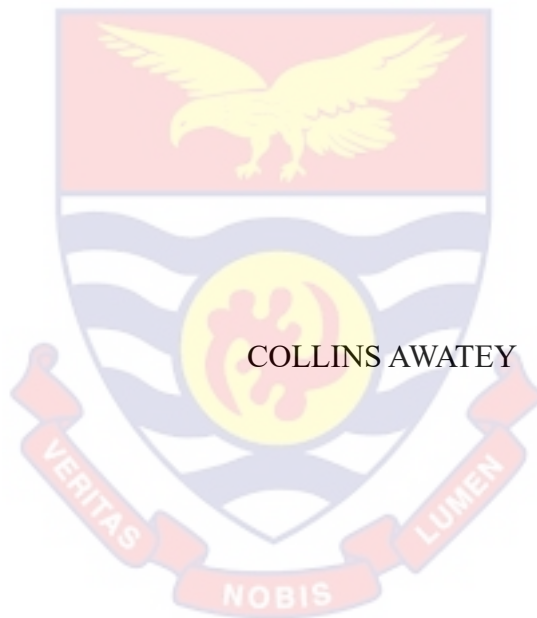UNIVERSITY OF CAPE COAST

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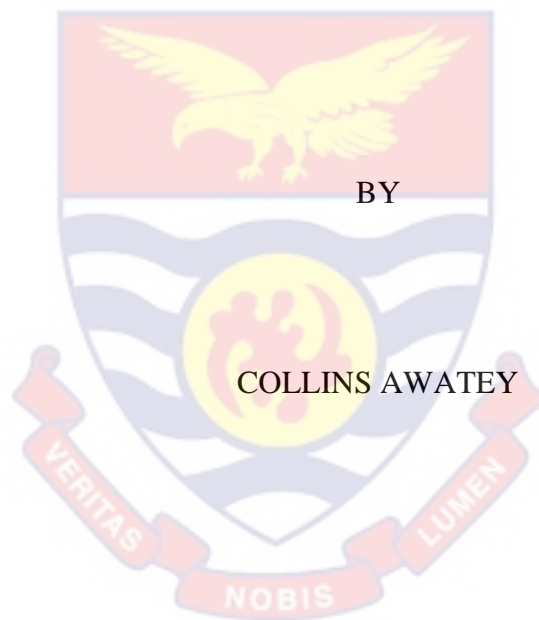
MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

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MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

BY

COLLINS AWATEY

Thesis submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Commerce degree in Human Resource Management

2024

DECLARATION

Candidates Declaration

I hereby declare that this thesis is the results of my own original research and that no part of it has been presented for another degree in this university or else-where.

Candidate's Signature………………………… Date…………………..…….

Name: Collins Awatey

Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were super-vised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast**.**

Supervisor's Signature……..…………………. Date……………....

Name: Prof. (Mrs) Elizabeth Anan-Prah

ABSTRACT

The purpose of the study was to examine the effect of perceived organisational support and job performance among nurses at Cape Coast Teaching Hospital, focusing on the role of employee engagement. An explanatory research design and a quantitative research approach was employed. Drawing upon social exchange and perceived organisational support theories, data from 256 nurses were collected using structured questionnaires and analyzed using frequencies, means, standard deviation, and partial least squares structural equation modeling (PLS-SEM). The sample size was determined using a simple random sampling technique. The study revealed that organisational rewards and supervisor support primarily influenced job performance. Additionally, it was found that procedural justice had neither a direct nor an indirect effect on job performance. Furthermore, all aspects of perceived organisational support were found to be related to employee engagement. Employee engagement was identified as mediating the relationship between procedural justice and job performance, as well as between supervisor support and job performance. However, employee engagement did not mediate the relationship between organisational rewards and job performance. The study concludes that perceived organizational support, particularly through supervisor support and rewards, significantly boosts job performance among nurses, with employee engagement mediating this effect. Recommendations include enhancing supervisor support, refining reward systems, and promoting procedural justice to foster engagement and drive performance of nurses at Cape Coast Teaching Hospital.

KEY WORDS

Perceived organisational support (POS)

Procedural justice (PJ)

Organisational reward (OR)

Supervisor support (SS)

Employee engagement (EE)

ACKNOWLEDGEMENT

I extend my deepest gratitude to Prof. (Mrs) Elizabeth Anan-Prah, my supervisor, for her invaluable input, commitment, and encouragement throughout this project. Special recognition is due to Dr. Edna E. A. Okorley for her significant contributions to this endeavor. I would also like to extend my appreciation to all lecturers at the School of Business and beyond. I am grateful to my colleagues for their support. I am truly thankful to my parents, Hon. Justice Kwasi Tettey and Mrs. Theresah Awatey, for their unwavering assistance throughout my academic journey. To my siblings, Henry and Prince, I extend heartfelt thanks for all your support. Furthermore, my sincere appreciation goes out to the several authors whose works were referenced in this study.

DEDICATION

To my parents, Justice and Theresah.

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LIST OF ACRONYMS

POS	Perceived Organisational Support
PJ	Procedural Justice
OR	Organisational Reward
SS	Supervisor Support
EE	Employee Engagement
JP	Job Performance
SET	Social Exchange Theory

CHAPTER ONE

INTRODUCTION

Perceived organisational support holds considerable potential as a predictive determinant of job performance. It has demonstrated substantial influence on workplace outcomes across diverse sectors, including manufacturing, banking, healthcare, and education. This study aimed to examine how perceived organisational support affects job performance, considering employee engagement as a mediating variable. The study is conducted among nurses of Cape Coast Teaching Hospital. The following are provided in this chapter: an introduction to the study, its background, problem statement, research questions and objectives, limitations, and organisation of the study.

Background to the Study

In the field of organisational psychology, it is vital to understand the correlation between perceived organisational support and job performance, particularly in professions such as nursing. Perceived organisational support denotes the belief that an organisation highly regards its personnel and is dedicated to their welfare (Kurtessis, et. al 2017). Within the nursing field, where there is a high level of expectations and stressors, it is crucial to comprehend the relationship between perceived organisational support and job performance. According to Liu et al. (2018), nurses who feel supported by their organisation are more likely to experience higher levels of job satisfaction, motivation, and engagement. This, in turn, positively affects their overall job performance.

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The relationship between perceived organisational support and job performance in nursing is complex and has multiple aspects (Zhang et al., 2022). Nurses' motivation to fully engage in their work is enhanced when they perceive support from their organisation. This heightened motivation enhances job happiness, as nurses perceive recognition and appreciation. Furthermore, a conducive organisational environment cultivates a feeling of involvement among nurses, motivating them to exceed expectations in their responsibilities (Breed et al., 2020). As a result, this beneficial cycle of assistance, contentment, drive, and involvement ultimately leads to improved job performance, as nurses are more inclined to fulfil and surpass task requirements.

Moreover, the effect perceived organisational support has on job performance in nursing is not solely confined to personal welfare but also encompasses group dynamics and overall organisational efficacy (Kurtessis, et. al 2017). A workplace in which nurses perceive substantial organisational backing tends to nurture a cooperative and favourable team ethos (Khan et al., 2023). Consequently, this can enhance communication, coordination, and overall team achievement, ultimately advantageous for the entire organisation. When nurses perceive strong support from their organisation, it fosters a positive work environment, leading to higher job satisfaction and commitment (Al-Hamdan, & Bani Issa, 2022). This perceived organisational support can manifest through various channels, including organisational reward, procedural justice and supervisor support (Krishnan & Mary, 2012).

Organisational rewards are a significant factor that affects perceived organisational support (Ahmed et al, 2015). Nurses, similar to other professionals, strive for acknowledgment and incentives for their endeavours.

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Organisations that provide equitable and competitive remuneration, recognition initiatives, and prospects for professional growth foster a favourable perception of support (Turner, 2019). When nurses receive sufficient rewards for their diligent efforts and commitment, they become inclined to have elevated levels of job satisfaction and, as a result, exhibit enhanced job performance (Aban et al., 2019).

Procedural justice, an equally important factor, pertains to the impartiality of organisational processes and procedures (Rahman et al., 2016). Nurses' faith in the organisation is enhanced when they think that choices about their work environment, promotions, and resource allocations are made in a fair and transparent manner. The presence of procedural fairness enhances a favourable organisational climate, hence strengthening the perception of support (Nazir et al., 2019). Consequently, this has a beneficial effect on job performance, since nurses are more inclined to be motivated and actively involved in their duties when they perceive the organisation to be fair (Sharma & Dhar, 2016).

Supervisor support on the other hand, involves employees' perceptions of the level of encouragement, guidance, and assistance provided by their immediate supervisors (Jin & McDonald, 2017). Understanding the dynamics of supervisor support is critical, as research consistently indicates its profound impact on shaping employees' overall perception of organisational support. Supervisor support not only contributes significantly to the overall perception of organisational support but also serves as a catalyst for increased job performance within professions like nursing (Ahmed et al., 2015).

The interaction among organisational rewards, procedural justice, and supervisor support establishes a mutually beneficial relationship that has a substantial effect on the performance of nurses (Qureshi et al., 2020). Hospitals that place importance on establishing a friendly and equitable work environment are more likely to witness increased levels of passion and devotion from their nurses. Enhanced job performance, marked by heightened productivity, quality of treatment, and overall job satisfaction, can bolster the organisation's success and reputation in the healthcare sector (Sareen, 2018). Nurses who perceive a substantial degree of support from their organisation, which encompasses equitable procedures, sufficient rewards, and support from their supervisors, are more inclined to experience a sense of engagement in their profession (Cao et al., 2020).

Engaged employees are individuals that possess a strong emotional connection to their work (Osborne & Hammoud, 2017). They are driven to make meaningful contributions to the organisation's achievements, and are dedicated to achieving exceptional performance. According to Burns (2016), perceived organisational support establishes a basis for employee engagement by cultivating a feeling of worth and inclusion within the organisation. Nurses who receive support and recognition are more inclined to develop a robust emotional bond with their profession and the institution (Abou Hashish, 2017). The establishment of this emotional bond subsequently results in increased degrees of engagement. Highly engaged nurses exhibit not only increased job satisfaction but also a greater propensity to exceed their customary responsibilities, leading to improved job performance (Wang et al., 2020).

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Employee engagement has a diverse and beneficial effect on job performance. Nurses that are actively involved in their work have greater dedication to their responsibilities, display elevated levels of ingenuity and analytical thinking, and generally possess increased adaptability when confronted with difficulties (Waheed et al., 2021). By experiencing a strong sense of ownership and purpose in their respective positions, individuals are driven to provide the highest quality of care to patients (Baljoon et al., 2018). Thus, employee engagement serves as a crucial method for organisations to optimise the potential of their nursing staff and enhance healthcare outcomes by mediating the connection between perceived organisational support and job performance.

According to Jin and Zhong (2014), there is a considerable connection between the perceived level of support in an organisation and the level of job performance displayed by employees. Therefore, when an organisation establishes a nurturing rapport with its employees, it empowers them to achieve optimal performance (Biswas & Bhatnagar, 2013). Perceived organisational support is based on the belief that when employers take positive actions, employees feel obligated to perform in the best interest of the organisation (Kurtessis et al., 2017). This statement is elucidated by the social exchange theory that forms the foundation of the study and supported by the organisational support theory.

The social exchange theory places significant emphasis on the norm of reciprocity (Eisenberger et.al., 2020). In the context of this study, the term perceived organisational support refers to the degree of quality that is present in the social exchange that takes place between employees and the organisation.

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The social exchange theory states that when employees believe that the organisation values and cares about their well-being, they will be actively connected with the organisation and feel obliged to repay this support. This is because they believe that their organisation values and cares for them (Reader et al., 2017). Perceived organisational support has a crucial role in enhancing employee engagement, which in turn leads to improved performance within an organisation (Kurtessis et al., 2017).

In line with the organisational support theory proposed by Rhoades and Eisenberger (2002), employees cultivate a sense of perceived organisational support in response to socio-emotional needs and the organisation's willingness to acknowledge increased efforts undertaken on its behalf. The theory explains the process through which perceived organisational support is developed and results in favourable outcomes for both employees and organisations. According to this theory, employees perceive their organisation as having a tendency to treat them positively or negatively, which is evident in the way they are treated (Eisenberger et al., 2020). This means that when employees perceive that the organisation acknowledges and rewards their exemplary performance, it strengthens them to continue to exhibit similar behaviours. They develop a sense of belongingness and attachment, considering themselves as integral members of the organisation.

Perceived organisational support has been observed to have a substantial impact on workplace outcomes in various industries, including manufacturing, banking, and education (Eisenberger & Stinglhamber, 2011; Mauseth, 2008; Rigby & Ryan, 2018). According to a poll conducted by the Global Workforce Study 2007-2008, as referenced by Eisenberger (2018), organisations that offer

sufficient support to their employees can enhance employee engagement and experience an average net income rise of 13.7%. Organisations that offer minimal support experience a loss in employee engagement, resulting in an average decline of 3.8% in net revenue.

The nurses' view of support from the hospital, which includes equitable processes, acknowledgment, and a conducive work environment, serves as the basis for their participation. Positive engagement has a crucial role in connecting perceived organisational support and job performance (Rich et al., 2010). When nurses feel appreciated and have a strong sense of connection to their roles, they demonstrate increased levels of dedication, innovation, and ability to bounce back from challenges, resulting in an overall improvement in their job performance. The relationships that exist between perceived organisational support, employee engagement, and job performance emphasises the significance of cultivating a supportive workplace culture to maximise the capabilities of nursing staff at the Cape Coast Teaching Hospital.

Statement of the Problem

Organisations have increasingly recognized the benefits of perceived organisational support in recent years, acknowledging its potential to boost employee engagement, enhance client satisfaction, and improve job performance (Eisenberger et al., 2016; Jehanzeb, 2020). Despite its widespread acceptance and the common belief in its positive correlation with job performance, there is surprisingly limited empirical research on this topic in the health sector, especially in developing countries (Choi, 2021; Jin & McDonald, 2017; Rockstuhl et al., 2020). This lack of empirical evidence poses challenges

for hospital managers, hindering their ability to fully grasp the importance of supporting employees to strengthen perceived organisational support.

Interactions with nurses at Cape Coast Teaching Hospital revealed widespread perceptions of insufficient support from management, citing concerns about low pay, high patient-to-nurse ratios, inadequate equipment, and limited training. A staff motivation study supported these concerns, with 51% of nurses expressing dissatisfaction with management's support for promotions and training (CCTH, Quality Assurance Newsletter, 2020). This decline in employee engagement, worsened by issues like leave without pay, resulted in lower service quality, increased turnover intentions, negative emotions, absenteeism, and errors among health workers (Abou Hashish, 2017). This drop in engagement is reflected in a 5% decline in employee performance, negatively impacting the hospital's reputation and referral rates (CCTH Annual Performance Report, 2022).

While many studies show a connection between perceived organisational support and job performance, scholars argue that we do not understand well how this support actually translates into better performance and what factors strengthen this connection (Abdulaziz et al., 2022; Meyers et al., 2020). Despite some research exploring this relationship, only a few studies have examined the mediating role of employee engagement (Rubel & Kee, 2013). Because factors like location and industry can influence outcomes, relying solely on these findings might not be suitable for the healthcare sector in Ghana. Hence, this study aims to bridge this gap by examining the causal relationship between perceived organisational support, employee engagement, and job performance in the healthcare sector in Ghana.

Objective of the Study

The study examined the effect of perceived organisational support on job performance using employee engagement as a mediating variable among nurses at the Cape Coast Teaching Hospital.

Research Objectives

The study focused on the following objectives;

1. Examine the effect of perceived organisational support on job performance among nurses at Cape Coat Teaching Hospital.

2. Assess the effect of perceived organisational support on employee engagement among nurses at Cape Coast Teaching Hospital.

3. Determine the effect of employee engagement on job performance among nurses at Cape Coat Teaching Hospital.

4. Investigate the mediating role of employee engagement in the relationship between perceived organisational support and job performance among nurses at Cape Coat Teaching Hospital.

Research Hypotheses

The hypotheses were developed based on each research objective.

Hypothesis 1a, 1b and 1c were formulated based on objective 1 using the proxies of perceived organisational support on job performance;

H_{1a}: There is a significant positive relationship between procedural justice and job performance among nurses at Cape Coat Teaching Hospital.

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H₁b: There is a significant positive relationship between organisational rewards and job performance among nurses at Cape Coat Teaching Hospital.

H₁c: There is a significant positive relationship between supervisor support and job performance among nurses at Cape Coat Teaching Hospital.

Hypotheses 2a, 2b, and 2c were formulated based on objective 2.

H₂a: There is a significant positive relationship between procedural justice and employee engagement among nurses at Cape Coat Teaching Hospital.

H₂b: There is a significant positive relationship between organisational reward and employee engagement among nurses at Cape Coat Teaching Hospital.

H₂c: There is a significant positive relationship between supervisor support and employee engagement among nurses at Cape Coat Teaching Hospital.

Hypothesis 3 was formulated from objective 3.

H₃: There is a significant positive relationship between employee engagement and job performance among nurses at Cape Coat Teaching Hospital.

Hypothesis 4a, 4b, and 4c were formulated from objective 4

H₄a: Employee engagement plays a significant mediating role in the relationship between procedural justice and job performance among nurses at Cape Coat Teaching Hospital.

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H₄b: Employee engagement plays a significant mediating role in the relationship between organisational reward and job performance among nurses at Cape Coat Teaching Hospital.

H₄c: Employee engagement plays a significant mediating role in the relationship between supervisor support and job performance among nurses at Cape Coat Teaching Hospital.

Significance of the Study

There are a number of ways in which this study might affect management, lawmakers, and future studies. For the management of Cape Coast teaching hospital, the study highlights the importance of creating a positive work environment that supports nurses and their professional growth. By implementing interventions that improve organisational support and increase employee engagement, managers can improve nurse performance and, ultimately, the quality of care provided to patients. This study provides evidence of the importance of investing in the nursing workforce to improve healthcare outcomes. It will help policymakers such as the Ministry of Health to develop policies that promote a positive work environment for nurses. This can improve the overall quality of healthcare in their countries. Finally, the research contributes to the growing body of knowledge regarding employee engagement, perceived organisational support, and job performance.

Definition of Terms

Perceived Organisational Support: It is defined as employees' beliefs about the extent to which the organisation values their contributions and cares about their well-being.

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Employee Engagement: This refers to the level of commitment, passion, and enthusiasm employees have towards their work and their organisation. Engaged employees are typically more productive, innovative, and committed to achieving organisational goals.

Job Performance: It is the quality, quantity, and efficiency of an employee's work in carrying out the tasks and responsibilities assigned to them by their employer.

Delimitation of the Study

The study was conducted using nurses at Cape Coast Teaching Hospital as the unit of analysis. It does not include all nurses from other hospitals in Ghana. As such, the findings from this study would be more beneficial to the management of Cape Coast teaching hospital but, other public institutions, especially hospitals could also benefit from the findings of this study.

Limitation

The research was conducted exclusively at Cape Coast Teaching Hospital, which may limit the generalizability of the findings to other healthcare settings. Comparative studies across multiple institutions are necessary to validate the results in different contexts. Additionally, the study did not explore alternative measures of procedural justice or other dimensions of organisational rewards. Future research should include a broader range of these factors to fully understand their impact on job performance. Moreover, the study was conducted within a single cultural context, potentially limiting the applicability of the findings to different cultural settings. Research that explores cross-cultural differences could provide a more comprehensive understanding of the dynamics

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between organisational support, engagement, and job performance. Furthermore, the study's quantitative approach may overlook nuanced perspectives and experiences of nurses. Incorporating qualitative research methods, such as interviews or focus groups, could provide deeper insights into the factors influencing engagement and performance.

