UNIVERSITY OF CAPE COAST

EFFECT OF EMPLOYEE ENGAGEMENT ON SERVICE DELIVERY AT

UNIVERSITY OF CAPE COAST HOSPITAL
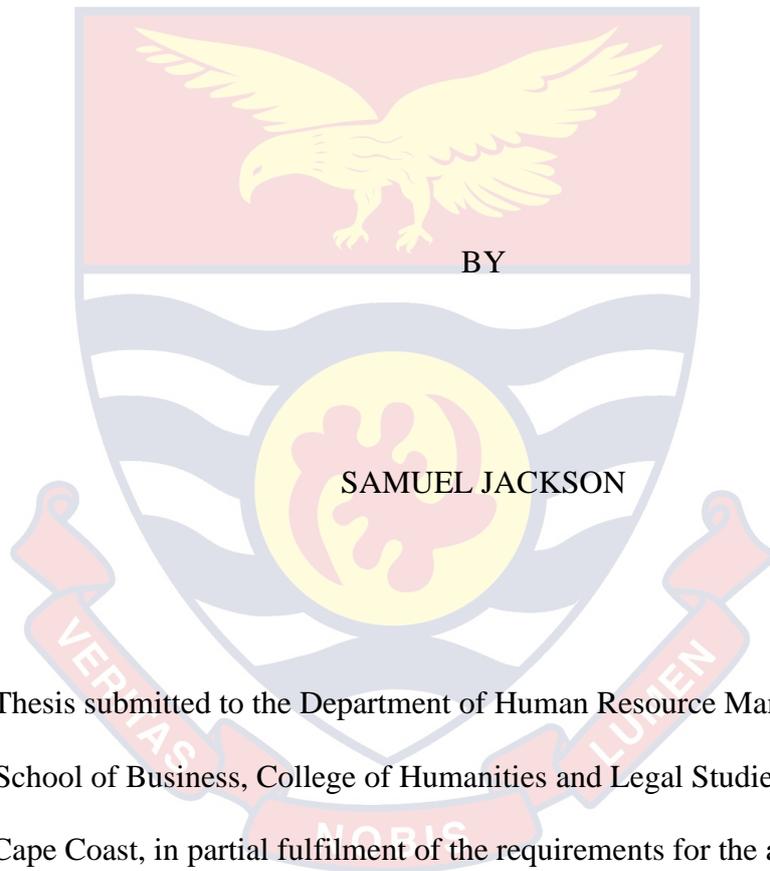
SAMUEL JACKSON

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UNIVERSITY OF CAPE COAST

EFFECT OF EMPLOYEE ENGAGEMENT ON SERVICE DELIVERY AT

UNIVERSITY OF CAPE COAST HOSPITAL

BY

SAMUEL JACKSON

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

APRIL 2021

DECLARATION

Candidate's Declaration

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

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

Name: …………………………………………...

Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast

Principal Supervisor's Signature: ……………… Date ………………….

Name: …………………………………………………..

Co-Supervisor's Signature ……………………..… Date ……………………

Name: …………………………………………………….

