicators to monitor our effectiveness					
Efficiency						
1	The staff numbers are adequate for the organization's mission.					
2	The organization responds promptly to changes in technology and to competitors actions.					
3	The organization responds promptly to customer complaints.					
4	Services are delivered within set timelines.					
5	Employees attendance is closely monitored.					
6	Employees performance is adequately in monitored.					
7	There are adequate support systems in place to support implementation of our programmes and projects.					

Relevance					
1	The organization regularly engages its stakeholders.				
2	Major projects are always implemented after consultations with stakeholders.				
3	The organization's products and or services are regularly reviewed to reflect the changing customer preferences.				
4	There is regular monitoring of customer attitude towards products and services.				
5	Most of the stakeholders think we are on the right track.				
Financial Viability					
1	The organization's resources are adequate to meet all its objectives.				
2	The organization is able to meet its financial obligations when they fall due.				
3	The annual expenses are less than revenues.				
4	The organization's assets are more than its liabilities.				
5	The organization is able to fund all its activities from its revenues.				

Source: Gikonyo (2018).

Thank you for your cooperation

APPENDIX B: DETAILED RESULTS

Table B16: Full Normality Test Results

Variables	Skewness		Kurtosis		Shapiro-Wilk	
	Skewness	SE	Kurtosis	SE	W	p
EEV1	-0.300	0.277	-0.625	0.548	0.904	<0.001
EEV2	-0.408	0.277	-0.537	0.548	0.874	<0.001
EEV3	-0.505	0.277	-0.288	0.548	0.883	<0.001
EEV4	-0.651	0.277	-0.188	0.548	0.854	<0.001
EEV5	-0.695	0.277	0.176	0.548	0.846	<0.001
EEV6	-0.796	0.277	0.384	0.548	0.838	<0.001
EED1	-0.782	0.277	0.046	0.548	0.865	<0.001
EED2	-0.779	0.277	-0.086	0.548	0.847	<0.001
EED3	-0.423	0.277	-0.390	0.548	0.894	<0.001
EED4	-0.632	0.277	-0.294	0.548	0.872	<0.001
EED5	0.229	0.277	-0.529	0.548	0.898	<0.001
EEA1	-0.407	0.277	-0.658	0.548	0.896	<0.001
EEA2	-0.347	0.277	-0.517	0.548	0.905	<0.001
EEA3	-0.322	0.277	-0.028	0.548	0.899	<0.001
EEA4	-0.793	0.277	0.818	0.548	0.834	<0.001
EEA5	-0.115	0.277	-0.908	0.548	0.910	<0.001
EEA6	-0.313	0.277	-0.698	0.548	0.904	<0.001
OPEv1	-0.836	0.277	-0.241	0.548	0.837	<0.001
OPEv2	0.040	0.277	-0.442	0.548	0.888	<0.001
OPEv3	-0.533	0.277	-0.762	0.548	0.858	<0.001
OPEv4	-0.136	0.277	-0.537	0.548	0.898	<0.001
OPEv5	-0.494	0.277	-0.649	0.548	0.872	<0.001
OPEv6	-0.280	0.277	-0.288	0.548	0.900	<0.001
OPEv7	-0.097	0.277	-0.695	0.548	0.876	<0.001
OPEf1	0.069	0.277	-0.568	0.548	0.905	<0.001
OPEf2	-0.263	0.277	-0.518	0.548	0.895	<0.001
OPEf3	-0.166	0.277	-0.600	0.548	0.894	<0.001
OPEf4	-0.270	0.277	-0.374	0.548	0.890	<0.001
OPEf5	-0.127	0.277	-0.755	0.548	0.904	<0.001
OPEf6	-0.398	0.277	-0.492	0.548	0.894	<0.001
OPEf7	-0.100	0.277	-0.636	0.548	0.896	<0.001

OPR1	-0.191	0.277	-0.558	0.548	0.896	<0.001
OPR2	-0.568	0.277	0.136	0.548	0.879	<0.001
OPR3	-0.248	0.277	-0.248	0.548	0.891	<0.001
OPR4	-0.327	0.277	-0.350	0.548	0.885	<0.001
OPR5	-0.608	0.277	0.304	0.548	0.860	<0.001
OPFV1	-0.490	0.277	0.021	0.548	0.879	<0.001
OPFV2	-0.275	0.277	-0.412	0.548	0.901	<0.001
OPFV3	-0.378	0.277	-0.359	0.548	0.887	<0.001
OPFV4	-0.322	0.277	-0.374	0.548	0.907	<0.001
OPFV5	-0.441	0.277	-0.342	0.548	0.890	<0.001
EEVm	-0.138	0.277	-0.695	0.548	0.958	0.015
EEDm	-0.274	0.277	-0.144	0.548	0.977	0.179
EEAm	-0.003	0.277	-0.277	0.548	0.988	0.718
OPEvm	0.081	0.277	-0.984	0.548	0.955	0.010
OPEfm	0.276	0.277	-1.009	0.548	0.943	0.002
OPRm	-0.284	0.277	0.559	0.548	0.966	0.044
OPFVm	-0.154	0.277	0.072	0.548	0.975	0.145
EEm	-0.204	0.277	-0.380	0.548	0.966	0.041
OPm	0.297	0.277	-1.017	0.548	0.944	0.002

Source: Data Analysis (2024)

Table B17: Correlation Analysis

Var	OP	OPEv	OPEf	OPR	OPFV	EEV	EED	EEA	EE
OP	1								
OPEv	0.911	1							
OPEf	0.911	0.766	1						
OPR	0.874	0.742	0.748	1					
OPFV	0.819	0.651	0.659	0.624	1				
EEV	0.678	0.728	0.611	0.590	0.416	1			
EED	0.645	0.712	0.583	0.619	0.311	0.848	1		
EEA	0.638	0.645	0.553	0.539	0.488	0.733	0.689	1	
EE	0.715	0.759	0.636	0.635	0.447	0.938	0.917	0.890	1

Source: Data Analysis (2024)