Organisation of the Study

There are five chapters in this study. Chapter one covers the introduction which consists of the background to the study, statement of the problem, the purpose of the study, research objectives, research hypotheses, significance of the study, delimitations, limitations, definitions of terms and organisation of the study. Chapter two covers the reviews of the available literature which discussed the theoretical, and empirical review and explanation of the study's concepts. The components of research methodology, including research design, study area, population, sampling technique, data collection instruments, data collection processes, ethical consideration, data processing, and analysis, are all addressed in Chapter 3. Chapter four contains the presentation and discussion of the study's findings. The study is concluded in Chapter five with a summary, conclusions, and recommendations that are founded on the results. Additionally, it makes suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter examines the relevant literature regarding perceived organisational support, employee engagement and job performance. It aims to explore the theoretical foundations and practical aspects associated with these phenomena. Specifically, the chapter is organized into three sections: a theoretical review, a concept of perceived organisational support, job performance and employee engagement as the mediating variable, and an empirical review relevant to the study.

Theories Underpinning the Study

The social exchange theory and the organisational support theory are the two theories that serve as the foundation for this research. In the context of this study, these theories are utilised to construct a theoretical case to justify the study.

Social Exchange Theory (SET)

The social exchange theory (SET), initially introduced by sociologist Homans in 1958 and subsequently expanded upon by scholars like Blau and Emerson, seeks to explain social interactions and relationships by examining the perceived costs and benefits involved. According to the SET, individuals make rational decisions by assessing the potential advantages and disadvantages of their actions within social interactions (Romani-Dias et al., 2020). People participate in interactions with the expectation of receiving rewards and incurring costs, establishing a comparison level influenced by past experiences

and societal norms, which reflects their expectations in a relationship (Meira et al., 2021). From a social psychology perspective, the theory's success lies in its broad application as a framework for analysing various aspects of interpersonal interactions, including behaviours, emotions, products, and communications (Blau, 1964).

In the context of the study, the focus on POS aligns seamlessly with SET principles. According to Eisenberger et al. (2020), POS represents the degree to which nurses believe their contributions are valued by the organisation, creating a reciprocal relationship wherein employees may reciprocate perceived support with increased commitment and effort. SET's emphasis on rational decision-making is particularly relevant as nurses are likely to assess the costs and benefits of their contributions concerning the support they perceive from the organisation (Meira et al., 2021; Eisenberger et al., 2020). Furthermore, SET helps elucidate the mediating role of employee engagement in the relationship between POS and job performance (George-Amiekumo, 2022). According to SET, when employees perceive higher levels of support, they are inclined to reciprocate with higher levels of engagement, leading to improved job performance. The theory also underscores the importance of trust and commitment in social exchanges, emphasizing that a high level of trust in the nurse-organisation relationship can enhance perceived support and subsequently impact job performance positively (Romani-Dias et al., 2020).

Considering the long-term implications of POS on job performance and engagement is another crucial aspect that SET encourages. The theory suggests that relationships built on ongoing exchanges are more likely to be sustained, prompting a nuanced exploration of the lasting effects of perceived support on

nurse behaviour within the organisational context (Donkor et al. 2021). Therefore, the application of social exchange theory enriches the study by providing a theoretical lens through which to understand the reciprocal nature of nurse-organisation relationships. It also elucidates how perceived support influences employee behaviours, offering valuable insights into the complex interplay between POS, employee engagement, and job performance.

Organisational Support Theory

Also, the study is effectively analysed through the lens of organisational support theory (OST), providing insights into the dynamics of perceived support within the organisational setting. According to Kim et al. (2021) organisational support theory was developed by Eisenberger, Huntington, Hutchison, and Sowa in the 1980s. The theory focuses on the idea that employees have a general belief concerning the extent to which their organisation values their contributions and cares about their well-being. Unlike Social Exchange Theory, which emphasizes the reciprocity of exchanges, OST emphasizes the importance of the overall perception of organisational support as a driver of employee attitudes and behaviours (Bila, 2019).

In this study, OST can shed light on how nurses' perceptions of support from Cape Coast Teaching Hospital influence their job performance and engagement. Also, as indicated by Bila (2019), when employees believe that their organisation genuinely cares about their well-being, they are more likely to reciprocate with positive attitudes and behaviours. The key assumptions of OST align well with the study's objectives. The theory assumes that employees interpret various organisational practices and actions to form a global perception of organisational support. This perception, in turn, influences their attitudes and

behaviours. In the context of nurses, their interpretation of organisational practices such as training programs, communication, and recognition initiatives could significantly impact their perception of support and, consequently, their job performance.

OST also emphasizes the role of fairness in organisational support (Eisenberger et al. 2020). If nurses perceive that they are treated fairly and with respect by the organisation, it is likely to strengthen their belief in organisational support. Fair treatment and respectful communication are integral components of perceived organisational support and can be crucial in understanding the mediating role of employee engagement (Eisenberger et al., 2020; Bizri et al., 2020). Additionally, the theory suggests that perceived organisational support has a direct impact on employees' well-being and job-related outcomes. In this study, this could mean that nurses who feel supported by the organisation are more likely to be engaged in their work, leading to enhanced job performance. It is imperative to admit that OST offers a robust framework for examining the relationship between perceived organisational support, employee engagement, and job performance by focusing on the overall perception of support rather than specific exchanges.

Linkage Between the Two Theories

The linkage between social exchange theory and organisational support theory provides a comprehensive understanding of the intricate dynamics at play in this study. Both SET and OST share common ground in their exploration of the reciprocal nature of social relationships within organisational settings, albeit with distinct emphases. SET, as articulated by Homans and extended by Blau, centres on the exchange of rewards and costs, emphasizing individuals'

rational decision-making in social interactions (Romani-Dias et al., 2020). It posits that individuals engage in exchanges expecting reciprocal benefits, and these exchanges form the basis of social relationships. On the other hand, OST, formulated by Eisenberger, Huntington, Hutchison, and Sowa, diverges by focusing on the broader perception of organisational support rather than specific exchanges. It highlights the importance of employees' beliefs regarding how much their organisation values their contributions and cares about their well-being (Bila, 2019). OST emphasizes the global interpretation of organisational practices that contribute to an overall sense of support.

The linkage between the two theories lies in their shared exploration of reciprocity and the impact of perceived support on employee attitudes and behaviours. In the context of the study on nurses at Cape Coast Teaching Hospital, SET's emphasis on reciprocal exchanges aligns with the idea that nurses, perceiving organisational support, reciprocate with increased commitment and effort, potentially leading to improved job performance. OST, meanwhile, provides a holistic perspective, emphasizing the importance of the general belief in organisational support in shaping employee well-being and behaviour. In essence, while SET delves into the specific exchanges between employees and the organisation, OST broadens the scope to encompass the overall organisational support landscape. Together, they offer a more comprehensive framework for understanding how nurses interpret, respond to, and reciprocate organisational support, shedding light on the intricate interplay between perceived organisational support, employee engagement, and job performance.

Concept of Perceived Organisation Support

Perceived organisational support refers to employees' interpretations of how much their organisation values their contributions and cares for their well-being (Meyers et al., 2019 Wang et al., 2020). It can be viewed as the organisation's commitment to its employees (Stinglhamber et al., 2020). When an organisation appreciates and acknowledges employees' dedication, it fosters a reciprocal commitment from employees towards the organisation (Wang et al., 2020). High perceived organisational support correlates with enhanced employee performance, leading to increased engagement (Sulistyawati et al., 2020; Purba et al., 2023). According to Shanock et al. (2019), organisational support is crucial, signalling the company's willingness to recognize and reward employee efforts, thereby influencing employee engagement positively.

Perceived Organisational Support has far-reaching effects, impacting company commitment, work attitudes (e.g., job satisfaction, positive mood, job involvement), work performance, desire to stay with the company, and reducing work-related pressure and withdrawal behaviours, ultimately enhancing company productivity (Shanock et al., 2019; Purba et al., 2023). A higher level of perceived organisational support corresponds to increased employee engagement, while a lower level is associated with decreased engagement. Munoz et al. (2023) further indicated that positive organisational support motivates employees to prioritize goal commitment, monitor their behaviour for alignment with goals, and make intelligent choices in task completion, indicative of high engagement.

Numerous studies have explored the intricate relationship between perceived organisational support, employee engagement, and employee

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performance (O'Connor et al., 2019; Maan et al., 2020; Le et al., 2019). Research by O'Connor et al. (2019) demonstrates the significant impact of Perceived Organisational Support and employee engagement on performance, with organisational commitment and organisational citizenship behaviour playing pivotal roles. Maan et al. (2020) research reveals a positive correlation between perceived organisational support and employee engagement, emphasizing the direct positive influence of perceived organisational support on employee engagement. Additionally, Le et al. (2019) study finds that competence and the work environment collectively influence job satisfaction. Turner et al. (2020) highlight the consequences of low work engagement, with actively disengaged workers contributing to potential disruptions in the workplace. While there exist several numbers of POS practices, this study analysed three specific practices namely: procedural justice, organisational rewards and supervisor support.

Concept of Procedural Justice

According to, Radburn et al. (2019), procedural justice is a foundational concept within the realm of organisational psychology and justice theories, emphasizing the fairness of procedures and processes in decision-making rather than focusing solely on the outcomes. This concept holds that individuals are not only concerned with the ultimate results of a decision but are equally, if not more, influenced by the perceived fairness of the procedures leading to that decision (Kurdoglu, 2020; Donner et al., 2020). Procedural justice as indicated by Radburn et al. (2019) underscores the importance of transparency, consistency, and impartiality in the processes employed by organisations. Individuals want to feel that the mechanisms used to reach decisions are

unbiased, and the procedures are consistently applied to everyone. When people perceive these procedural elements to be fair, it contributes positively to their overall sense of justice, satisfaction, and trust in the organisation (Donner et al., 2020; Thacher, 2019).

The concept according to research conducted by Kotecha (2020) suggests that individuals evaluate the fairness of procedures based on several key principles. First and foremost is the principle of voice, which involves giving individuals an opportunity to express their opinions and concerns during decision-making processes (Uhde et al., 2020; Kotecha, 2020). This allows employees to feel heard and acknowledged, contributing to a sense of fairness. Another crucial principle is transparency, ensuring that the decision-making processes are clear, open, and easily understandable. When individuals can comprehend the logic and criteria behind decisions, it enhances their perception of fairness. Additionally, the consistency and absence of bias in applying procedures to all individuals irrespective of their status or position further contribute to the sense of procedural justice.

Procedural justice is not confined to specific domains but extends across various organisational contexts, including performance evaluations, resource allocation, promotions, and conflict resolution (De Clercq et al., 2021; Bobocel, 2021). Research suggests that employees who perceive procedural justice are more likely to exhibit positive organisational behaviours, such as increased job satisfaction, commitment, and cooperation (Uhde et al. 2020; De Clercq et al., 2021; Radburn et al., 2019). Moreover, procedural justice is intertwined with broader organisational justice theories, including distributive justice (fairness of outcomes) and interactional justice (fairness in interpersonal treatment) (Wang

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et al., 2020). Together, these components form a holistic framework for understanding the overall fairness perceptions within an organisation. In essence, the concept of procedural justice accentuates the significance of fair and transparent processes in shaping individuals' perceptions of fairness and justice within an organisational context.

Concept of Organisational Rewards

Organisational rewards represent a complex system within the broader framework of organisational behaviour and human resource management (Luthans et al., 2021; Wagner III et al., 2020). Furthermore, Shields et al. (2020) indicate that the concept revolves around the methods through which organisations acknowledge, compensate, and incentivize their employees for their contributions and achievements. Organisational rewards encompass a spectrum of tangible and intangible elements designed to motivate, engage, and retain a talented workforce (Fulmer et al., 2022). Organisational rewards can be categorized into two primary types: intrinsic and extrinsic rewards (Malek et al., 2020). Intrinsic rewards pertain to the internal satisfaction and fulfilment individuals derive from their work, such as a sense of accomplishment, personal growth, or job autonomy. In contrast, extrinsic rewards are tangible, external recognitions that are frequently in the form of monetary compensation, benefits, promotions, or other privileges (Malik et al., 2019; Malek et al., 2020).

Additionally, the significance of organisational rewards as revealed by Ali et al. (2021) lies in their ability to influence employee motivation, job satisfaction, and overall performance. A well-structured rewards system can serve as a powerful tool to attract and retain talent, enhance employee engagement, and create a positive organisational culture (Paais et al., 2020).

Also, in terms of extrinsic rewards, competitive salary structures, performance bonuses, health benefits, and other tangible incentives play a pivotal role. These rewards are designed to acknowledge employees' contributions, create a sense of fairness in compensation, and provide tangible recognition for their efforts (Ali et al., 2021; Malek et al., 2020). Additionally, promotions, career advancement opportunities, and recognition programs contribute to the extrinsic rewards package, motivating employees to strive for excellence and commitment.

Furthermore, intrinsic rewards, while intangible, are equally crucial. These include providing employees with challenging and meaningful work, fostering a positive and inclusive work environment, and recognizing individual and team accomplishments (Monje Amor et al., 2023). Intrinsic rewards tap into employees' intrinsic motivations, fostering a sense of purpose and fulfilment in their roles. According to Tezel (2023), the concept of organisational rewards aligns with broader motivational theories, such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs. It recognizes that individuals are motivated by a combination of intrinsic and extrinsic factors and that a well-balanced rewards system can address various needs across these motivational dimensions.

Moreover, organisational rewards extend beyond individual recognition to encompass team-based incentives and organisational-level rewards (Malek et al., 2020; Ali et al. (2021). Team-based rewards encourage collaboration, cohesion, and a collective sense of achievement, fostering a positive group dynamic. Tezel (2023) postulate that rewards at the organisational level can include profit-sharing programs, stock options, or other benefits that tie

employees' success to the overall success of the organisation. Hence, the concept of organisational rewards is integral to creating a motivated, satisfied, and high-performing workforce. It acknowledges the diverse needs and motivations of employees, emphasizing the importance of both intrinsic and extrinsic rewards to cultivate a positive and rewarding workplace environment.

Concept of Supervisor Support

Gülbahar (2020) indicate that supervisor support centres on the understanding that effective supervision and support from leaders significantly impact employee job satisfaction, performance, and overall organisational success. Supervisor support involves the provision of resources, encouragement, and feedback by supervisors to facilitate the successful execution of employees' tasks and responsibilities (Usman, 2019; Winarto et al., 2020). It encompasses various dimensions, including emotional support, instrumental assistance, and informational guidance, all of which contribute to creating a positive and supportive work environment.

According to Way et al. (2020), emotional support from supervisors involves empathetic understanding, encouragement, and acknowledgment of employees' feelings and concerns. Supervisors who express genuine care and consideration for their team members foster a sense of trust, psychological safety, and well-being within the workplace. Also, instrumental support refers to the tangible assistance and resources that supervisors provide to help employees perform their duties effectively (Way et al., 2020; Lamothe et al., 2021). This may include access to necessary tools, training opportunities, or assistance in navigating challenges within the work environment. Such tangible support reinforces employees' confidence and capabilities. Informational

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support entails the communication of relevant information, clear expectations, and constructive feedback (Haas, 2020). Effective communication from supervisors helps employees understand their roles, expectations, and how their contributions align with organisational objectives. Regular feedback promotes continuous improvement and a sense of direction for employees.

Furthermore, supervisor support is closely linked to broader organisational concepts such as leadership styles, employee engagement, and organisational commitment. Leadership theories, including transformational and supportive leadership, emphasize the positive impact of supervisors who actively engage, inspire, and support their team members (Azim et al., 2019). Research consistently demonstrates that high levels of supervisor support are associated with numerous positive outcomes (Decuypere et al., 2020; Wu et al., 2020; Azim et al., 2019). These include increased job satisfaction, higher levels of organisational commitment, reduced turnover intentions, and enhanced overall employee well-being.

Additionally, supervisor support is often linked to improved task performance, as employees are more likely to invest effort and energy when they feel supported by their supervisors (Decuypere et al., 2020). The concept of supervisor support according to Haas (2020) recognizes the critical role that leaders play in shaping the work environment and fostering positive relationships with their teams. It aligns with the social exchange theory, emphasizing the reciprocal nature of the relationship between supervisors and employees (Blau, 1964). When supervisors provide support, employees are more likely to reciprocate with higher levels of commitment, engagement, and performance.

Concept of Job Performance

Job performance is a fundamental concept that delineates various aspects of the performance process, encompassing behavioural engagement toward desired outcomes (Borman et al., 1997; Gruman et al., 2011). A comprehensive understanding of performance can be acquired through the evaluation and implementation of overall performance management. Performance evaluation involves categorizing specific outcomes within a predetermined timeframe (Anokye Effah et al., 2022). Asif et al. (2021) emphasizes that performance should not only be assessed based on its outcomes but should also consider the associated behaviours. McGee et al. (2021) notes that behaviour manifests through actions in completing tasks, and its consequences are reflective of the outcomes of one's work. This highlights the interconnectedness of behaviour and results obtained (Gruman et al., 2011).

Job performance is evaluated based on company's performance standards (Tisu et al., 2020), and it is considered effective when it demonstrates productivity, efficiency, and effectiveness in terms of work output, quality, and profitability (Ramos-Villagrasa et al., 2019). Productivity is gauged by comparing output to input (Darvishmotevali et al., 2020). Efficiency involves achieving desired results using minimal resources as stipulated by Darvishmotevali et al., (2020), and effectiveness pertains to attaining goals through capability. Quality, as defined by Panno (2020), is the characteristic of a product or service meeting expected needs, and profitability is the consistent ability to generate profits within a specified timeframe (Cong et al., 2020).

Evaluating behaviour and actual performance should be the focus when assessing job performance rather than the personality traits of the employee

(Ramos-Villagrasa et al., 2019). Various definitions of job performance exist, including Tisu et al. (2020) viewing it as a company-applied assessment determining an employee's ability and results. Deng et al. (2023) define job performance as the breakdown of results based on job functions and specified periods. Khoshnaw et al. (2020) describe it as the outcome achieved through efforts and behaviour aligned with organisational and individual goals. Furthermore, Hendri (2019) defines job performance as the stage where employees fulfil their duties and responsibilities at work. Summarily, job performance encompasses the achievement of employee work during or after task completion through effort, aligned with company-set objectives (Tisu et al., (2020; Deng et al., 2023).

Concept of Employee Engagement

Employee engagement was initially introduced by Kahn in 1990. According to Kahn (1990), employee engagement involves the active involvement of organisational members in their work roles, encompassing physical, cognitive, and emotional expressions during role performances. Sun et al. (2019) further elaborate that individuals utilize varying degrees of themselves, both physically and emotionally, in executing their job responsibilities. Lemon (2019) defines employee engagement as the extent to which an employee is cognitively, emotionally, and behaviourally involved in their job and the organisation. This engagement is closely tied to attributes such as organisational commitment, job involvement, work involvement, job satisfaction, and organisational citizenship behaviour.

The labelling of employee engagement has been diverse, with preferences for terms like personal engagement (Kahn, 1990), job engagement

(Sun et al., 2019), and work engagement (Lemon, 2019). Burnett et al. (2021) note a common thread among these labels, and Sun et al., (2019) argue for the use of employee engagement due to the human-centric representation inherent in the term employee. Some scholars consider disengagement as a state of burnout, wherein internal strain mediates the impact of external job demands (Lee et al., 2021; Seriki et al., 2020). This perspective influenced by Kahn's definition suggests engagement as the opposite of burnout. However, research by Schulte et al. (2020) challenges this view, demonstrating that psychological burnout and engagement can coexist and are independent constructs. Lee et al. (2021) reveal a shared pattern of association between the dimensions of burnout and engagement, supporting the idea that they share a nomological network.