ABSTRACT

Involving employees physically, emotionally and psychologically by management at work place is difficult. This can be accomplished by introducing the idea of employee engagement into the organisation. The study focuses on employee engagement and how it influences service delivery at the University of Cape Coast Hospital. Making use of primary data gathered through face-to-face interviews with hospital staff and patients. The ethnographic method was used in the design of this research. A face-to-face interview was conducted using a semi-structured interview guide with sixteen participants, and the data collected was analysed using thematic content analysis. Employee involvement in decision-making has a major influence on employee engagement, according to the results of the studies. When their leader expresses interest in their success, employees are particularly engaged. In the corporate stage, some high-performance work practices seem to be put into action within the organisation as well as having an effect on engagement. On the other hand, because they are not well implemented it has a negative impact on engagement. The study discovered that workload and work flexibility have a negative impact on engagement and, as a result on the quality of services provided. The study concluded that, there is lack of engagement which affect the performance of staff. Based on the findings of the report, it is suggested that the hospital's management create a formal plan to serve as a reference to effectively engage all staff to deliver quality care.
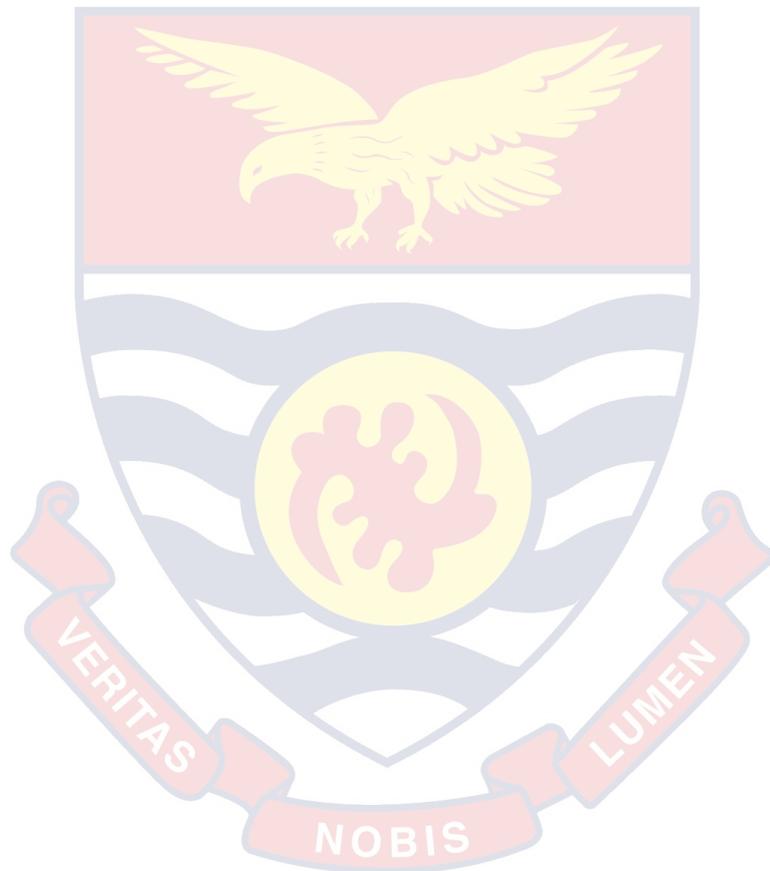
KEYWORDS