Bhana et al. (2021) categorize employees into engaged, disengaged, and actively disengaged groups. Engaged employees are described as those who work passionately, feel connected to the company, and drive innovation. Disengaged employees, on the other hand, merely go through the motions at work, lacking energy or passion. Some employees may fall into the disengaged category, performing routine tasks without contributing significantly to the organisation's success. Despite their lack of engagement, these employees are not burnt out, as burnout is considered an exaggerated state of stress (Lee et al., 2021). In summary, employee engagement involves active participation in work roles, incorporating physical, cognitive, and emotional dimensions. It is distinct from burnout, and the terminology preference varies, with employee engagement being considered the most suitable label. The diverse experiences of engagement and burnout demonstrate that they are independent constructs with varying levels and distinctive groups.

Perceived Organisational Support and Job Performance

POS practices play a crucial role in influencing job performance. POS practices encompass a wide range of activities aimed at managing an organisation's workforce effectively. The relationship between POS practices and job performance is intricate and multifaceted. This section analyses three specific POS practices namely: procedural justice, organisational rewards, and supervisor support on job performance.

Procedural Justice and Job Performance

The concept of procedural justice and its impact on job performance constitutes a crucial aspect of organisational behaviours and management theory (Lambert et al., 2020). Procedural justice refers to the perceived fairness of the procedures and processes employed in decision-making within an organisation (Radburn et al., 2019). This concept emphasizes that individuals evaluate the fairness of outcomes not only based on the results but also the fairness of the procedures leading to those outcomes. The link between procedural justice and job performance lies in the idea that employees are more likely to exhibit positive work-related behaviours and outcomes when they perceive the procedures used in the organisation as fair and transparent (Radburn et al., 2019; De Clercq et al., 2020). When decision-making processes are perceived as unbiased, consistent, and inclusive, employees exhibit greater sense of trust, commitment, and engagement with the organisation.

According to De Clercq et al. (2020), employees who believe that they are treated fairly in the decision-making processes are more likely to be motivated to contribute their best efforts to their work. Procedural justice fosters a positive organisational climate by enhancing employees' perception of being

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valued and respected (Donner et al., 2020). This positive perception, in turn, influences their attitudes and behaviours, contributing to improved job performance. Research consistently demonstrates a positive correlation between procedural justice and various aspects of job performance (Lambert et al., 2020; Radburn et al., 2019; Tisu et al., 2020). When employees perceive fairness in processes related to performance appraisals, promotions, and other HR practices, they are more likely to be satisfied with their jobs, committed to the organisation, and motivated to excel in their tasks.

Moreover, Dar et al. (2019) emphasize procedural justice contributes to the reduction of negative workplace behaviours such as absenteeism, turnover intentions, and counterproductive work behaviours. When employees feel that they have a voice, are treated with dignity, and have a fair chance in decision-making processes, they are more likely to invest in their roles, leading to higher levels of job performance. The impact of procedural justice on job performance can be explained through social exchange theory, which posits that individuals reciprocate perceived fairness with positive attitudes and behaviours. In the context of job performance, employees reciprocate fair treatment with increased effort, dedication, and a willingness to go beyond their formal job requirements. Hence, procedural justice significantly influences job performance within organisations. The fair and transparent procedures employed in decision-making processes contribute to positive employee perceptions, increased job satisfaction, commitment, and motivation, ultimately leading to enhanced job performance.

Organisational Rewards and Job Performance

Anwar et al. (2021) indicates that the concept of organisational rewards and their impact on job performance constitutes a critical aspect of human resource management and organisational behaviour. Organisational rewards encompass the various forms of recognition, compensation, and incentives provided by an organisation to its employees in acknowledgment of their contributions and achievements (Shields et al., 2020). The link between organisational rewards and job performance is deeply rooted in the motivation theory, emphasizing the role of both intrinsic and extrinsic motivators in influencing employee behaviour and performance (Malek et al., 2020). Intrinsic rewards involve intangible elements such as a sense of accomplishment or recognition, while extrinsic rewards include tangible incentives like salary, bonuses, promotions, and other benefits.

Organisational rewards serve as powerful tools for influencing job performance as they provide a structured system for acknowledging and reinforcing positive behaviours and accomplishments (Ngwa et al., 2019; Sidhu et al., 2020). When employees are recognized and rewarded for their hard work, they are more likely to feel valued and motivated to continue contributing at a high level. Extrinsic rewards, such as competitive salaries, bonuses, and other tangible benefits, play a crucial role in attracting and retaining top talent (Malik et al., 2019; Malek et al., 2020). A well-structured compensation system that aligns with employees' efforts and achievements serves as a motivator, encouraging employees to excel in their roles and contribute to the overall success of the organisation. In addition to extrinsic rewards, intrinsic rewards contribute to job performance by fostering a positive work environment.

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Recognition programs, praise from supervisors, and opportunities for skill development create a sense of fulfilment and job satisfaction, leading to increased motivation and engagement (Malek et al., 2020).

Research consistently supports the positive relationship between organisational rewards and job performance (Rohim et al., 2019; Kolluru, 2021; Koo et al., 2020). Employees who perceive a fair and rewarding system are more likely to be satisfied, committed to their jobs, and motivated to achieve their goals. Also, recognition programs that highlight individual and team achievements contribute to a positive organisational culture, promoting a sense of unity and shared success (Wagner III et al., 2020). In the context of job performance, the anticipation of receiving rewards for exceptional performance enhances employees' efforts and commitment to their work (Tisu et al., 2020). Therefore, the concept of organisational rewards significantly influences job performance within an organisation. A well-designed rewards system attracts and retains talent and also motivates employees to excel in their roles.

Supervisor Support and Job Performance

Supervisor support refers to the guidance, encouragement, and assistance provided by supervisors to their subordinates, encompassing emotional, instrumental, and informational aspects of support (Gülbahar, 2020). The relationship between supervisor support and job performance is grounded in the understanding that the quality of the supervisor-subordinate relationship significantly influences employees' motivation, engagement, and overall work outcomes (Panda et al., 2022; Imam et al., 2023). When supervisors actively demonstrate support, employees are more likely to feel valued, motivated, and committed to their tasks.

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According to Panda et al. (2022), emotional support from supervisors, which includes empathy, understanding, and acknowledgment of employees' feelings, plays a vital role in influencing job performance. Supervisors who foster a positive emotional connection with their team members create a work environment that is conducive to open communication, trust, and a sense of belonging. This, in turn, contributes to increased job satisfaction and motivation, positively impacting job performance. Also, Msuya et al. (2022) emphasize instrumental support as a key angle that involves tangible assistance and resources provided by supervisors to help employees carry out their responsibilities effectively. When supervisors actively facilitate the necessary tools, training, and resources for their team members, it enhances employees' confidence, capabilities, and, consequently, their job performance. Informational support, according to Imam et al. (2023) involves clear communication, feedback, and guidance, which is another crucial dimension. Supervisors who provide clear expectations, constructive feedback, and relevant information create a work environment where employees understand their roles, goals, and how their contributions align with organisational objectives. This clarity positively influences job performance.

Studies consistently demonstrate a positive correlation between supervisor support and various aspects of job performance (Ramos-Villagrasa et al., 2019; Panda et al., 2022; Gülbahar, 2020). Employees who perceive their supervisors as supportive are more likely to be satisfied with their jobs, exhibit higher levels of organisational commitment, and engage in behaviours that contribute to overall work effectiveness. When supervisors actively provide support, employees are more likely to reciprocate with increased effort,

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dedication, and a positive work attitude, ultimately leading to enhanced job performance. Therefore, the concept of supervisor support significantly influences job performance within organisations (Chen et al., 2020; Ridwan et al., 2020). A supportive supervisor-subordinate relationship contributes to positive emotional well-being, enhanced capabilities, and improved communication, all of which positively impact employee motivation and job performance

Mediating Role of Employee Engagement in the Relationship Between Perceived Organisational Support and Job Performance

In the context of an organisational setting, job performance is defined as the officially required outcomes and behaviours directly aligned with the organisation's goals (Sihag et al., 2019). Successful job performance often requires employees to maintain a state of flow or high engagement in their activities. However, it is essential to note that high engagement does not necessarily guarantee good job performance. Individuals who lack goal orientation and diligence may not experience increased in-role performance despite their work engagement and flow experience. This is because their engagement may be directed towards activities other than the work tasks that serve the organisation's goals.

Specifically, Mat et al. (2019) found a positive relationship between employee engagement and performance for employees with high conscientiousness. They argue that individuals high in conscientiousness direct their efforts towards crucial job tasks. This study proposes that situational factors can influence the relationship between employee engagement and job performance. Building on existing literature, the study anticipates that perceived

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organisational support may determine the strength of the association between employee engagement and job performance. POS reflects the support developed through employees' interactions with organisational agents, such as supervisors, and their beliefs about the organisation's value for their contributions and concern for their well-being (Jabagi et al., 2020). POS can create a sense of obligation to care about the organisation's welfare and contribute to achieving its goals.

Shanock et al. (2019) noted that repeated favourable treatment from the organisation increases employees' felt obligation to help the organisation achieve its goals. Eisenberger et al. (2020) suggested that favourable treatment increases perceived duty. Furthermore, Thompson et al. (2020) found a positive relationship between employees' perceptions of being well-treated and experienced obligation. Consequently, among employees with high POS, work engagement may have a more significant impact on job performance compared to those with low POS.

Empirical Review

Rubel et al. (2013) examined the relationship between perceived support and employee performance, with a specific focus on the mediating influence of employee engagement. This study investigates the effects of perceived organisational and supervisory support on employee in-role performance, specifically examining the function of employee engagement as an intermediary factor. Based on research of 150 operators in the Ready-Made Garment (RMG) industry in Bangladesh, it was shown that there is a significant and positive correlation between organisational support (from both the organisation and supervisors) and employee in-role performance. Furthermore, the results

suggest that both the assistance provided by the organisation and the support provided by supervisors have a good relationship with employee engagement. This, in turn, is favourably linked to the performance of employees in their assigned roles. The study also indicates that employee engagement somewhat mediates the relationship between perceived support and in-role performance. These findings have important implications for managers in organisations that want to use employee engagement to improve job performance.

The relationship between engaged employees and their perceptions of organisational support was investigated in research by Alvi et al. (2014). The aim of this research was to evaluate the influence of perceived organisational support (POS) on employee engagement in the banking sector of Pakistan. To accomplish this objective, the study puts out one hypothesis. The results of this research are consistent with earlier studies, confirming the favourable correlation between perceived organisational support and employee engagement. Furthermore, the study determines that perceived organisational support is a more significant predictor of employee engagement. The acquisition of primary data for this research was assisted by employing a standardised questionnaire comprising of 21 statements. The study proposes that future research should include important factors that can influence employee engagement, such as perceived support from supervisors, the level of job autonomy, and job security.

In their study, Yongxing et al. (2017) examined the relationship between work engagement and job performance, with a particular focus on the moderating influence of perceived organisational support (POS). The objective of this study was to evaluate if the relationship between employee engagement

and objective task performance is affected by perceived organisational support. Based on previous research, it was hypothesised that the perception of support from the organisation enhances the positive relationship between employees' level of involvement in their job and their actual performance on assigned tasks. The hypotheses were examined using a sample of 1049 employees. The hierarchical regression analysis reveals two key findings: Firstly, there is a positive correlation between work engagement and objective task performance. Secondly, the strength of this correlation is influenced by POS, with a more pronounced positive relationship observed when POS is higher rather than lower. The paper finishes by examining the theoretical and practical ramifications, as well as providing recommendations for further research.

Hammond, M. (2019) conducted a study examining the Perception of Organisational Politics, Perceived Organisational Support, and Employee Performance at The Electoral Commission in Ghana. The way employees perceive organisational politics is a crucial element in the organisational landscape, influencing various processes that ultimately impact employee performance. While previous studies have explored this concept and its connection to employee performance, many have employed a narrow focus in measuring employee performance. The purpose of this study was to examine the link between employees' perceptions of organisational politics and their performance in the Western Region Electoral Commission offices, and how perceived organisational support mediated this relationship. The study used a quantitative technique with an explanatory/causal design, and it was grounded on the theories of Reasoned Action and Planned Behaviour.

In order to gather data, 80 out of 96 workers from all of the Western region's Electoral Commission offices were randomly picked and given structured questionnaires. Analytical techniques that were both descriptive and inferential were used. The results showed that the perception of support from the organisation has a substantial impact on the performance of employees. Despite this, the research concluded that POP and EP were not significantly correlated, suggesting that perceived organisational support failed to adequately manage the link between POP and employee performance. The study concluded that the administration of the Electoral Commission of Ghana should work towards establishing a conducive atmosphere that caters to the psychological, economic, physiological, and emotional requirements of employees to improve their overall performance.

Sulistyawati et al. (2020) examined the correlation between Perceived Organisational Support, Employee Engagement, and its subsequent influence on Employee Job Satisfaction. The main objective of this study was to examine the role of perceived organisational support on employee engagement and its subsequent effect on employee job satisfaction. This study is classified as explanatory research and employs a quantitative methodology. The study employed hierarchical regression analysis method to conduct hypothesis testing, with the aid of SPSS version 21. The results indicate that perceived organisational support has a positive impact on employee engagement ($Z = 0.628$; $t = 6.096$; $p < 0.001$). Additionally, perceived organisational support has a positive effect on employee performance ($Y = 0.791$; $t = 12.022$; $p < 0.001$).

Furthermore, employee engagement has a positive influence on employee performance ($Y = 0.323$; $t = 2.766$; $p < 0.01$). Lastly, employee

engagement is confirmed as a mediating variable in the relationship between perceived organisational support and the performance of administrative employees. Essentially, the study demonstrates a connection between the way employees perceive support from their organisation, their level of engagement, and their resulting contentment with their job. These findings are significant for evaluating employee performance and guiding the implementation of measures to improve employee happiness.

Cudjor's (2022) research looked at the link between employee rewards and the productivity of Ghanaian public sector nurses. Psychological conditions, employee engagement, and causality orientations were also examined as potential intermediaries in the research. It is crucial to properly understand how psychological variables, employee engagement, and causality orientations influence the correlation between employee incentives and performance. Examining the intermediate activities of these components in the link between employee rewards and the performance of public sector nurses in Ghana was critical due to the little information about these components in this particular relationship. The study used a sequential explanatory design and a mix of quantitative and qualitative research approaches. The purposive sample method was employed to select the 10 essential informants, while the multi-stage selection process was employed to select the 761 respondents. Data analysis was conducted using Smart PLS-SEM and inductive theme analysis, while data collection was conducted using a questionnaire and interview guide.

The findings showed that social rewards significantly boosted adaptive and contextual performance while having a negative and insignificant effect on counterproductive performance. Some of the characteristics that were shown to

lead to low levels of counterproductive performance were personal values, high moral standards, keeping to the rules, and reputation damage. Also, although psychological meaningfulness and availability did affect the relationships between social incentives and contextual performance, psychological safety had no effect, according to the study. Large serial mediations also had a beneficial effect on engagement, control orientation, social incentives, and contextual performance, according to the research. Public sector researchers believe that public sector nurses should advocate for staff training and regular evaluations to institutionalise behavioural norms, mental health, employee involvement, and causality orientations.

Research Gap

The existing literature provides valuable insights into the relationship between perceived organisational support (POS), employee engagement, and job performance, offering a foundation for understanding these dynamics within various organisational contexts. However, a noticeable research gap emerges when considering the unique context of nurses at Cape Coast Teaching Hospital. The studies conducted by Alvi et al. (2014), Hammond (2019), Rubel et al. (2013), Yongxing et al. (2017), Cudjor (2022), and Sulistyawati et al. (2020) have explored these relationships in diverse settings such as banking, electoral commissions, garment industries, and public sectors. While these studies contribute valuable insights, there is a distinct absence of research within the specific domain of healthcare, particularly in a hospital setting.

Existing studies often measure POS as a composite variable, overlooking the distinct facets that contributes to employee's perceptions of organisational support. Researchers tend to neglect the differential impact of

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these individual dimensions on employee attitudes and outcomes. This study seeks to disaggregate POS into its constituent dimensions, which are; procedural justice, organisational reward and supervisor support. This will help advance theoretical understanding and practical implications in the field of organisational behaviour. By adopting the nuanced approach to studying POS, researchers can uncover valuable insights that inform evidence-based strategies for cultivating supportive work environment and promoting employee well-being and organisational effectiveness.

Moreover, the mediating role of employee engagement in the relationship between perceived organisational support and job performance has not been extensively explored in the context of nurses. Understanding how the perceived support from the organisation influences the engagement of nurses and, consequently, their job performance is crucial for enhancing the quality of healthcare services. Therefore, the identified research gap underscores the need for a targeted investigation into the dynamics of perceived organisational support, employee engagement, and job performance among nurses at Cape Coast Teaching Hospital. This study aims to contribute context-specific insights that can inform organisational policies and practices, ultimately improving the working conditions and performance of nurses in a healthcare setting.

Conceptual Framework

In this study, the proposed conceptual framework intricately weaves together key constructs and their anticipated interconnections within the unique context of nurses at Cape Coast Teaching Hospital.
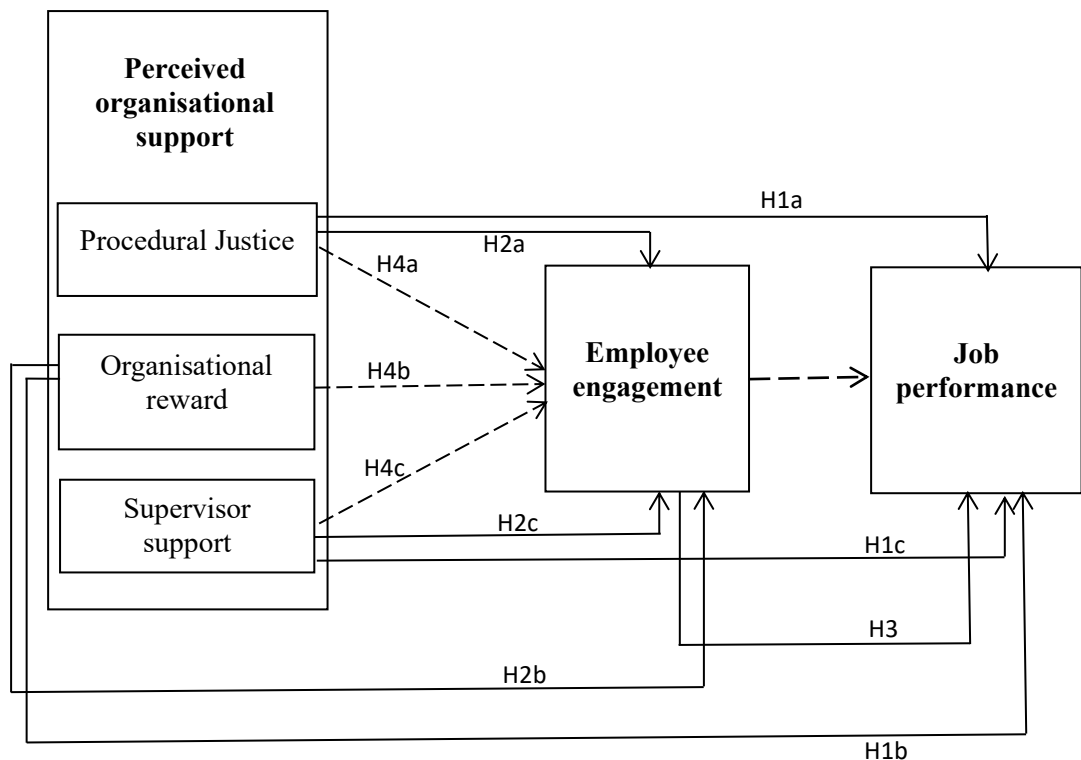
Figure 1: Conceptual framework

Source: Author's Construct (2023)

At the core of this framework is the concept of perceived organisational support, encapsulating nurses' overall perception of the organisation's commitment and support. This broad construct is further dissected into three pivotal components: Procedural Justice, reflecting perceived fairness in organisational processes and decision-making; Organisational rewards, encompassing the fairness and adequacy of rewards such as compensation and recognition; and Supervisor Support, gauging the perceived support received from immediate supervisors in terms of emotional encouragement and guidance.

The linchpin of the framework is the mediating variable—Employee Engagement. Positioned as the mechanism through which the tenets of perceived organisational support influences job performance, employee engagement delves into the emotional, cognitive, and behavioural commitment

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of nurses to their work and the organisation. Job Performance stands as the ultimate dependent variable, representing the comprehensive assessment of nurses' effectiveness in tasks ranging from patient care to collaboration with the healthcare team and meeting organisational objectives. The hypothesized relationships within this framework underscore the anticipated positive link between the tenets of perceived organisational support and employee engagement. A supportive organisational environment, marked by procedural justice, fair rewards, and supportive supervisors, is expected to instil a heightened level of engagement among nurses.

Chapter Summary

Discussed in this chapter are the theories that underpin the study, focusing on the social exchange theory and organisational support theory. The concept of perceived organisational support is discussed, highlighting its impact on employee job performance. Effective perceived organisational support practices, such as procedural justice, organisational rewards, and supervisor support, can shape employee attitudes, leading to increased job performance. Also, the chapter reviewed some key concept of job performance and employee engagement in relation to the study area.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter discusses the research methods employed in the study. According to Opoku et al. (2016) research methods involve selecting the most appropriate approach to gather information that is relevant to answering the research questions and achieving the study's objectives. Therefore, this chapter encompasses key topical areas such as the research design, research approach, research paradigm, area of the study, population, sampling procedure, data collection instrument, data collection procedure, data processing and analysis, ethical consideration and the chapter summary.

Research Approach

According to Zina (2021), a researcher's research approach is their overarching strategy or plan for doing the study. Determining the procedures, techniques, and strategies to collect, analyse, and understand data is part of the process (Yilmaz, 2013). Three methods of research were recognised by Chih-Pei and Chang (2017): mixed method, qualitative, and quantitative. The quantitative research method was employed in this study.

In order to test hypotheses and establish statistical relationships between the variables of interest—perceived organisational support, employee engagement, and job performance—and to provide a more objective and generalizable approach to data analysis, the researcher opted for a quantitative research approach (Holden and Lynch, 2004). However, quantitative research has been criticised as not being able to capture the complexity of human

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behaviour and experiences due to its standardized methods and reliance on statistical tests (Lakshman et al., 2000). This may oversimplify social phenomena and ignore contextual factors. Despite its limitations, the quantitative research approach was chosen because of its ability to validate cause-and-effect relationships among variables, which aligns with the research philosophy and objectives.

Research Design

Research design is the plan or structure that is developed by a researcher to answer a research question or to test a hypothesis (Asenahabi, 2019). It determines how the study will be conducted, the types of data that will be collected, and how the results will be interpreted (Dannels, 2018). According to Rowlands (2005), the choice of research design will depend on the nature of the research question and the type of data that is being collected. The descriptive and explanatory research design were employed to explain the variables under study. Descriptive research design is useful for gaining a better understanding of the topic and population, identifying key variables, collecting data for the research and providing a detailed data (Williams, 2007). To examine the degrees of organisational support, employee engagement, and performance among Cape Coast Teaching Hospital nurses, a descriptive study design is an appropriate option.

The study aimed to test hypotheses and identify critical factors that can inform interventions and policies aimed at improving job performance by examining the causal relationships between perceived organisational support, employee engagement, and performance of nurses at Cape Coast Teaching Hospital. The study used an explanatory design to accomplish this. As

previously stated, the explanatory research design was used due to the fact that statistical tests are necessary for quantitative data in order to validate the correlations between variables (Holton and Burnett, 2005). A more rigorous and impartial method of data analysis is provided by this step, which guarantees that the results are not the result of random variation or chance.

Research Paradigm

Research paradigm is a set of assumptions, beliefs and values that shape researchers' understanding of the world in regards to how to carry out research (Antwi & Hamza, 2015). It promotes a shared perspective for researchers within particular field or discipline (Burke, 2007). This study adopted the positivist research philosophy. This philosophy underscores that knowledge can only be obtained through empirical observation and scientific analysis (Tsang, 2014). It assumes that the world is objective and that there is a clear distinction between the observer and the observed (Stahl, 2007). The positivist researcher's aim is to identify and measure causal relationships between the variables through the use of standardised methods of data collection and statistical analysis (Antwi & Hamza, 2015).

Perceived organisational support, employee engagement, and job performance are the variables of interest in this study, and the researcher adopted a positivist stance in order to verify the existence of any links between them. In line with positivism's principles, the study's research goals also need the testing of hypotheses. In addition, researchers may gather and evaluate enormous amounts of data from a varied sample using this concept. This is crucial for extrapolating the results to the broader population of nurses working in comparable environments.

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Area of the Study

The study was carried out at Cape Coast Teaching Hospital in Cape Coast, the regional capital of central Ghana. According to Mensah et al. (2022), this hospital serves as the primary referral facility for the region, providing specialist medical care to residents in the Central, Western, Greater Accra, and Eastern regions. According to Achampong et al. (2018), the hospital plays a significant role in the medical school's curriculum by providing clinical and academic experiences to future doctors, nurses, and allied health workers. The hospital provides a wide range of medical services, including surgery, medicine, paediatrics, obstetrics and gynaecology, psychiatry, ophthalmology, and dental care. It also offers diagnostic services such as laboratory services, imaging services, and endoscopy.

This study area is chosen due to several factors. To begin with, in as much as there are teaching hospitals in Accra, Kumasi and Tamale, the Cape Coast Teaching Hospital is recognised as the best Teaching Hospital with high referral rates. This means that the hospital has a large pool of healthcare professionals including doctors, nurses, and other healthcare staff. This makes Cape Coast Teaching Hospital an ideal location for conducting research on healthcare related topics such as perceived organisational support, employee engagement and performance of nurses.

Again, Cape Coast Teaching Hospital is a significant healthcare facility in the Central Region of Ghana, with a bed capacity of 400 (Boadu et al., 2021). As a result, it serves as a referral centre for other healthcare facilities in the region. This means that the hospital receives patients from wide range of backgrounds including urban and rural areas. The hospital's size and reputation

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make it a suitable representation of the healthcare system in Ghana, particularly in the Central Region. This diversity of patient population gives researcher the task to know whether nurses feel supported or not and also assess their engagement level and whether these factors affect their performance.

The third argument is that, the location of Cape Coast Teaching Hospital in Cape Coast also provides opportunity to conduct research that can benefit the local community. This is because the hospital serves as a critical provider of healthcare services in the region, and any research conducted can have a direct impact on the local population. Contextually, the engagement level and how nurses of other teaching hospitals feel support may be different. This means that conducting this research at the Cape Coast Teaching Hospital, provides the grounds for further research on nurses in other Teaching Hospitals in Ghana which in the long run allows for comparison of findings. Overall, conducting research at Cape Coast Teaching Hospital is a strategic and justified choice that enables researchers gain insights into the issues related to nursing practices and healthcare management in Ghana.

Target Population

The target population comprises all individuals, objects, or events that exhibit the specific qualities of interest to the researcher and from which a sample is selected for a research study (Pandey & Pandey, 2021). The target population comprises of all the nurses who are currently employed at the Cape Coast Teaching Hospital in the Cape Coast Metropolis. The unit of analysis was therefore nurses of Cape Coast Teaching Hospital. The total population of nurses currently employed were 711.

The population of nurses at CCTH is diverse, with individuals from various backgrounds and regions in Ghana. They work in different departments and units, including general nursing, intensive care, maternal and child health, and emergency services. The nurses may have varying levels of education, experience, and professional development, and they may also have different perceptions of organisational support, engagement, and job performance. Despite this diversity, the nurses at CCTH share some common characteristics, including their profession as nurses, their employment at the same hospital, and their commitment to providing quality healthcare services to their patients. These shared attributes make them a relevant and appropriate population for studying the relationships that exist between perceived organisational support, employee engagement, and job performance among nurses in a hospital setting.

The study considered all categories of nurses at the hospital. The reason being that nurses represent the core workforce of the hospital and are likely to have a higher level of engagement to the organisation than other medical staffs. Again, nurses are more likely to have a long-term investment in their career and employee engagement, and therefore may be more willing to provide honest and accurate responses to the study. Therefore, focusing solely on nurses helps to ensure the study's internal validity by controlling for potential confounding factors. Also, nurses constitute the majority of the population among the medical staff at the Cape Coast Teaching Hospital.

Sample and Sampling Procedure

According to Ritchie et al. (2003), researchers choose a subset of a population called a sample to help them understand and predict the wider population. In order to accurately and meaningfully reflect the wider population,

researchers use sampling procedures to pick a group of people from that community to participate in studies (Singh & Masuku, 2014). The researcher in this study used a simple random sampling method.

A simple random sample approach is appropriate for this study as it guarantees that every nurse working at the Cape Coast Teaching Hospital has an equal opportunity to be chosen to take part in the research. It is believed by the researcher that nurses in this category have similar characteristics and hence same level of support, same level of engagement and performance may be required of them. This reduces the possibility of bias and increases the likelihood that the sample will be representative of the target population. It also allows for statistical inference to be made about the larger population based on the results obtained from the sample. Additionally, since the sample size is relatively small, a simple random sample is feasible and efficient to implement.

Researcher advance reason for the use of sampling technique instead of census because, a census may not be necessary for the research objectives and questions, as a well-designed and representative sample can provide sufficient information and insights into the variables being studied. Sampling techniques, such as simple random sampling, allow researchers to draw a smaller sample size from the population that is still representative of the larger population. This can help save time, resources, and effort while still providing reliable and valid data. Additionally, with a properly designed sampling plan and appropriate statistical analysis, the findings from a sample can be generalized to the larger population. The determination of the sample size was done using the Yamane's (1967) formula which is given as:

$n = N/\{1 + N(e)^2\}$

Where, n = sample, N= population e = error margin

n = 711/ $\{1 + 711(0.05)^2\}$

n =255.986 =256

Table 1: Population and Sample from Cape Coast Teaching Hospital

No	Category of Nurses	Target population	Sample size
1	Professional Nurses	346	125
2	Midwives	235	85
3	Enrolled Nurses	130	46
	Total	**711**	**256**

Source: Field survey (2024)

Data Collection Instrument

Primary data was used. This means that the data was collected directly from the source and is unique to the research project being conducted. Data from respondents was collected via a self-administered questionnaire. The primary method of data collecting utilised was a self-administered questionnaire, chosen for its ability to provide respondents with enhanced anonymity and privacy (Wright et al., 1998). Also, self-administered questionnaires allow respondents to complete the study at their own pace and convenience, which can improve response rates and reduce non-response bias (De Leeuw, 2008). Again, using a structured questionnaire for collecting data ensures more consistency, uniformity, and objectivity. This notwithstanding, the limitation of the use of questionnaire is that they rely on self-reported data, which may be subject to bias or inaccuracies.

There are four sections to the questionnaire. The structure of the questionnaire is established in relation to the objectives of this study. Information on the respondents' age, sex, years of experience, and qualifications were gathered in Section A. Perceived organisational support is the focus of Section B, employee engagement is the subject of Section C, and job performance is the subject of Section D. Because it allows for the consolidation of respondents' ratings on several questions into a single index, the Likert scale was used in Sections B, C, and D to assess respondents' views, opinions, beliefs, and attitudes. The questionnaire is attached as an appendix.

Table 2: Summary of the questionnaire items

Elements	Number of questions	Empirical Source
Respondent's profile	4	
Perceived organisational support	16	Cherubin, (2012) and Hutchison, (1997)
Procedural justice	6	"
Supervisor support	5	"
Organisational reward	5	"
Employee engagement	9	Soane et al. (2012)
Job performance	19	Bai et al. (2021) and Tong (2018)

Source: Researcher's compilation, (2023)

Data Collection Procedure

Data collection procedures provide a systematic and standardized approach to gathering accurate, reliable, and relevant data that is essential in answering research questions and making informed decisions (Lethbridge et al.,

2005). It shows how the researcher got the data and the mode of data collection, whether online, drop and pick method or by mail. For this study, the drop and pick method was used for the delivery and collection of the questionnaire. To ensure an easy data gathering activity, preliminary communication was established with the respondents prior to the data collection process. The researcher collected data at multiple intervals to accommodate the varying schedules of the respondents, thus ensuring that all participants were able to participate in the study.

To accommodate respondents' diverse schedules, data was gathered twice daily, once in the morning and again in the afternoon. This allowed respondents to choose a time that was most convenient for them to participate in the research. A three-week timeframe, from March 10 to March 28, 2024, was allotted for the data gathering exercise to maximise the response rate and guarantee that respondents had enough time to complete the questionnaire. In order to help participants who had trouble understanding certain phrases on the questionnaire, we explained the goals of the research. The study's aims were described to the participants, giving them a better grasp of the research's intended purpose and helping responders who had difficulties with some of the questionnaire statements.

Data Processing and Analysis

The processing and analysis of data involves the process of transforming the gathered data into a format that can be easily used, and extracting significant and valuable information from it (Kandel et al., 2011). Data preprocessing encompasses the tasks of editing, cleaning, transforming, and modelling data to detect outliers, missing values, and inaccurately filled responses (Wang, 2017).

The replies obtained from the questionnaires were imported into the Statistical Package for Social Sciences (SPSS) software, namely version 4.1.0.1 Afterwards, the data were analysed in line with the study's stated objectives. The objectives of this research were to find out how nurses' perceptions of their organisation's support affected their work, how those perceptions affected their level of employee engagement, how that level of engagement affected the nurses' performance at Cape Coast Teaching Hospital, and how employee engagement mediated the relationship between nurses' perceptions of their organization's support and their performance. Using PLS-SEM (Partial Least Square-Structural Equation Modelling 4.1.0.1) multiple regression, the objectives were examined.

Partial Least Square-Structural Equation Modelling (PLS-SEM) is a statistical technique employed in data analysis to evaluate the correlation between several variables (Yahaya, 2019). The researchers can utilise this method to evaluate a theoretical model that elucidates the connection between various variables. To lessen the residual variances of the endogenous components, this method integrates factor analysis with multiple regression (Mateos-Aparicio, 2011). This is accomplished by employing an algorithm that computes latent variable scores as precise linear combinations of observable indicator variables. The observed variables act as alternatives for the latent variables, which cannot be directly measured (Pendleton & Shonkwiler, 1998). The PLS-SEM technique can yield more precise and dependable outcomes by predicting the associations between the observed indicators and the latent variables. This makes it a helpful instrument for data analysis in several domains (Hair et al., 2011).

To appropriately understand the proposed connections between variables using PLS-SEM, it is crucial to establish construct validity (Hair Jr et al., 2020). This ensures that the measurement models accurately capture the intended measurements. After optimising the measurement model's parameters using Partial Least Squares Structural Equation Modelling (PLS-SEM), researchers estimate the structural model's path coefficients. Thus, it is imperative for researchers to thoroughly analyse the attributes of the measurement models, evaluating the dependability and accuracy of the indicators, and exclude any that do not meet an acceptable standard (Hair et al., 2012). To evaluate the dependability and accuracy of the measurement model, Hair et al. (2017) suggest analysing important aspects such as the reliability of indicators, the reliability of internal consistency, the agreement of results, and the distinction between different variables. By employing this approach, researchers can guarantee the accuracy and consistency of their results while utilising PLS-SEM for data analysis.

To test the study's hypotheses, PLS-SEM was used when fundamental requirements such as multicollinearity, reliability of indicators and concepts, validity in discrimination and convergence, and significance of the outer model were met (Risher & Hair Jr, 2017). Researchers employ PLS-SEM because it allows them to estimate complex models without assuming a distribution on the data, even when such models include many constructs, indicator variables, and structural paths. Researchers can utilise this feature to generate inferential statistics, such as hypothesis testing, which makes it a valuable tool for data analysis across different disciplines. PLS-SEM is a valuable method for academics who want to examine their data without assuming anything about its

distribution. It is particularly beneficial for estimating intricate models that involve several constructs and indicator variables.

Purwanto (2021) states that the initial stage in assessing the reflective measurement model in PLS-SEM involves scrutinising the indicator loadings. A loading value of 0.708 or above is considered indicative of satisfactory reliability. To proceed, we will examine the internal consistency reliability by use Joreskog's (1971) composite reliability measure, where a greater number signifies more reliability. The authors deem a reliability value ranging from 0.60 to 0.70 as good, and a rating between 0.70 and 0.90 as "excellent." However, a rating of 0.95 suggests an unfavourable response pattern.

Examining the construct's convergent validity is the third step in assessing the reflective measurement model. According to Heintz and Ruch (2015), convergent validity is when the constructs adequately explain the item variability when used jointly. Researchers often use the Average Variance Extracted (AVE) to analyse convergent validity. The AVE measures the convergent validity of items within each concept. The AVE is the most often used statistic in PLS-SEM for assessing convergent validity, according to Ramirez and Palos-Sánchez (2018). If the construct can explain or account for half of the item variance, as per Hair et al. (2019), then the AVE score should be 0.50 or above.

The next thing to do is to further evaluate the reflective measurement model, by assessing the discriminant validity, which refers to how distinct one construct is from others. This is important to ensure that the constructs being measured are not overlapping or redundant. Purwanto and Sudargini (2021) and Hair et al. (2019) suggest using various techniques to assess discriminant

validity. While Fornell and Larcker's (1981) criterion has been used in the past, Henseler et al. (2015) have found it to be unreliable over time. Instead, they recommend using the Heterotrait-Monotrait Ratio of Correlations (HTMT) to measure discriminant validity. HTMT compares the correlation between two constructs to the correlations of each construct with all other constructs. Henseler et al. (2015) suggest a cut-off value of 0.90, and values below this indicate acceptable discriminant validity. However, it should be noted that a higher cut-off value may be appropriate for constructs that are conceptually more similar.

Verifying the absence of collinearity before delving into the structural model's interactions is essential for producing objective regression analysis findings. To determine whether the predictor variables are collinear, researchers often uses the variance inflation factor (VIF) (Purwanto & Sudargini, 2021). The VIF is a measure of the degree of collinearity created in the effects, according to Craney and Surles (2002). The absence of collinearity among the predictor constructs is indicated by an ideal VIF value that is less than or equal to 3 (VIF < 3), according to Purwanto and Sudargini (2021). A possible collinearity issue among the predictor constructs may be indicated by VIF values greater than five (5), however (Purwanto & Sudargini, 2021). After ensuring that the model does not include any collinearities, Hair et al. (2019) state that the endogenous construct's R-squared (R2) should be evaluated.

To summarize, R^2 is a measure of the sample's power to predict, with higher values indicating more power to explain. A value of 0.75, 0.50, and 0.25 is considered strong, moderate, and weak, respectively. The F^2 value can be used to determine the effect size, with values greater than 0.02, 0.15, and 0.35

indicating small, medium, or large effect sizes, respectively. Before assessing the R^2 and F^2 values, researchers must ensure that the model is free from collinearity, which can be evaluated using VIF values. An ideal VIF value should be less than or equal to 3, with values above 5 indicating a possible collinearity problem.

Ethical Consideration

Protecting the rights and welfare of research participants, ensuring their privacy and confidentiality, obtaining informed consent, and minimizing harm or discomfort are all ethical considerations. In carrying out this type of study, access and ethics are critical aspects that needs taken into consideration. In order to get information from respondents, it is necessary to have access to appropriate and relevant sources. The researcher approached the Director of Health and the Chief Administrator of the Cape Coast Teaching Hospital to introduce himself as a postgraduate student from the University of Cape Coast. He explained that he was conducting a study on the relationship between nurses' perceptions of organisational support and their performance at the hospital, and that employee engagement would act as a mediator between the two.