Engagement

Service Delivery

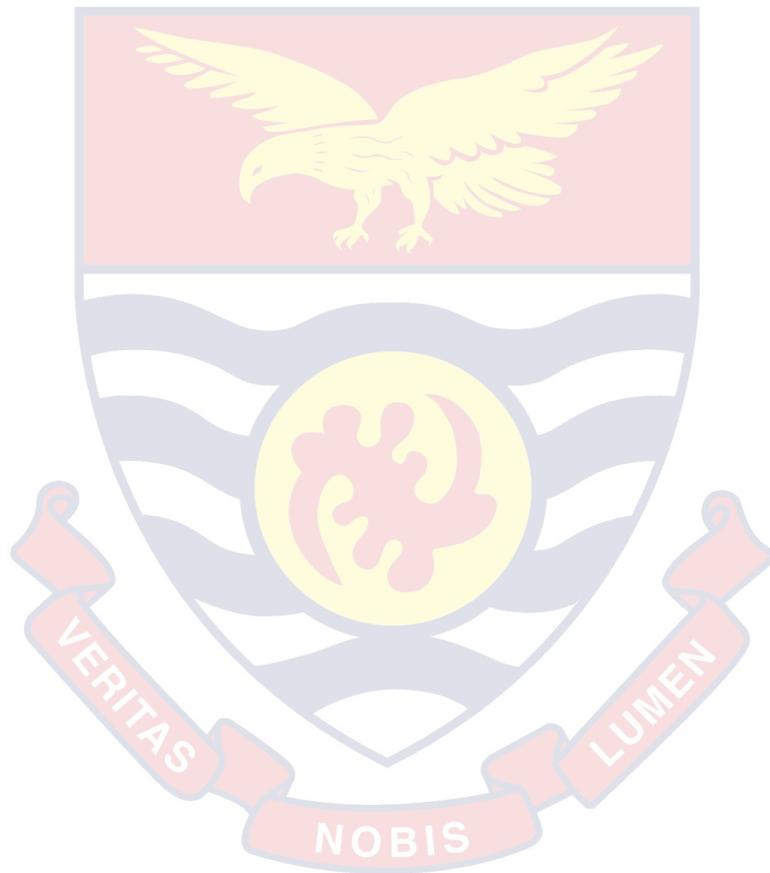Satisfaction

Service Quality

Patients

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I want to thank my supervisors, Dr. Nana Yaw Oppong and Miss Salome Appiah, for their encouragement, patience, and willingness to share their expertise. You regularly let me do my own research but when you thought I needed it, you pointed me in the right direction. All of the nurses at the University of Cape Coast Hospital deserve my gratitude. Your efforts were important, and this project would not have been possible without them. Gratitude also includes Hospital administration for permission to carry out the research in your outfit. I appreciate the participants' willingness to share their experiences with me. You've shown it to me that there is always a way, no matter how complicated things are. God bless my colleagues and the whole School of Business staff.
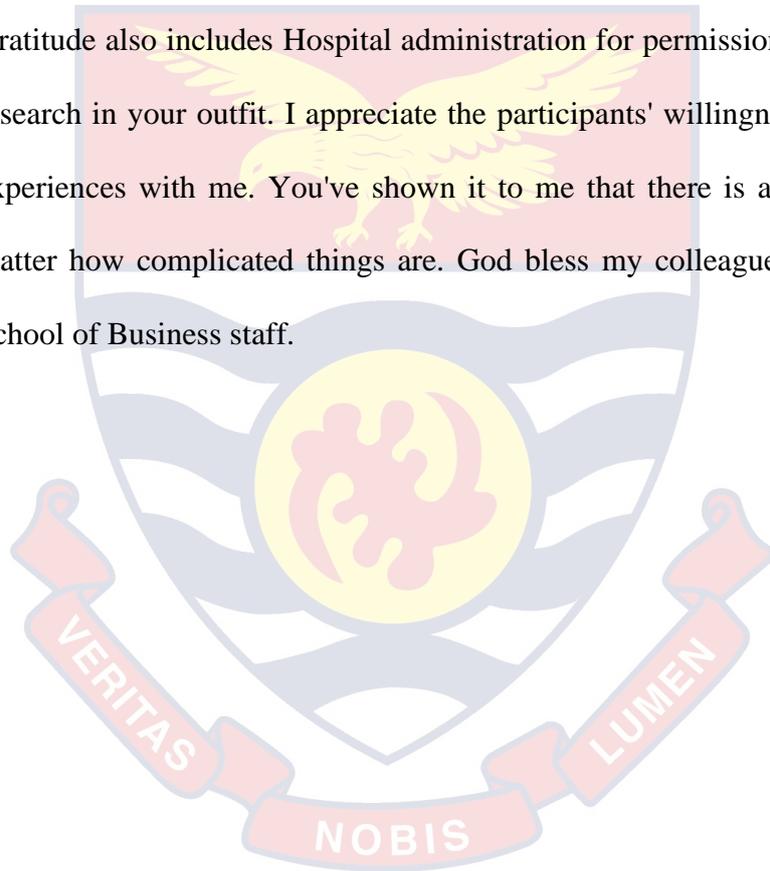
DEDICATION

This piece is dedicated to Deborah, my wife, and our three children, Laura,

Bryan, and Anelle.