Participants were assured that this research was exclusively for academic purposes and that it would be counted towards the Master of Commerce degree in Human Resource Management. The respondents were informed of the significance of their feedback and the intended use of the data. The study's voluntary nature was repeatedly emphasised, and participants were guaranteed anonymity and confidentiality. In order to preserve privacy, anonymity, and confidentiality, the questionnaire did not request any personally identifiable information. Furthermore, there was no commentary on particular

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responses in the final report. This resulted in a dispassionate presentation of the study's findings.

Chapter Summary

This chapter provided a comprehensive overview of the methods and procedures employed to acquire and analyse data. Simple random sampling was employed to recruit respondents for explanatory research. Data collection for the study was facilitated by self-administered questionnaires. Multiple regression and descriptive statistics were implemented. Data analysis was conducted using SPSS and SMART PLS (Version 4.1.0.1). Lastly, this chapter offers a thorough examination of the ethical considerations that served as the foundation for the investigation.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

In accordance with the stated objectives as well as the hypothesis, this chapter presents the study's results. Statistical analysis was performed at the Cape Coast Teaching Hospital to determine the following: the demographic characteristics of the respondents; the effects of perceived organisational support on job performance among hospital nurses; the effects of employee engagement on job performance among hospital nurses; and the mediating role of employee engagement on the relationship between perceived organisational support and job performance among hospital nurses. Consequently, a comprehensive analysis has been conducted to address the study objectives and test the hypothesis. Only 256 out of 300 surveys were returned fully completed. The study's response rate was 85.4%.

Demographic Characteristics of Respondents

Presented in this part is the demographic characteristics of the respondents using frequency and percentage Analysis looked at respondents' demographics where they were asked for their gender, age, years of experience, and highest degree of education.

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Table 3: Demographic Characteristics of Respondents

Characteristic	Category	Frequency (N)	Percentages (%)
Sex	Male	87	34
	Female	169	66
	Total	**256**	**100**
Age	20-29	143	56
	30-39	78	31
	40-49	21	8
	50 and above	14	5
	Total	**256**	**100**
Years of Experience	Less than 5 years	151	59
	6-9 years	63	25
	10-14 years	19	8
	15 years and above	23	8
	Total	**256**	**100**
Educational level	Diploma level	95	37
	Degree level	135	53
	Graduate level	26	10
	Any other		
	Total	**256**	**100**

Source: Field survey (2024)

According to the results of the demographic study, there were 169 (66%) females and 87 males who constituted the research group with the minority at 34%. This supports the widespread belief that females constitute a larger proportion of Ghana's nursing workforce than males, and it is indicative of the dominance of female nurses at the Cape Coast Teaching Hospital (Adu-Gyamfi et

al., 2019). With respect to age, 143 representing 56% of the 256 study respondents were between the ages of 20-29, 78 representing 31% were between the ages of 30-39, 21 respondents representing 8% were between the ages of 40-49 while 14 respondents representing 5% were 50 years or above. The data reveals that most of the nurses that participated in the study were between the ages of 20-29 with a percentage of 56.

Again, out of 256 participants in the study, 151 (or 59% of the total) had less than five years of experience as a nurse. Furthermore, 63 respondents, or 25% of the total, had 6–9 years of experience as nurses. An additional 19 people (or 8% of the total) had been nurses for 10–14 years. The survey concluded with 23 responders (8%) who had been nurses for 15 years or more.

Finally, those with a degree are considered the most significant while those with a master's degree are ranked last. Those who took the survey all have a degree. So, out of 256 people who took the survey, 95 (or 37% of the total) indicated they had a diploma. In addition, the percentage of respondents with a degree was 53% among 135 (and 10% of those with a full graduate degree). On average, most responders have some kind of post-secondary education, such as a bachelor's degree or certificate.

Descriptive Statistics of Constructs

Although PLS-SEM analysis does not necessitate normally distributed data, acceptable criteria such as the absence of extreme outliers and collinearity must be satisfied (Hair et al., 2010). PLS-SEM does not, in general, presume random data distribution. Bootstrapping using nonnormal data, on the other hand, can result in peaked and skewed bootstrap distributions, according to Hair

et al. (2018). As a result, before using inferential statistics, the data distribution was assessed.

Furthermore, the degree to which data deviates from normalcy may be determined by evaluating two distribution measures: skewness and kurtosis. The mean, standard deviation, kurtosis, and skewness are automatically generated by Smart PLS when data is submitted. These results are shown in Table 4. Data that follows a normal distribution has zero skewness and three kurtoses. According to Zhao, Lynch, and Chen (2010), the data did not significantly vary from a normal distribution, which is typical of most social science primary-data research. Table 4 shows the outcomes for skewness, kurtosis, standard deviation, and mean.

Table 4 shows model constructs had mean values greater than 3.0 indicating a higher rated mean score. The standard deviations of OR 0.97770, PJ 0.91080, SS 0.93068, EE 0.89443, and JP 0.97252 further show that data points are clustered closely around the mean values of the various constructs, supporting the high level of significance. The skewness and kurtosis of various constructs also revealed, OR with skewness statistic of -0.001 and kurtosis of -1.259, PJ of 0.016 and -1.054, SS of -0.021 and -1.399, EE of 0.221 and -1.376, and JP of 0.424 and -1.365 respectively.

Table 4: Descriptive Statistics of the Constructs

Constructs	Min	Max	Mean	Std. Dev	Skewness	Kurtosis
OR	1.50	5.00	3.3480	.97770	-.001	-1.259
PJ	1.67	5.00	3.4222	.91080	.016	-1.054
SS	1.40	5.00	3.5239	.93068	-.021	-1.399
EE	2.14	5.00	3.4655	.89443	.221	-1.376

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| JP | 1.71 | 5.00 | 3.2403 | .97252 | .424 | -1.365 |

Source: Field survey (2024)

Note: EE means Employee engagement, JP means Job performance, OR means Organisational reward, PJ means Procedural justice, and SS means Supervisor support.

Reliability and Validity Test Assessment

Reliability and validity testing are critical measures for research that relies mostly on self-reported questionnaires. Reliability assesses item consistency, whereas validity investigates the precision and extent to which items accurately reflect concepts (Ahari et al., 2018). In structural equation modelling, certain writers have proposed heuristics that can be utilised as guides for assessing and interpreting the outputs of PLS-SEM (Chin,2010; Roldán & Sánchez-Franco,2012). Table 5 provides a snapshot of these thresholds.

Table 5: Measurement Threshold Criteria

Measurement Criteria	Recommended	Reference
Indicator Loading	≥ 0.70	Hair et al. (2022)
Composite Reliability	≥ 0.60	Hair et al. (2022)
Average Variance Extracted	> 0.50	Henseler et al. (2016)
rho_A	≥ 0.70	Dijkstra and Henseler (2015)
HTMT Ratio	< 0.90	Henseler et al. (2016)
Cronbach's Alpha	≥ 0.70	Henseler et al. (2015)
Variance Inflation Factors	≤ 3.3	Kock (2015)

Source: Adapted from Hair et al. (2022)

Model Specification

Prior to doing the PLS-SEM analysis, the model has to be constructed. Determining the measurement model and the structural model are the two primary components of this process (Hair et.al., 2022). The measurement model illustrates the connection between constructs and the indicators or measures that go with them, while the structural model depicts the hypothesised connections between constructs" (Hair et.al., 2022). In light of the above claim, the study's subsequent parts provided a detailed description of the measurement and structural models.

Measurement and Structural Model Specification

The indicators used to assess each construct are related to the measurement model. In this approach, five constructs—procedural justice, organisational reward, supervisor support, employee engagement, and job performance—were evaluated using twenty-nine indicators. These indications were shown in Figure 2 by little rectangles. Since this is the case, the paper details the model for measurement; Equity in procedure: The items on the chosen scales were PJ1–PJ5 to assess procedural fairness. Reward from the organisation: It was itemised as OR1, OR2, OR3, and OR4 as four (4) indicators were used to quantify the concept. Backing from supervisors: This research concludes that supervisor support is the final level of perceived organisational support. The level of support from supervisors was also assessed using six (6) variables. The supervisor support scales that were used and found to be effective were organised as follows: SS1, SS2, SS3…, SS6. Engagement from workers: This concept was used as a mediating variable in this study. We used seven (7) variables that have been verified empirically to quantify employee engagement. Items

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EE1, EE2, EE3..., EE7 made up the build. Job performance: Seven (7) indicators with empirical validation were used to assess the notion of job performance. The construct was organised as follows: JP1, JP2, JP3..., JP7, representing it as an endogenous variable.

This research uses Smart PLS to experimentally evaluate its hypotheses, which are based on inferences from its theoretical foundations (social exchange theory and organisational support theory).
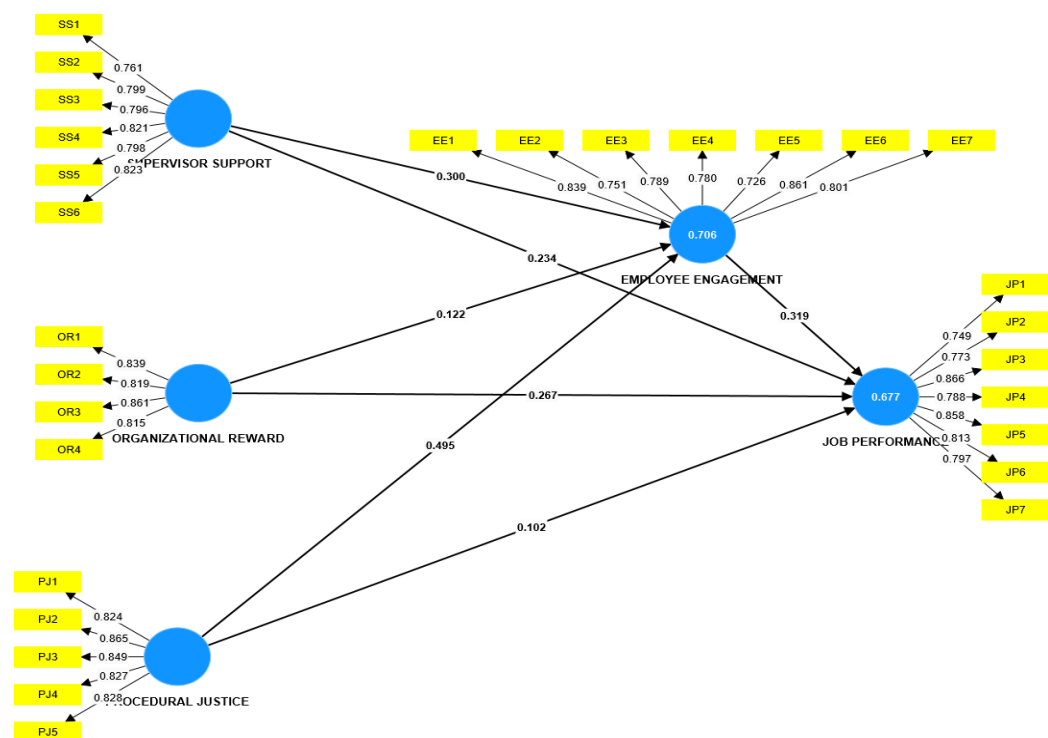
Figure 2: Specified Measurement and Structural Model

Measurement Model Assessment

The PLS-SEM estimator was used to analyse the impact of perceived organisational support on job performance. The data processing and analysis in this study utilised Version 4.1.0.1 of Smart-PLS software developed by Ringle et al. (2015). The regression analysis was conducted using 5,000 bootstrap samples, and the hypotheses were assessed at a significance level of 5%. PLS-SEM

involves a two-step process: first, a detailed evaluation of the measurement model, and second, an analysis of the structural model (Ringle et al., 2015). The structural model is employed when the measurement model specification guarantees that the constructs possess sufficient indicator loading, convergent validity, composite reliability, and discriminant validity. Assessing the relevance of path coefficients is a crucial component of evaluating a structural model.

Indicator Factor Loadings, Consistent Reliability and Convergent Validity

The measurement model used was reflective, necessitating an initial check of the indicator loadings. Although 0.708 is generally considered the least loading number, studies that aim to uncover underlying relationships and contribute to theory development may use loadings lower than this (Hair et al., 2018). More than half of the indicator's variation is explained by the construct, according to a loading of 0.708 and an average variance extracted (AVE) of 0.50. Reflective measurement uses construct-dependent indicators. Because the corresponding Average Variance Extracted (AVEs) were higher than 0.50, looking at the indicator loadings in Table 6 shows that the item dependability is strong. Jöreskog (1971) proposed a composite reliability metric for evaluating internal consistency reliability. According to Hair et al. (2018), Cronbach's alpha is not a very accurate reliability metric since it doesn't take the number of items into consideration. We found that composite reliability, which is based on weight allocation, was more suitable. The validity and reliability findings are shown in Table 6.

Table 6: Indicator Factor Loadings, Reliability, Validity Results and

Variance Inflation Factor Results

Variables	Ind. Load-ings	Outer VIF	CA	rho_A	CR	AVE
Employee engage-ment			**0.901**	**0.904**	**0.922**	**0.630**
EE1	0.839	2.652				
EE2	0.751	2.108				
EE3	0.789	2.404				
EE4	0.780	1.747				
EE5	0.726	3.306				
EE6	0.861	2.291				
EE7	0.801	1.865				
Job performance			**0.910**	**0.915**	**0.929**	**0.651**
JP1	0.749	2.028				
JP2	0.773	2.939				
JP3	0.866	2.555				
JP4	0.788	3.416				
JP5	0.858	2.678				
JP6	0.813	2.678				
JP7	0.797	2.648				
Organisational re-ward			**0.895**	**0.861**	**0.901**	**0.695**
OR1	0.839	1.902				
OR2	0.819	1.968				
OR3	0.861	2.297				
OR4	0.815	1.991				
Procedural Justice			**0.887**	**0.898**	**0.922**	**0.704**
PJ1	0.824	2.103				

PJ2	0.865	2.469				
PJ3	0.849	2.551				
PJ4	0.827	2.185				
PJ5	0.828	2.219				
Supervisor support			**0.887**	**0.888**	**0.914**	**0.640**
SS1	0.761	2.065				
SS2	0.799	2.250				
SS3	0.796	2.086				
SS4	0.821	2.464				
SS5	0.798	2.324				
SS6	0.823	2.601				

Source: Field survey (2024)

Note: EE means Employee engagement, JP means Job performance, OR means Organisational reward, PJ means Procedural justice, and SS means Supervisor support.

Table 6 provides information on outer loadings, Variance inflation factor (VIF), Cronbach Alpha, composite reliability and the average variance extracted (AVE). Indicator factor loadings above 0.7 suggest that the construct explains more than 50% of the indicator's variation, indicating satisfactory item dependability. The study employed indicator factor loadings above 0.7, ranging from 0.703 to 0.883. All indicators that fell below the threshold established by Hair et al. (2018) were removed from the model. Jöreskog (1971) developed the concept of composite dependability as a more robust measure of internal consistency.

An indicator is reliable if it has the potency to be replicated in different contexts and certain for a similar or invariably same outcome. The Cronbach

Alpha (CA) and the composite reliability (CR) are used to measure the reliability of an indicator. Values greater than 0.6 are generally deemed acceptable, while Hair et al. (2018) typically propose a minimum of 0.7. The statistics of these two measures used in ascertaining reliability is presented in table 6, for Cronbach Alpha (CA) ranging from 0.887 to 0.910 while Composite reliability (CR) ranged from 0.861 to 0.922 all of which fell between the threshold of 0.70 or more proposed by Hair et al. (2014).

To make sure the data set is not skewing the regression estimates, the collinearity technique involves checking the variance inflation factors. It determines whether there are any significant relationships between different constructs. The latent variable scores of the endogenous variables are used to obtain the VIF values. Table 6's VIF results show that there are no multicollinearity problems with any of the indicators, according to Kock (2015), Hair et al. (2016), and Asthana (2020). With a threshold of ≤ 3.3, this demonstrates that the model does not exhibit collinearity.

Convergent validity is determined by calculating the average variance extracted (AVE). An AVE value of 0.50 or higher shows that the construct explains at least 50 percent or more of the variance in the items that make up the construct. For a construct to be said to be a valid construct, convergent and discriminant validities are measured. This is carried out to measure the level at which construct indicators converge or congregate in the measure of same construct that is to say how indicators measure the construct in question as a unit (Bagozzi et al.,1991). The average variance extracted was employed to test convergent validity as identified by Fornell and Larcker (1981). An AVE of 0.50 or more represents convergent validity. Indicated in table 6, all constructs recorded

an AVE >0.50, ranging from 0.630 to 0.704, making convergent validity not an issue in the study

Discriminant Validity

Discriminant validity measures the extent to which items have a stronger association with their own constructs and a weaker association with other constructs. This process is similar to exploratory factor analysis in SPSS and is more robust due to the utilisation of bootstrapping to estimate model parameters. Bagozzi et al. (1991) posited that, discriminant validity measures uniqueness level of various constructs in the model, indicating that since various constructs measures different concepts in a more unique way, each construct should be able to stand without having exhibiting high correlations among constructs. The approaches that were used to examine for discriminant validity were; Fornell Larcker criterion (Table 7) and Heterotrait-Monotrait Ratio of correlations (HTMT) (Table 8).

Table 7: Fornell-Lacker Criteria

Constructs	EE	JP	OR	PJ	SS
EE	**0.794**				
JP	0.759	**0.807**			
OR	0.683	0.715	**0.834**		
PJ	0.806	0.728	0.734	**0.839**	
SS	0.746	0.724	0.660	0.738	**0.800**

Source: Field survey (2024)

Note: EE means Employee engagement, JP means Job performance, OR means Organisational reward, PJ means Procedural justice, and SS means Supervisor support.

From table 7, the Fornell Larcker (1981) criterion measures the square root of AVE of each construct in the model. The rule of thumb with the Fornell Larcker is that, the square root values of the AVE's of various constructs should be more than the constructs correlation with any other constructs in a given mode. Table 7 indicates that the measurements of constructs are discriminant shown in the discriminant validity of Fornell-Larcker test. The bolden figures represents the square root of the AVE, which is larger than all correlations, indicating that the measurement is discriminant.

Table 8: Heterotrait-Monotrait Ratio (HTMT)

Constructs	EE	JP	OR	PJ	SS
EE					
JP	0.827				
OR	0.773	0.789			
PJ	0.892	0.791	0.830		
SS	0.831	0.795	0.747	0.825	

Source: Field survey (2024)

Note: EE means Employee engagement, JP means Job performance, OR means Organisational reward, PJ means Procedural justice, and SS means Supervisor support.

Researchers suggests that the Fornell-Lacker criteria are derisory for the assessment of discriminant validity according to Henseler et al. (2015). According to Heseler et al. (2015) and Hair et al. (2016), the Hetrotrait-monotrait (HTMT) is the final and most crucial criteria for defining the discriminant validity test. The geometric average correlations of the object that assesses same constructs are divided by the average value of item correlations across constructs to get HTMT. The HTMT value of each construct should be less than 0.85 (Kline,2011) when they are considerably different and less than 0.9 (Teo et

al., 2003; Henseler et al., 2015) when they are comparable. As a result, an HTMT score of more than 0.9 shows that discriminant validity is lacking (Henseler et al., 2017). In table 8 it displays the HTMT values for each construct confirming the discriminant validity of various constructs.

Assessment of structural model

Once all of the requirements for evaluating the measurement model have been completed and the findings have reached the required thresholds, the structural model will be assessed. The structural model shows the supposed relationship between the variables. In order to establish if the structural links are statistically significant, several fit indices are examined. Collinearity testing is performed on the structural model (Hair et al., 2018). Next, the predictive relevance ($Q2$), effect size ($f2$), and coefficient of determination ($R2$) are used to assess the model's predictive potential. All endogenous constructs undergo an evaluation for structural model collinearity.

Table 9: Collinearity (Inner VIF Values)

	EE	**JP**
EE		3.399
JP		
OR	2.321	2.371
PJ	2.874	3.707
SS	2.354	2.660

Source: Field survey (2024)

Note: EE means Employee engagement, JP means Job performance, OR means Organisational reward, PJ means Procedural justice, and SS means Supervisor support.

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Latent variable estimates are calculated by linearly combining the observable indicators. According to Awang et al. (2015), the loadings of these indicators are determined using the bootstrapping method. Three metrics for the structural equation's fit are shown in tables 10, 11, and 12: R2, effect size (f2), and predictive relevance (Q2). The R-squared value indicates the extent to which the independent factors account for the observed variation in the dependent variable. But effect size quantifies the relative importance of independent variables in explaining the observed variation in dependent variables. The model fit measurements are shown in Table 12.

The conclusions and policy recommendations are entirely dependent on p values (statistical significance), as shown in several research. Sullivan and Feinn (2012) state that the only purpose of calculating p-values is to ascertain whether or not an impact is present across many constructs. Partial Least Squares Structural Equation Modelling (PLS SEM) and other advanced analytical approaches allow researchers to thoroughly examine models for their predictive and explanatory power. The in-sample and out-of-sample predictions of a model are analysed to determine its predictive relevance. The term "in-sample prediction" describes the method of making predictions from the same dataset after using it to estimate a model. Two main statistical procedures are the effect size (f2) and the coefficient of determination (R2). The capacity of the model to provide understandable explanations is assessed by these tests. The R2 value is shown in Table 10, and the f2 value is shown in Table 11.

Table 10: R-square(R^2)

Construct	R square (R^2)	R Square Adjusted

Employee Engagement	0.706	0.702
Job Performance	0.677	0.672

Source: Field survey (2024)

The coefficient of determination (R^2) measures the accuracy of predictions and the overall relevance of a model. It measures the extent to which the exogenous constructs, which are theoretically connected, explain the variation in the endogenous construct. R^2 values vary from 0 to 1, with higher values indicating greater predictive accuracy. As the number of predictors rises, the R^2 value also increases. However, it is preferable to use the adjusted R^2 value because it takes into account the complexity of the model. This is particularly beneficial when comparing different models. The R^2 adjusted values for employee engagement and job performance in Table 10 are 0.702 and 0.672, respectively. That is 70.2% of the variance of employee engagement was explained jointly by organisational reward, procedural justice and supervisor support. Similarly, organisational reward, procedural justice and supervisor support jointly explained a 67.2% of the variance in job performance.

Table 11: F square(F^2)

	Employee Engagement	Job Performance
Employee Engagement		0.093
Job Performance		
Organisational Reward	0.022	0.093
Procedural Justice	0.290	0.009
Supervisor Support	0.130	0.064

Source: Field survey (2024)

Note: *0.02≤f^2≤ 0.15 is a weak effect, **0.15≤f^2≤ 0.35 is a moderate effect *** f^2 ≥ 0.35 shows a strong effect *** f^2 ≥ 0.35 shows a strong effect

Removing an exogenous variable can affect the dependent variable(s). The F2 represents the change in R2 when a non-dependent variable is taken out of the equation. There are three levels of effect size thresholds: small (0.0 < effect size < 0.15), medium (0.15 < effect size < 0.35), and big (effect size > 0.35). By these standards, the exogenous variable of organisational reward has a negligible effect (0.022) on the endogenous variable of employee engagement's R2 value. As an alternative, the R2 value for the endogenous variable of employee engagement will be moderately affected (0.290) when procedural fairness and supervisor support are removed, and weakly affected (0.130) when supervisor support is removed.

Similarly, organisational reward, procedural justice and supervisor support will have a weak effect on the R^2 value for the endogenous value of job performance (0.093), (0.009) and (0.064) respectively. Removing the exogenous variable of employee engagement from the model will only have a minimal impact on the R^2 value for the endogenous value of job performance (0.093). Similar to how R^2 and f^2 models are calculated based on a sample, a considerable number of cases may exist outside the sample used for model estimation. The sample is not only utilised to estimate the model, but it also represents the majority of cases that are not included in the sample. Because study research has enhanced generalizability and the findings are practically relevant for policy recommendations, it is important to note that explanatory power does not necessarily indicate predictive potential. There has been a recent emergence of demands for the ability to predict using new data by computing Blindfolding-based Q^2.

The blindfolding process generates the Stone-Q2 Geisser's value, which serves as a measure of the predictive significance of latent variables in the PLS path model (Stone, 1974; Geisser, 1974). The missing data items are predicted using estimates from smaller datasets. Repeatedly removing data and generating estimates is done until all data points have been deleted and predicted. The predictive significance is evaluated using prediction error. The following criteria are used to determine the final Q2 value: a predictive power of 0.02 to 0.15 is considered weak, a predictive power of 0.15 to 0.35 is considered moderate, and a predictive power of 0.35 or above is considered good (Hair et al., 2018). The results of the blindfolding procedure are shown in Table 12, and by using the indicated threshold from the structural model, we can ascertain an impressive capacity to predict future occurrences.

Table 12: Predictive Relevance (Q^2)

	Q^2 predict	RMSE	MAE
Employee engagement	0.696	0.554	0.415
Job performance	0.634	0.608	0.466

Source: Field survey (2024)

*Note: *$0.02 \leq Q^2 \leq 0.15$ weak effect, **$0.15 \leq Q^2 \leq 0.35$ moderate effect, *** $Q^2 \geq 0.35$ strong effect*

Table 12 shows employee engagement and job performance have a predictive relevance from the various perceived organisational support (organisational reward, procedural justice, supervisor support). This was made possible as both employee engagement and job performance recorded a Q^2 values score greater than zero, indicating the presence of predictive relevance from all exogenous constructs. Based on the criteria mentioned earlier, it can be inferred that

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perceived organisational support, which includes organisational reward, proce-

dural fairness, and supervisor assistance, has a significant impact on employee

engagement (0.696) and job performance (0.634).

Organisational reward, procedural justice, and supervisor support are

three metrics of perceived organisational support that are shown in Figure 2's

structural model as route linkages that impact employee engagement and job

performance. An extensive review of the relevant literature supported the hy-

pothesis of each of these pathways. The results of the tests of the hypotheses are

shown in Table 13. The statistical significance of the path coefficients was de-

termined using the bootstrapping approach, which was developed by Preacher

and Hayes (2008). In most cases, the path coefficients measure the effect of each

exogenous construct on the endogenous construct. Awang, Wan Afthanorhan,

and Asri (2015) state that in order to get the estimates for the path coefficients

along with standard errors, the variance-based partial least squares structural

equation model (PLS-SEM) uses the bootstrapping method, also called

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resampling   with   replacement.
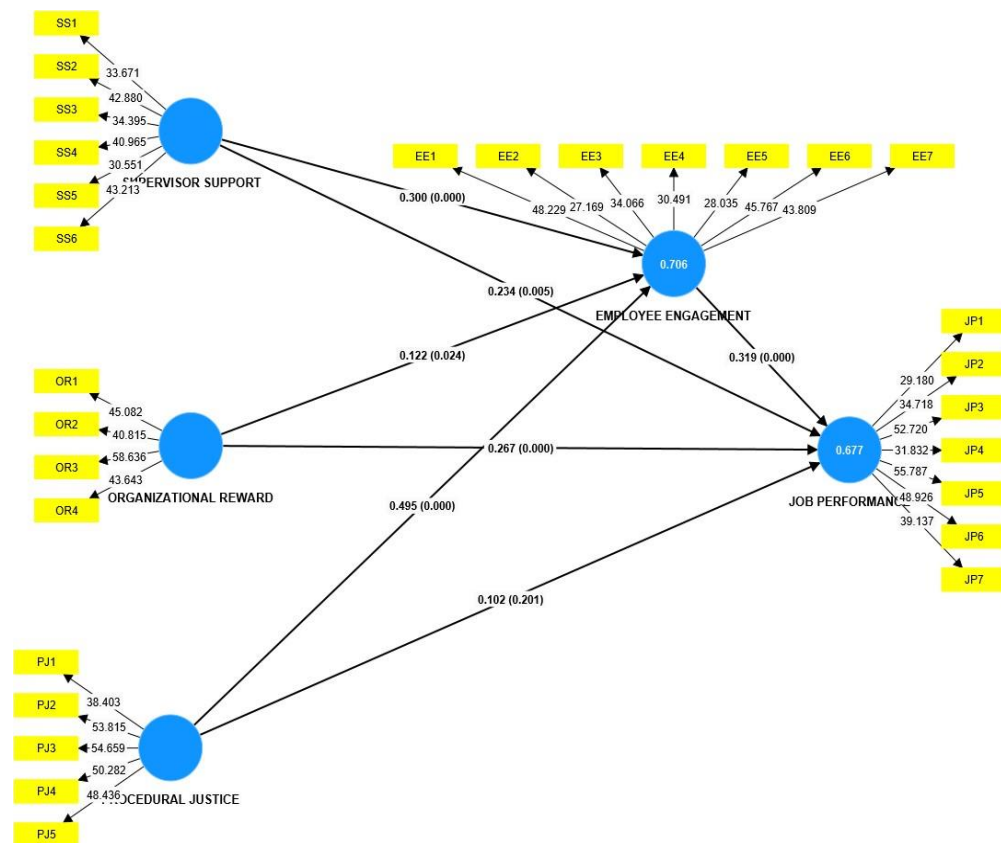
Figure 3:Structural model

Source: Field survey (2024)

Assessment of Path Relationships

The study was guided by four specific objectives with ten hypotheses namely, H1a, H1b, H1c, H2a, H2b, H2c, H3, H4a, H4b, H4c. The results of the hypotheses test were further discussed in the light of the social exchange theory and perceived organisational support. Using path coefficients, p values and t test, findings of the specific direct effects were analysed. The table 13 represents results from specific direct effect path coefficient hypotheses testing.

Table 13: Specific Direct Effect Path Coefficient

(Hypotheses)	Structural relationships	Path Coefficient(O)	STDEV	T Stat.	P Values

(H1a)	PJ -> JP	0.102	0.080	1.279	0.201
(H2a)	PJ -> EE	0.495	0.069	7.166	0.000
(H1b)	OR -> JP	0.267	0.064	4.201	0.000
(H2b)	OR -> EE	0.122	0.054	2.257	0.024
(H1c)	SS -> JP	0.234	0.083	2.817	0.005
(H2c)	SS -> EE	0.300	0.055	5.461	0.000
(H3)	EE -> JP	0.319	0.071	4.477	0.000

Source: Field survey (2024)

Note: EE means Employee engagement, JP means Job performance, OR means Organisational reward, PJ means Procedural justice, and SS means Supervisor support.

An investigation of the path coefficient in Table 13 shows the hypothesised effect perceived organisation support (procedural justice, organisational reward, supervisor support) has on job performance and employee engagement among nurses at Cape Coast Teaching Hospital as well as the relationship between employee engagement and job performance among nurses at Cape Coast Teaching Hospital. An examination of the hypothesised relationship indicates that out of the seven-hypothesis examining relationship and influences on procedural justice, organisational reward and supervisor support on job performance, and employee engagement and examining the relationship and influence of employee engagement on job performance, six of them proved significant and were supported at a significance level of 5 percent.

Particularly, the hypothesis suggesting job performance is influenced by supervisor support (*H1c*) (β = 0.234, t= 2.817, p = 0.005) and organisational reward *(H1b)* (β = 0.267, t= 4.201, p = 0.000); the hypothesis employee engagement is influenced by procedural justice *(H2a)* (β = 0.495, t= 7.166, p = 0.000);

and the hypothesis suggesting that employee engagement is influenced by organisational reward *(H2b)* (β = 0.122, t= 2.257, p = 0.024) and supervisor support *(H2c)* (β = 0.300, t= 5.461, p = 0.000). Lastly, the hypothesis 3 suggesting, employee engagement was having a significant influence on job performance *(H3)* (β = 0.319, t= 4.477, p = 0.000) was supported at a significant level of 5 percent.

On the other hand, one out of the seven hypotheses was rejected at a significant level of 5 percent. Particularly, the hypothesis suggesting that procedural justice has a significant positive influence on job performance *(H1a)* (β = 0.102, t= 1.279, p = 0.201). From table 13 above, the regression coefficients show procedural justice explained 10.2 percent variance in job performance. Procedural justice contributed a higher percentage of about 49.5 percent of the variance in employee engagement. Similarly, organisational reward contributed a 26.7 percent of variance in job performance. A lower percentage of 12.2 percent of the variance in employee engagement was accounted for by organisational reward. Supervisor support explained 23.4 percent variance in job performance. Supervisor support also contributed a higher percentage of about 30 percent of the variance in employee engagement.

Finally, employee engagement explained a 31.9 percent of the variance in job performance. The above indicates that supervisor support was the main predictor variable of job performance with the highest beta value of 26.7 percent in the variance of job performance while procedural justice was the main predictor variable of employee engagement with 49.5 percent in the variance of employee engagement. Evidently from the model, job performance is greatly

influenced by employee engagement since it is the only predictor variable mapping on to job performance, represented by 31.9 percent in the variance job performance.

The Mediation Effect

For mediation analysis and development, according to Zhao et al., (2010), the direct effect between variables is first tested to check for significance among variables if there is no significance, then there would be no mediation but if there is a significant effect among variables, then the mediator variable is included in the PLS path model to asses significance of the indirect effect. After this is done, and the indirect effect is not significant then there is no mediation after the introduction of the mediator variable.

On the other hand, if the indirect effect proves significant, then the researcher must move on to assess the variance accounted for (VAF). According to Zhao et al., (2010) and (Hair et al.,2011), VAF is computed as the value of indirect effect divided by the value of total effect and they give a threshold of the variation accounted for as No mediation (<20%); Partial mediation (20% < mediation < 80%); Full mediation (mediation > 80%). The table 14 below, explains the specific indirect effect of employee engagement as a mediator in the interactions of the perceived organisational support (procedural justice, organisational reward, and supervisor support) and job performance among nurses at Cape Coast Teaching Hospital.

Table 14: Specific Indirect Effect

	Beta	Standard deviation	T Statistics	P Value	BCI	
					2.5%	97.5%

H4b: OR -> EE -> JP	0.039	0.041	1.903	0.057	0.004	0.085
H4a: PJ -> EE -> JP	0.158	0.009	3.568	0.000	0.079	0.256
H4c: SS -> EE -> JP	0.096	0.026	3.715	0.000	0.051	0.151

Source: Field survey (2022)

Note: EE means Employee engagement, JP means Job performance, OR means Organisational reward, PJ means Procedural justice, and SS means Supervisor support.

The Mediation Effect of Employee Engagement Between Perceived Organisational Support (procedural justice, organisational reward, supervisor support) and Job Performance among Nurses at Cape Coast Teaching Hospital.

From table 15, the mediation analysis was performed to assess the mediating effect of employee engagement between procedural justice and job performance. The results from the table below revealed that the total effect of procedural justice on job performance was significant (β= 0.260, p= 0.003). With the inclusion of the mediating variable which is employee engagement, the impact of procedural justice on job performance was not significant (β= 0.102, p= 0.201). Again, the indirect effect of procedural justice on job performance through employee engagement was found significant (β= 0.158, p=0.000). This shows that the relationship between procedural justice and job performance as hypothesized in (***H4a***) is partially mediated by employee engagement.

Table 15: The Mediating Effect of Employee Engagement in The Relationship Between Procedural Justice and Job performance

Total effect		Direct Effect		Indirect Effect				
PJ-JP		PJ-JP						
B	p-value	β	p-value	B	SD	T value	P value	BI

									(2.5%: 97.5%)
0.260	0.003	0.102	0.201	**PJ->EE ->JP**	0.158	0.044	3.568	0.000	0.079-0.256

Variance accounted for **(VAF) = Indirect effect/Total effect * 100**

Source: Field survey (2022)

VAF No mediation (< 20%); Partial mediation (20% < mediation < 80%); Full mediation (mediation > 80%)

Similarly, for the table 16, the mediation analysis was performed to assess the mediating effect of employee engagement between organisational reward and job performance. The results from the table above revealed that the total effect of organisational reward on job performance was significant (β= 0.306, p= 0.000). With the inclusion of the mediating variable of employee engagement, the impact of organisational reward on job performance was still significant (β= 0.267, p= 0.000). Again, the indirect effect of organisational reward on job performance through employee engagement was found insignificant (β= 0.039, p=0.057). This shows that the relationship between Organisational reward and job performance as hypothesized in (***H4b***) is not mediated by job performance.

Table 16: The Mediating Effect of Employee Engagement in the Relationship Between Organisational Reward and Job Performance

Total effect		Direct Effect		Indirect Effect					
OR-JP		OR-JP							
β	p-value	B	p-value		B	SD	T value	P value	BI

									(2.5%: 97.5%)
0.30 6	0.00 0	0.26 7	0.00 0	**OR- >EE ->JP**	0.03 9	0.02 0	1.90 3	0.05 7	0.004- 0.085

Variance accounted for **(VAF) = Indirect effect /Total effect * 100**

VAF No mediation (< 20%); Partial mediation (20% < mediation < 80%); Full mediation (mediation > 80%)

 VAF= 0.039/0.306 * 100

VAF= 12% (No mediation)

In table 17, the mediation analysis was performed to assess the mediating effect of employee engagement between supervisor support and job performance. From the table, supervisor support on job performance was significant (β= 0.330, p= 0.000). With the inclusion of the mediating variable of employee engagement, the impact of supervisor support on job performance was also significant (β= 0.234, p= 0.005). Again, the indirect effect of supervisor support on job performance through employee engagement was also found to be significant (β= 0.096, p=0.000). This shows that there is partial mediation of employee engagement in the relationship between supervisor support and job performance as hypothesized in (***H4c***).

Table 17: The Mediating Effect of Employee Engagement in the Relationship Between Supervisor Support and Job Performance

Total effect	Direct Effect	Indirect Effect
SS-JP	SS-JP	

β	p-value	B	p-value		B	SD	T value	P value	BI (2.5%: 97.5%)
0.330	0.000	0.234	0.005	**SS->EE ->JP**	0.096	0.026	3.715	0.000	0.051-0.151

Variance accounted for **(VAF) = Indirect effect /Total effect * 100**

Source: Field survey (2024)

VAF No mediation (< 20%); Partial mediation (20% < mediation < 80%); Full mediation (mediation > 80%)

 VAF= 0.096/0.330 * 100

VAF= 29.09% (Partial mediation)

Decisions on Hypotheses

The study was guided by 10 hypotheses. In accordance with the study's objectives, H1a, H1b, and H1c of the study were designed to investigate the direct impact of perceived organisational support (procedural justice, organisational reward, and supervisor support) on job performance among nurses at Cape Coast Teaching Hospital. Additionally, H2a, H2b, and H2c were hypothesised to examine the impact of perceived organisational support (procedural justice, organisational reward, and supervisor support) on employee engagement. Hypothesis 3 was established to investigate the impact of employee engagement on job performance among nurses at Cape Coast Teaching Hospital. Finally, hypothesis 4a, 4b, and 4c were developed to examine the mediating role of employee engagement in the relationship between the respective tenets of perceived organisational support (procedural

justice, organisational reward, and supervisor support). The hypotheses that were investigated and evaluated in the study are summarised in Table 18.

Table 18: Hypotheses Decisions

Hypotheses	Structural Path	P Values	Results	Decision
H1a	PJ -> JP	0.201	NOT Supported	Reject
H1b	OR-> JP	0.000	Supported	**Accept**
H1c	SS -> JP	0.000	Supported	**Accept**
H2a	PJ -> EE	0.024	Supported	**Accept**
H2b	OR -> EE	0.005	Supported	**Accept**
H2c	SS -> EE	0.000	Supported	**Accept**
H3	EE -> PJ	0.000	Supported	**Accept**
H4a	PJ -> EE -> JP	0.000	Supported	**Accept**
H4b	OR -> EE -> JP	0.057	Not supported	Reject
H4c	SS -> EE -> JP	0.000	Supported	**Accept**

Source: Field survey (2024)

Discussions

The study generally sought to examine the effect of perceived organisational support (procedural justice, organisational reward and supervisor support) on job performance among nurses at Cape Coast Teaching Hospital; the role of employee engagement. Ten hypotheses were derived from the four primary objectives that guided the study's general objective. These objectives of the study are the subject of this section of the chapter, which also addresses the implications and validations of the findings.

Effect of perceived organisational support on job performance among nurses at Cape Coast Teaching Hospital.

The discussion presented below is based on the study's analysis and results on the effect perceived organisational support has on job performance. From this objective, three hypotheses were formulated. These hypotheses were:

H1a: There is a significant positive relationship between procedural justice and job performance among nurses at Cape Coast Teaching Hospital.

Hypothesis 1a suggested that there is a significant relationship between procedural justice and job performance among nurses at Cape Coast Teaching Hospital. The study's findings indicated that procedural justice does not have a significant and positive effect on the job performance of nurses at Cape Coast Teaching Hospital (β=0.102, t=1.279, p=0.201). The perception of impartiality in organisational procedures and decision-making processes may be the cause of the negative relationship between procedural justice and job performance among nurses at Cape Coast Teaching Hospital.

Studies indicate that when nurses perceive procedural injustice, such as inconsistencies in disciplinary actions, favouritism, or lack of transparency, it can result in reduced job satisfaction, heightened emotional exhaustion, and ultimately, inferior job performance (Colquitt et al., 2013; Loi et al., 2012). In healthcare settings, the presence of perceived inequity in procedures can have a detrimental influence on trust and cohesion among nursing personnel, ultimately impairing their capacity to properly carry out patient care activities. Therefore, cultivating a culture of procedural fairness inside the hospital is crucial for improving job performance and overall organisational results among nurses.

The hypothesis 1a's result is in contrast to the findings of (Lambert et al., 2020; De Clercq et al., 2020; Donner et al., 2020; Radburn et al., 2019),

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which have shown that procedural justice has a significant and positive effect on job performance. The hypothesis was denied due to a P value greater than 0.05 and a t-stat value less than 1.96. Consequently, the analysis of the study's findings does not support hypothesis 1a (H1a).

H1b: There is a significant positive relationship between organisational rewards and job performance among nurses at Cape Coast Teaching Hospital.

Hypothesis 1b posited that there is a significant relationship between job performance and organisational reward among nurses at Cape Coast Teaching Hospital. The study's findings corroborate the hypothesised assertion that there is a significant positive relationship between job performance and organisational rewards among nurses at Cape Coast Teaching Hospital (β=0.267, t=4.201, p=0.000). According to Franco et al. (2020), a reward system that is carefully planned and includes cash incentives, recognition programmes, and possibilities for career advancement can enhance motivation and engagement among healthcare personnel. Nurses who experience a sense of being valued and appreciated through rewards are more inclined to demonstrate elevated levels of job satisfaction, resulting in improved performance and productivity. Furthermore, a nurturing organisational culture that highlights the significance of incentives in recognising nurses' efforts will additionally strengthen their dedication to providing exceptional patient care. Therefore, the direct relationship between the rewards provided by the organisation and the performance of nurses at Cape Coast Teaching Hospital emphasises the need of acknowledging and motivating them, ultimately improving healthcare results as a whole.

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The results of the study on organisational reward having a significant relationship with job performance among nurses at Cape Coast Teaching Hospital is in line with results from empirical studies undertaken by some authors (Anwar et al., 2021; Malek et al., 2020; Ngwa et al., 2019; Sidhu et al., 2020; Malik et al., 2019) as identified in the literature review. The above-mentioned studies collectively and unanimously assert and confirms that organisational reward has a significant relationship with job performance among nurses at Cape Coast Teaching Hospital. Therefore, the study's findings affirm hypothesis H1b as organisational reward has a significant positive relationship with job performance among nurses at Cape Coast Teaching Hospital.

H1c: There is a significant positive relationship between supervisor support and job performance among nurses at Cape Coast Teaching Hospital.

Hypothesis 1c suggested that there is a significant relationship between supervisor support and job performance among nurses at Cape Coast Teaching Hospital. The results of the study found supervisor support to have a positive significant relationship with job performance (β=0.234, t=2.817, p=0.005). This claim was arrived at, with supervisor support achieving a significant P value less than 0.05 and t-stat value above 1.96. The significant positive relationship between supervisor support and job performance among nurses at Cape Coast Teaching Hospital can be attributed to several factors. Supervisor support plays a crucial role in creating a favourable work atmosphere for nurses, where they feel appreciated, respected and empowered. This, in turn, boosts their motivation and dedication to their job. This support can be demonstrated by offering direction, resources, and acknowledgment for their efforts, so empowering

nurses to carry out their responsibilities with effectiveness and efficiency. Furthermore, supervisors who provide assistance are more inclined to participate in efficient communication, quickly solve problems, and offer constructive feedback.

This in turn promotes development and professional growth among nurses. This is consistent with the results of recent study that highlights the significant effect of supervisor support in improving job performance and well-being (Bishop, 2023). Furthermore, in healthcare environments such as Cape Coast Teaching Hospital, where the demands of patient care are substantial and work-related stress is widespread, the support provided by supervisors acts as a protective barrier against burnout and intentions to leave the job, ultimately leading to improved job performance and more favourable patient outcomes (Hall et al., 2022). In summary, the strong correlation between supervisor support and job performance highlights the crucial role of fostering supportive leadership practices in healthcare organisations. This is essential for enhancing nurse care delivery, as well as promoting staff happiness and retention.

The findings of H1c corroborates with the findings of other empirical studies in literature (Panda et al., 2022; Imam et al., 2023; Gülbahar, 2020; Chen & Wu, 2020; Ridwan et al., 2020). Findings from all these scholars proved that supervisor support has the force to influence job performance among nurses at Cape Coast Teaching Hospital. The findings of the study support and affirms H1c, thus there is a significant positive relationship between supervisor support and job performance among nurses at Cape Coast Teaching Hospital.

Effect of perceived organisational support on employee engagement.

With regards to the second objective of the study, the effect of perceived organisational support on employee engagement was aimed at with three guiding hypotheses:

H2a: There is a significant positive relationship between procedural justice and employee engagement among nurses at Cape Coast Teaching Hospital.

Hypothesis 2a suggested that there is a significant relationship between procedural justice and employee engagement among nurses at Cape Coast Teaching Hospital. The path coefficient from table 14 revealed procedural justice had a significant positive influence on employee engagement (β=0.495, t=7.166, p=0.000). This stance was taken as P values of the relationship was recorded to be less than 0.05, with a t-test of more than 1.96. Making the findings of the study in support of hypothesis 2a. Several variables can be linked to the significant positive relationship between procedural justice and employee engagement among nurses at Cape Coast Teaching Hospital. Procedural justice, which pertains to fairness in the procedures of making decisions, is important in ensuring that nurses view their workplace as fair and just. This fosters a feeling of trust and respect from management.

The perception of fairness in the workplace improves employees' dedication to organisational objectives and boosts their motivation to actively participate in their tasks. Furthermore, when nurses perceive that their voices are acknowledged and their viewpoints esteemed, they are more like to experience a sense of empowerment and motivation to make constructive contributions to the workplace. The research conducted by Chang and Zhang (2020) provides evidence to support the notion that procedural justice has a favourable impact

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on employee engagement in healthcare environments. This, in turn, leads to enhanced job satisfaction and performance. Thus, the focus on procedural fairness at Cape Coast Teaching Hospital is likely to have a significant impact on fostering a highly committed nursing workforce.

The hypothesis is in line with (He et al., 2014; Pakpahan et al., 2020; Kim, & Park, 2017; Anisa, & Martono, 2019; Suganda, 2021) which asserts that procedural justice has a favourable impact on employee engagement. Hence findings of the study support hypothesis 2a and is in the affirmative.

H2b: There is a significant positive relationship between organisational reward and employee engagement among nurses at Cape Coast Teaching Hospital.

Hypothesis 2b suggested that there is a significant relationship between organisational reward and employee engagement among nurses at Cape Coast Teaching Hospital. The results of the study revealed that organisational reward accounts for a significant and positive influence on employee engagement among nurses at Cape Coast Teaching Hospital (β=0.122, t=2.257, p=0.024). The significant positive relationship between the organisational rewards and the level of engagement exhibited by nurses at Cape Coast Teaching Hospital can be ascribed to multiple reasons. Firstly, rewards such as recognition, opportunities for career progression, and competitive compensation packages indicate that the organisational highly regards the efforts of its nurses, promoting a feeling of appreciation and inclusion.

This acknowledgment serves as a catalyst for nurses to actively participate in their profession, resulting in elevated levels of passion and devotion. In

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addition, awards can boost job satisfaction by fulfilling both the intrinsic and extrinsic demands of nurses, so elevating their overall levels of engagement. Al-Hawari and Bani-Melhem (2020) conducted a study that provides evidence for this idea, emphasising the connection between organisational rewards and the level of engagement displayed by employees in healthcare settings. Thus, by investing in initiatives that provide rewards, Cape Coast Teaching Hospital not only recognises the achievements of its nurses but also fosters a culture of active participation that eventually benefits both the organisational and its staff. The hypothesis is in line with (Hoole & Hotz, 2016; Koskey & Sakataka, 2015; Baqir et al., 2020; Pandzic & Hadziahmetovic, 2022; Victor & Hoole, 2017) which asserts that organisational reward has a significant impact on employee engagement. Hence findings of the study support hypothesis 2b and is in the affirmative.

H2c: There is a significant positive relationship between supervisor support and employee engagement among nurses at Cape Coast Teaching Hospital.

Further, the study sought to test the hypothesis of supervisor support having a significant positive relationship with employee engagement among nurses at Cape Coast Teaching Hospital. Findings from the study's results claimed supervisor support has a significant positive relationship with employee engagement and hence supported the hypothesised statement (β=0.300, t=5.461, p=0.000). The findings proved so because, the P values and t-statistics value recorded figures less than 0.05 and greater than 1.96 respectively.

The significant positive relationship between supervisor support and employee engagement among nurses at Cape Coast Teaching Hospital can be

ascribed to multiple reasons. Supervisor support plays a crucial role in cultivating a feeling of inclusion and worthiness among nurses, resulting in higher levels of job satisfaction and commitment. Supervisors who offer direction, tools, and acknowledgment to nurses contribute to their sense of appreciation and motivation, ultimately improving their levels of engagement.

In addition, supervisors who provide assistance foster an atmosphere of trust and openness, enabling nurses to confidently voice their concerns and ideas. This, in turn, enhances communication and teamwork, both of which are crucial for promoting employee engagement. A study conducted by Liu et al. (2020) revealed that nurses who perceived higher levels of support from their supervisors exhibited higher levels of engagement in their work. This emphasises the significance of supportive leadership in fostering employee engagement in healthcare environments. Results from analysis shows, hypothesis 2c was affirmed and in line with (Vera et al., 2016; Holland, 2017; Sheehan et al., 2023). The findings shows that supervisor support having a significant positive relationship with employee engagement. The study therefore based on supporting empirical evidence and the minimum thresholds of P values and t-stats to affirm and support the H2c.

H3: There is a significant positive relationship between employee engagement and job performance among nurses at Cape Coast Teaching Hospital.

The third objective sought to examine the influence of employee engagement on job performance among nurses at Cape Coast Teaching Hospital. Findings from the study analysis revealed that employee engagement has a significant positive relationship with job performance and hence supported the hy-

pothesised statement. The findings proved so because, the P values and t-statistics value recorded figures less than 0.05 and greater than 1.96 respectively. The relationship between employee engagement and job performance among nurses at Cape Coast Teaching Hospital is a result of multiple factors. Engaged nurses typically experience a heightened sense of purpose and passion to their work, resulting in increased motivation and a deeper commitment to delivering high-quality patient care. In addition, when nurses are actively involved, they are more inclined to demonstrate proactive behaviours such as problem-solving and cooperation, which are essential for efficient healthcare provision.

Furthermore, the presence of a nurturing organisational culture and competent leadership that promotes employee engagement can significantly augment job satisfaction and overall performance among nurses (Zhou et al., 2023). This is consistent with the results of previous research that highlights the significance of staff engagement in healthcare environments for enhancing patient outcomes and organisational efficiency. Results from analysis shows, hypothesis 2c was affirmed and in line with (Demerouti et al., 2010; Dajani, 2015; Arifin et al., 2019, Corbeanu & Iliescu, 2023; Carter et al., 2018; Fidyah & Setiawati, 2020; Sendawula et al., 2018). The findings shows that employee engagement has the tendency of increasing the job performance among nurses at Cape Coast Teaching Hospital. The study therefore based on supporting empirical evidence and the minimum thresholds of P values and t-stats to affirm and support the H3.

H4a: Employee engagement plays a significant mediating role in the relationship between procedural justice and job performance among nurses at Cape Coast Teaching Hospital.

Hypothesis 4a suggested that employee engagement has a significant mediating role in the relationship between procedural justice and job performance among nurses at Cape Coast Teaching Hospital. From the study's findings derived from table 15, the specific indirect effect showed a significant mediating effect of employee engagement between the procedural justice and job performance among nurses at Cape Coast Teaching Hospital with (β= 0.158, t-stat=3.568, p=0.000: p<0.005), while procedural justice did not significantly influence job performance from the direct (β=0.102, p=0.201: p<0.005). Results and analysis proved a partial mediation of employee engagement between the relationship between procedural justice and job performance among nurses at Cape Coast Teaching Hospital.

The study's findings proving a partial mediating of employee engagement in the relationship between procedural justice and job performance imply that enhancing procedural justice in the workplace can positively influence employee engagement, consequently leading to improved job performance. Employee engagement plays a crucial role in connecting procedural fairness and work performance among nurses at Cape Coast Teaching Hospital for several reasons. Nurses are more likely to feel emotionally attached and dedicated to their roles, leading to higher levels of engagement, when they see fairness and equity in the procedures and policies controlling their work environment. As a result, this commitment boosts their drive, extra effort, and readiness to dedicate themselves to the objectives of the organisational, ultimately leading to enhanced work performance. In addition, nurses who are actively involved in their work are more likely to demonstrate increased resilience and adaptability when

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faced with difficulties. This helps to reduce the negative effects of unfair procedures on job performance and promotes a good work environment that is favourable to providing the best possible care for patients.

The study's finding of employee engagement partially mediating the predictive relationship between procedural justice and job performance in line with past empirical studies (Karatepe, 2011; Lupsa, 2020; Al-Shbiel, 2018; Bakker, 2011). The findings shows that employee engagement has the tendency of mediating the relationship between procedural justice and job performance among nurses at Cape Coast Teaching Hospital. The study therefore based on supporting empirical evidence and the minimum thresholds of P values and t-stats to affirm and support the H4a.

H4b: Employee engagement plays a significant mediating role in the relationship between organisational reward and job performance among nurses at Cape Coast Teaching Hospital.

Hypothesis 4b suggested that employee engagement has a significant mediating role in the relationship between organisational reward and job performance among nurses at Cape Coast Teaching Hospital. Results of specific indirect effect, as presented in table 15 advanced that employee engagement does not significantly mediate the established relationship between organisational reward and job performance among nurses at Cape Coast Teaching Hospital ($\beta= 0.039$, t-stat=1.903, p=0.057: p<0.005). Meaning employee engagement is not statistically significant enough to account for an enhancement in the relationship between organisational reward and job performance among nurses at Cape Coast Teaching Hospital.

The negative mediation effect of employee engagement in the relationship between organisational rewards and job performance among nurses at Cape Coast Teaching Hospital may be attributed to several causes, including displaced reward systems, inadequate recognition, or perceived inequity in distribution. According to a study conducted by Mauno, Kinnunen, and Ruokolainen (2020), if the awards given to nurses do not meet their expectations or are considered inadequate in relation to the effort they put in, it can decrease their level of engagement. The mismatch mentioned might result in a decline in motivation and discretionary effort, ultimately having a detrimental impact on job performance. In addition, organisational factors such as a high workload, unclear job roles, and limited independence might worsen the problem by impeding nurses' capacity to fully participate in their work, even if there are rewards available. Therefore, although rewards are important incentives, their influence on job performance may be diminished if not accompanied by a supportive atmosphere that encourages high levels of employee engagement.

This study found that employee engagement does not significantly mediate the predictive relationship between organisational reward and job performance, in contrast to the triangulated findings of Akhtar et al. (2016), Rai et al. (2018), Park et al. (2022), and Abdullahi et al. (2023). Thus, the discovery of employee engagement not mediating the relationship between organisational reward and job performance is not in agreement with the study's hypothesis 4b.

H4c: Employee engagement plays a significant mediating role in the relationship between supervisor support and job performance among nurses at Cape Coast Teaching Hospital.

The last and final hypothesis of objective four showed a significant mediating effect of employee engagement on the relationship between supervisor support and job performance among nurses at Cape Coast Teaching Hospital (β= 0.096, t-stat=3715, p=0.000: p<0.005). Thus, it could be implied that employee engagement among nurses improves the predictive relationship between supervisor support and job performance of nurses.

Employee engagement serves as a crucial mediator in the correlation between supervisor support and job performance within the nursing context at Cape Coast Teaching Hospital. Supervisor support has a crucial part in creating a favourable work atmosphere for nurses, making them feel appreciated, supported, and driven, thereby increasing their commitment to their duties and obligations. This increased level of engagement results in a greater dedication to their tasks, elevated levels of contentment with their career, and a more profound feeling of connection to the organisational. As a result, nurses who are actively involved are more inclined to demonstrate greater voluntary effort, enhanced cooperation, and improved communication, all of which contribute to higher levels of job performance. In addition, nurses who are actively involved and dedicated are more prepared to handle the difficulties and pressures that come with their profession. This results in lower rates of burnout and more resilience, which further enhances their capacity to do their duties efficiently. Employee engagement serves as a crucial intermediary mechanism by which supervisor support has a favourable impact on job performance among nurses at Cape Coast Teaching Hospital.

Finally, the study's finding of employee engagement partially mediating the predictive relationship between supervisor support and job performance in

line with past empirical studies (Khan & Lakshmi, 2018; Kissi, 2023; Karatepe & Aga, 2016). This finding supports the study's hypothesis 4c as employee engagement partially mediates the relationship between supervisor support and job performance among nurses at Cape Coast Teaching Hospital.

Chapter Summary

Chapter four of the study focused on the significance of aligning findings with the study's objectives and hypotheses. The chapter mostly centred on the study and analysis of the collected data. The study initially assessed the demographic data of the respondents including their sex, age, years of experience, educational level, category of nurses and subsequently examined the statistical findings using the PLS-SEM approach. These findings included direct linkages and specific indirect relationships.

Organisational reward and supervisor support mainly influenced job performance with procedural justice having an insignificant relation in the symmetrical approach using PLS-SEM. Also, a mediator variable of employee engagement partially mediated the relationship between procedural justice and job performance as well as supervisor support and job performance. While there were no mediations of employee engagement in the relationship between organisational reward and job performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The key findings, conclusions, and recommendations derived from the study are the subject of this chapter. This section further investigates the study's contributions to theory, methodology, and practice, while also considering its limitations and conclusions. It provides some recommendations for future research. Stakeholders, including management, researchers, regulatory bodies, and governments, are given recommendations based on the significant conclusions drawn from analysis.

Summary of key findings

1. Hypothesis 1a was tested as part of the study to establish the correlation between procedural justice and job performance among nurses at Cape Coast Teaching Hospital. The statistical credence of the study's measurement model was evaluated and found to be sufficient before exploring additional structural connections. According to the study, it is clear that procedural justice does not have a significant and beneficial impact on job performance among nurses at Cape Coast Teaching Hospital. The study found that the impact of procedural justice on job performance among nurses at Cape Coast Teaching Hospital was small and not statistically significant. Therefore, the results of the study do not provide evidence in favour of hypothesis 1a (H1a).

2. The study also included hypothesis 1b, which aimed to ascertain the correlation between organisational rewards and job performance among

nurses at Cape Coast Teaching Hospital. The study's findings indicate that organisational reward has significant effect on the job performance of nurses at Cape Coast Teaching Hospital, in terms of their predictive relevance. Regarding the impact of organisational reward on the model, organisational reward had a significant statistical effect on job performance among nurses at Cape Coast Teaching Hospital. Therefore, the results of the study provide evidence in favour of hypothesis 1b (H1b).

3. The objective of Hypothesis 1c of the study was to investigate the relationship between job performance and supervisor support among nurses at Cape Coast Teaching Hospital. It was statistically determined that supervisor support had a positive and significant impact on job performance among nurses at Cape Coast Teaching Hospital in accordance with the quality requirements of initial tests, including Cronbach Alpha, Composite Reliability, Heterotrait-Monotrait tests, and Average Variance Extracted. Therefore, the study results do support hypothesis 1c.

4. Hypothesis 2a was included in the study, with the objective to assess the relationship between employee engagement and procedural justice among nurses at Cape Coast Teaching Hospital. The study's results demonstrated that procedural justice has significant positive effect on employee engagement among nurses at Cape Coast Teaching Hospital. In terms of the effect size of procedural justice on the model, procedural justice commanded a strong statistical significance to employee engagement. Thus, the study findings do support hypothesis 2a that procedural justice has a significant positive influence on employee engagement.

5. Furthermore, examination of the relationship between organisational reward and employee engagement among nurses at Cape Coast Teaching Hospital was assessed as Hypothesis 2b. Upon satisfying all basic preliminary statistical credence checks such as collinearity test, reliabilities and validities, the study's findings affirmed a significant predictive relationship between organisational reward and employee engagement. In terms of the effect size of organisational reward on the model, organisational reward commanded a strong statistical significance in employee engagement. Thus, the study findings do not support hypothesis 2b.

6. To affirm the significance of relationship between supervisor support and employee engagement among nurses at Cape Coast Teaching Hospital. After confirming the excellent credence of the study's data concerning collinearity, reliability and validities, the results obtained from the study demonstrated a significant favourable relationship between supervisor support and employee engagement among nurses at Cape Coast Teaching Hospital. Thus, the study findings do support hypothesis 2c.

7. Hypothesis 3 was used to determine the relationship between employee engagement and job performance among nurses at Cape Coast Teaching Hospital, using the study's findings. According to the statistical results obtained by analysing the relationship between different factors, it was concluded that employee engagement had a considerable and positive impact on the job performance of nurses at Cape Coast Teaching Hospital. The impact of employee engagement on job performance was shown to be statistically significant, indicating a substantial effect size. Therefore, the study results indeed confirm hypothesis 3 (H3).

The fourth and final objective of the study sought to examine the mediating effect of Employee engagement on the relationship between perceived organisational support (procedural justice, organisational reward and supervisor support) and job performance among nurses at Cape Coast Teaching Hospital. The fourth objective was further assessed and guided by three hypotheses namely; H4a: Employee engagement plays a significant mediating role in the relationship between procedural justice and job performance among nurses at Cape Coast Teaching Hospital. H4b: Employee engagement plays a significant mediating role in the relationship between organisational reward and job performance among nurses at Cape Coast Teaching Hospital. H4c: Employee engagement plays a significant mediating role in the relationship between supervisor support and job performance among nurses at Cape Coast Teaching Hospital.

8. Hypothesis 4a of the study, sought to determine whether employee engagement mediates the relationship between procedural justice and job performance among nurses at Cape Coast Teaching Hospital. Similarly, after attaining statistical credence of the study's measurement model for the mediation, the study advanced that employee engagement positively and significantly mediates the relationship between procedural justice and job performance. A strong effect size of procedural justice was observed when employee engagement mediates the relationship between procedural justice and job performance among nurses at Cape Coast Teaching Hospital.

9. The hypothesis 4b of the study was to determine whether employee engagement mediates the relationship between organisational reward and

job performance among nurses at Cape Coast Teaching Hospital. The research findings of the study demonstrated that the predictive relationship between job performance and organisational reward is not significantly mediated by employee engagement. A weak effect size of organisational reward was observed when employee engagement mediates the relationship between organisational reward and job performance among nurses at Cape Coast Teaching Hospital.

10. The last and final hypothesis guiding objective 4 of the study was hypothesis 4c, which sought to examine the mediation effect of employee engagement on relationship between supervisor support and job performance among nurses at Cape Coast Teaching Hospital. The study results empirically claimed that supervisor support positively and significantly mediates the relationship between supervisor support and job performance among nurses at Cape Coast Teaching Hospital. A statistical significance was empirically observed in terms of employee engagement mediating the relationship between supervisor support and job performance among nurses at Cape Coast Teaching Hospital. Hence the study's findings support for hypothesis 4c.

Conclusion

From the findings of the study, it was conclusively established that procedural justice accounts for an insignificant influence on job performance. Again, procedural justice accounts for a significant positive change in employee engagement of which together has a significant combination of influence on job performance among nurses at Cape Coast Teaching Hospital. This suggests that

fostering a sense of fairness and transparency in procedures, alongside initiatives to enhance employee engagement, could lead to improved job performance among nurses. It underscores the importance of organisational policies and practices aimed at promoting both procedural justice and employee engagement. Stakeholders and institutional regulatory bodies should prioritise the development and implementation of policies that emphasise fairness in procedures and promote increased employee participation in hospitals. By attending to these factors, they have the ability to improve the overall job performance of nurses, thereby improving both the staff and the quality of patient care delivered.

However, organisational reward reported a statistically significant influence on job performance. Again, organisational reward reported same for employee engagement. Indicating that organisational reward at Cape Coast Teaching Hospital has a statistical influence on the engagement levels and job performance of nurses at the hospital as in the context of the study's findings. This suggests that the way in which rewards are structured and distributed within the organisation plays a crucial role in motivating nurses and enhancing their engagement levels, which in turn positively affects their job performance. Recognizing and rewarding employees for their contributions and achievements can serve as a powerful tool for fostering a positive work environment and motivating staff members to perform at their best. For Cape Coast Teaching Hospital and similar healthcare institutions, these findings highlight the importance of implementing effective reward systems that recognize and incentivize the hard work and dedication of nurses. By aligning rewards with desired outcomes such

as employee engagement and job performance, organisations can create a culture that supports and empowers their staff, ultimately leading to better patient care and overall organisational success.

Further, supervisor support predicted a significantly positive influence on job performance. Also, supervisor support predicted a significant positive influence on employee engagement. This highlights the importance of the relationship between nurses and their supervisors in promoting a positive environment at work and enabling efficient performance. Nurses who receive support from their supervisors are more likely to exhibit high levels of engagement and motivation in their work, leading to optimal performance. In addition, supervisors who are supportive can offer assistance, feedback, and tools that empower nurses to carry out their responsibilities efficiently. These findings highlight the need of investing in supervisor training and development for Cape Coast Teaching Hospital. This investment ensures that leaders possess the necessary skills and expertise to effectively support their colleagues. By cultivating strong relationships between nurses and their superiors, the hospital may establish a nurturing work environment that encourages both employee engagement and job performance, ultimately resulting in improved results for both personnel and patients.

Further, employee engagement as a mediating variable between the relationship of perceived organisational support (procedural justice, organisational reward and supervisor support) and job performance was assessed. The study's findings sanctioned that, the predictive relationship between procedural justice and job performance is partially mediated by employee engagement.

Again, employee engagement partially mediates the relationship between supervisor support and job performance. This suggests that fair procedures and supportive supervisors have a direct impact on job performance, but an important portion of the effect is mediated by the level of employee engagement with their work. When employees are actively involved in their jobs, they are more inclined to translate procedural justice and supervisor support into improved performance outcomes. This highlights the need of not just guaranteeing equitable procedures and supportive supervision, but also cultivating a milieu where employees experience a sense of connection and motivation in their tasks.

On the other hand, the relationship between organisational reward and job performance is not mediated by employee engagement. In other words, organisational reward has a direct effect on job performance, this relationship does not rely on the level of engagement employees have with their work. This implies that the impact of organisational rewards on job performance remains constant regardless of the level of employee engagement. The statement suggests that offering rewards such as incentives, recognition, or bonuses directly encourages people to improve their performance in their positions, regardless of their level of engagement. Practically speaking, this discovery indicates that organisational incentives can be effective means of improving job performance, even when people may not be very enthusiastic about their work. Thus, healthcare facilities should prioritise the development of strong reward systems to motivate and enhance the performance of their nursing staff.

Recommendations

Based on the findings of the study, the following recommendations are made to management of Cape Coast Teaching Hospital, policymakers, and researchers in several ways to improve nurses' performance.

1. Given the results that show only procedural justice negatively affects the job performance of nurses at Cape Coast Teaching Hospital, it is important for management to address this matter. Firstly, it is important to prioritise efforts to improve perceived organisational support by implementing measures such as creating a supportive work environment, ensuring sufficient resources, and promoting open communication channels. Furthermore, it is crucial to prioritise enhancing procedural justice within the organisation, guaranteeing equity in decision-making processes, policies, and procedures. By giving priority to these issues, management may reduce the adverse effects of procedural injustice and enhance overall job performance, so promoting a more favourable and efficient work environment for nurses at Cape Coast Teaching Hospital.

2. The findings suggest that every facet of perceived organisational support has a positive effect on employee engagement among nurses at Cape Coast Teaching Hospital. This highlights the crucial significance of cultivating a supportive organisational culture. Management should give priority to activities that focus on strengthening perceived organisational support, such as implementing clear communication channels, ensuring fair treatment, and providing opportunities for professional growth. Management can encourage a sense of belonging and commitment

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among nurses by showing genuine care and appreciation for their contributions. This can result in higher productivity, decreased turnover, and better patient care results. In addition, the implementation of regular feedback systems and recognition programmes can effectively strengthen the perception of support, thereby fostering a culture in which nurses feel appreciated and empowered to excel in their performance. Therefore, it is important to invest in initiatives that enhance the perceived organisational support to maintain elevated levels of staff engagement and cultivate a culture of excellence inside the hospital.

3. Management of Cape Coat Teaching Hospital should prioritise the enhancement of employee engagement among nurses to increase job performance and enhance overall organisational effectiveness. In the context of Cape Coat Teaching Hospital, where nurses face demanding workloads and high-pressure situations, enhancing engagement becomes even more critical. Management can significantly improve nurse engagement levels by cultivating a culture of open communication, providing opportunities for professional growth and acknowledgment, and implementing efficient task management measures. Furthermore, allocating resources towards initiatives to promote a balance between work and personal life and placing importance on the welfare of employees can additionally help to increased employee engagement and productivity among nurses, finally resulting in improved patient satisfaction and organisational success.

4. Based on the findings indicating that employee engagement serves as a mediator in the relationship between procedural justice, supervisor support, and job performance among nurses at Cape Coast Teaching Hospital, management should implement various well-informed strategies to improve organisational dynamics. Management should prioritise the establishment of equitable and open procedures across all organisational processes, as this will acknowledge the important role of procedural fairness and supervisor support in building employee engagement and increasing job performance. This involves ensuring that decision-making processes are fair and just, and that employees perceive procedural fairness in the allocation of resources, promotions, and resolution of conflicts. Furthermore, it is essential to cultivate a supportive and nurturing environment through implementing effective leadership strategies. Management ought to allocate resources towards training programmes aimed at enhancing the supportive abilities of supervisors, fostering open communication channels, and ensuring regular feedback is provided to nurses. In addition, although organisational rewards may not have a direct effect on job performance through employee engagement, it is advisable for management to consider other methods to motivate and incentivize nurses, such as implementing recognition programmes or providing opportunities for professional development. These measures can further improve overall performance and satisfaction levels. By recognising the mediating role of employee engagement and applying these suggestions, Cape Coast Teaching Hospital may foster a

work atmosphere that is favourable for optimal performance and employee welfare.

Suggestions for Future Studies

Suggestions for future research was made based on the study's results and limitations. First, future studies in the realm of perceived organisational support, employee engagement, and job performance among nurses at Cape Coast Teaching Hospital could explore alternative measures of procedural justice and delve into other dimensions of organisational reward to elucidate their impact on job performance. Longitudinal studies tracking changes in employee engagement over time, comparative studies across different healthcare settings, qualitative research to capture nurse perspectives, and intervention studies aimed at improving organisational support and engagement could collectively deepen our understanding and contribute practical strategies for optimizing healthcare delivery and nurse well-being. Moreover, exploring potential cross-cultural differences in these relationships would enrich our knowledge beyond the current single cultural context.

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APPENDICES

Appendix A: Questionnaire

<div align="center">

UNIVERSITY OF CAPE COAST

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

QUESTIONNAIRE FOR NURSES AT THE CAPE COAST TEACHING HOSPITAL

</div>

Dear Sir/Madam,

The questionnaire is to solicit information on **"Perceived Organisational Support and Performance among Nurses at Cape Coast Teaching Hospital: The Mediating Role of Employee Engagement"**. The researcher is a second-year student from the department of Human Resource Management, University of Cape Coast. You are hereby invited to share your views on the issues under investigation. Any information provided would be used purely for academic purposes and as part of the requirement for the award of a Master's degree in Human Resource Management. This would be treated with a high level of confidentiality. Your candid response to the questions below would be most appreciated.

<div align="center">

Thank you for your valuable time and input

</div>

SECTION A: DEMOGRAPHICS

Please tick [√] options where appropriate.

1. Gender of respondent?

   Male [ ]   Female [ ]

2. Age of respondent?

   20-29 [ ]   30-39 [ ]   40-49 [ ]   50 and above [ ]

3. Years of experience?

   Less than 5 years [ ] 6-9 years [ ] 10-14 years [ ] 15 years and above [ ]

4. Educational level of Respondent

Diploma level [ ]   Degree level [ ]   Graduate level [ ]   Any other [ ]

SECTION B: PERCEIVED ORGANISATIONAL SUPPORT

Please indicate your level of agreement with each of the following statements on the scale: Using the five-point scale provided, please indicate your level of agreement or disagreement with each comment.

Scale: *(SD) strongly agree, (D) disagree, (N) neither, (A) agree, and (SA) strongly agree.*

Procedural Justice		SD	D	N	A	SA
PJ1	The organisation strongly considers my goals and values					
PJ2	The organisation always responds to any complaint from me					
PJ3	The organisation regards my best interest when it makes decisions that affect me					
PJ4	Help is available from the organisation when I have a problem					
PJ5	My organisation would never take advantage of me					
PJ6	The organisation cares about my opinion					
Supervisor Support		SD	D	N	A	SA
SS1	My supervisor values my contribution to its well-being					
SS2	My supervisor always appreciates any extra effort from me					

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SS3	My supervisor really cares about my well-being					
SS4	My supervisor tries to make my job as interesting as possible					
SS5	If I did the best job possible, my supervisor would acknowledge					
SS6	My supervisor shows greater concern for me					
Organisational Rewards		SD	D	N	A	SA
OR1	If the organisation could hire someone to replace me at a lower salary, it would not do					
OR2	The organisation is willing to help me when I need a special favour					
OR3	The organisation cares about my general satisfaction at work					
OR4	The organisation takes pride in my accomplishment at work					
OR5	The organisation tries to make my job as interesting as possible					

SECTION C: EMPLOYEE ENGAGEMENT

Please indicate your level of agreement with each of the following statements on the scale: Using the five-point scale provided, please indicate your level of agreement or disagreement with each comment.

Scale: (SD) strongly agree, (D) disagree, (N) neither, (A) agree, and (SA) strongly agree.

Employee Engagement		SD	D	N	A	SA
EE1	I focus hard on my work					
EE2	I concentrate on my work					
EE3	I pay a lot of attention to my work					
EE4	I share the same work values as my colleagues					
EE5	I share the same work goals as my colleagues					
EE6	I share the same work attitudes as my colleagues					
EE7	I feel positive about my work					
EE8	I feel everything in my work					
EE9	I feel enthusiastic in my work					

SECTION D: JOB PERFORMANCE

Please indicate your level of agreement with each of the following statements on the scale: Using the five-point scale provided, please indicate your level of agreement or disagreement with each comment.

Scale: (SD) strongly agree, (D) disagree, (N) neither, (A) agree, and (SA) strongly agree.

Job Performance		SD	D	N	A	SA
JP1	I listen to patient's concerns.					
JP2	I take time to meet the emotional needs of patients.					
JP3	I communicate to patients the purpose of nursing procedures.					
JP4	I inform patients of the purpose and possible side-effects of nursing procedures.					

JP5	I assist the patient's daily activities (e.g., showering, toileting, and feeding).					
JP6	I take patient observations (e.g., blood pressure, pulse, temperature).					
JP7	I manage medication and treatment.					
JP8	I am able to cope well with difficult situations and setbacks at work.					
JP9	I am able to recover fast after difficult situations or setbacks at work.					
JP10	I take time to meet emotional needs of other nurses.					
JP11	I inspire the morale of other nurses in your department.					
JP12	I help the nurses solve their work problems.					
JP13	I spend extra time to respond to the patient's needs.					
JP14	I make special arrangements for the patient.					
JP15	I ensure material is not wasted.					
JP16	I provide that your hospital is good for inhabitants who around it.					
JP17	I unconditionally volunteered to join kinds of club of the hospital.					
JP18	I put forward innovative opinions on improving the quality of hospital.					
JP19	I attend and participate in meetings regarding the hospital.					

Thank You!!!

Appendix B: Ethical Clearance Approval

In case of reply the reference number and the date of this letter be quoted

Our Ref.: CCTHERC/EC/2024/063

Your Ref.:

P. O. Box CT.1363
Cape Coast
CC-071-9967
Tel: 03321-34010-14
Fax: 03321-34016
Website: www.ccthghana.org
email:info@ccthghana.com

24th May,2024

Collins Awatey
Dept. of Human Resource Management
University of Cape Coast
Cape Coast

Dear Sir,

ETHICAL CLEARANCE – REF: CCTHERC/EC/2024/063

The Cape Coast Teaching Hospital Ethical Review Committee (CCTHERC) has reviewed your research protocol titled, **''Perceived Organizational Support and Job Performance Among Nurses at Cape Coast Teaching Hospital: The Mediating Role of Employee Engagement''** which was submitted for ethical clearance. The ERC is glad to inform you that you have been granted approval for implementation of your research protocol with effect from 24th May,2024 to 23rd May, 2026.

The CCTHERC requires that you submit periodic review of the protocol and a final full review to the ERC on completion of the research. The CCTHERC may observe or cause to be observed procedures and records of the research during and after implementation.

Please note that any modification of the project must be submitted to the CCTHERC for review and approval before its implementation.

You are required to report all serious adverse events related to this study to the CCTHERC within ten (10) days in writing. Also note that you are to submit a copy of your final report to the CCTHERC office.

Always quote the protocol identification number in all future correspondence with us in relation to this protocol.

Yours sincerely,

Prof. Ganiyu Rahman
Chairman, ERC

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