TABLE OF CONTENTS

CHAPTER FIVE: SUMMARY, CONCLUSION AND

RECOMMENDATIONS

LIST OF FIGURES

LIST OF ABBREVIATIONS

HRD   Human Resource Development

HRM   Human Resource Management

RCH   Reproductive Child Health

SDS   Service Delivery System

SET   Social Exchange Theory

UCC   University of Cape Coast

SHRM   Society for Human Resource Management
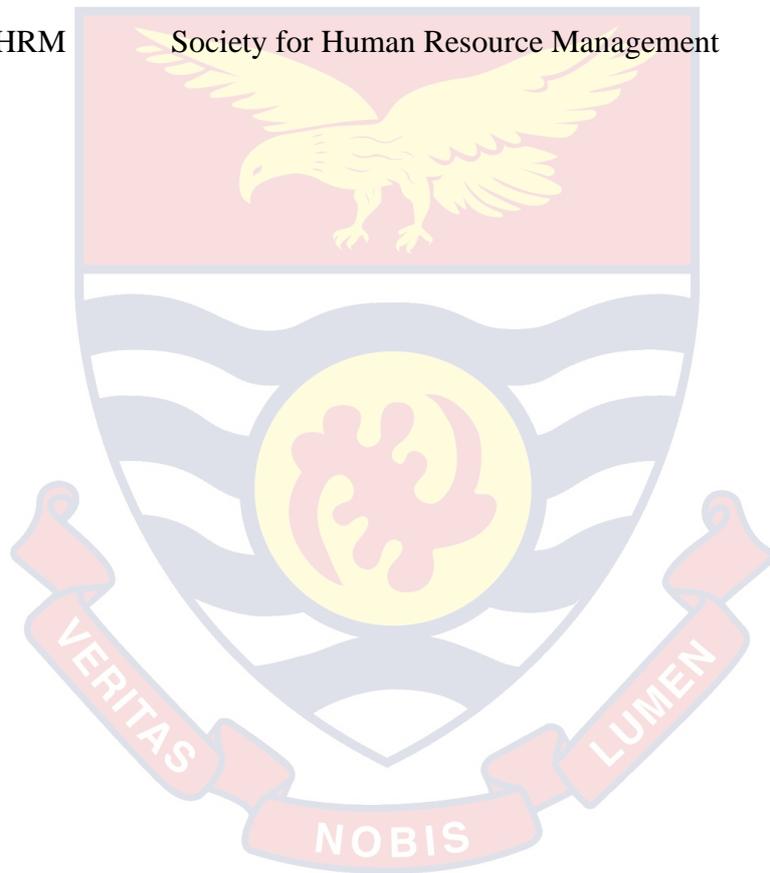
CHAPTER ONE

INTRODUCTION

Background of the Study

Employees have become among the most valuable assets of any business, agency, or organisation in today's world (Albrecht & Marty, 2020; Ghlichlee & Bayat, 2020). Taking away an organisation's employees' attention has a major impact on service delivery, development, performance, and efficiency (Al-dalahmeh, Khalaf, & Obeidat, 2018; Ghlichlee & Bayat, 2020; Ismail, Iqbal, & Nasr, 2019; Motyka, 2018). Organisations are paying close attention to their employees' commitment, motivation, health, and protection, according to recent studies (Akingbola & van den Berg, 2019: Hausknecht & Holwerda, 2013; Osborne, & Hammoud, 2017). As a result, many companies invest heavily in the aforementioned areas to ensure that their workers commit their time and commitment to the job (Osborne, & Hammoud, 2017). However, this has not been certainly done in most public organisations in developing countries (Al-Jabri, 2020), of which Ghana is not an exception (Agyemang, & Ofei, 2013; Brenyah & Obuobisa-Darko, 2017; Donkor & Zhou, 2020; Pepra-Mensah & Kyeremeh, 2018).

Many public sector workers in Ghana are currently being heavily chastised by the public for their service delivery and job results (Donkor & Zhou, 2020). The health sector is one of the sectors that has gained a lot of coverage in recent articles, magazines, and literatures (Boakye & Mavhandu-Mudzusi, 2019; Nyark, & Kahwa, 2020Employee engagement is an important factor in determining service delivery and productivity in Ghana's public and private sectors. (Ghlichlee & Bayat, 2020; Huang, Ma & Meng, 2018;

Imandin, Bisschoff & Botha, 2014; Ismail, Iqbal, & Nasr, 2019; Motyka, 2018). Employees who are disengaged from work are motivatedally detached, lack the desire to work hard, and are not enthusiastic about their jobs, while engaged employees give their full discretionary effort at work and are highly vigorous and dedicated to their jobs (Barreiro & Treglown, 2020). Employee engagement, according to most accounts, has an effect on efficiency, profitability, employee satisfaction, and customer service (Albrecht & Marty, 2020). In increasingly competitive talent markets, a highly engaged workforce will boost creativity, efficiency, and bottom-line results while lowering recruiting costs (Donkor & Zhou, 2020; Pepra-Mensah & Kyeremeh, 2018).

A increasing body of research shows that an active workforce contributes to a better customer experience, regardless of industry (Albrecht & Marty, 2020; Musgrove, Ellinger, & Ellinger, 2014). A better customer experience is particularly relevant for government, as people increasingly expect facilities to have the same quality of service as their private-sector counterparts. The long-term viability of corporate industries depends on maximizing revenue from existing capabilities while understanding and adjusting to the fact that what works today does not work tomorrow. (Kortmann, 2004). If businesses want to tap into their expertise and human resources, they must cultivate a favorable environment for employee engagement to thrive. Employees come to work ready to be engaged, according to Macey and Schneider (2008), and organisations must establish favorable conditions for engagement.

Employee engagement is becoming more important and evolving in the healthcare industry. (Boakye & Mavhandu-Mudzusi, 2019; Nyark, &

2

Kahwa, 2020). The emphasis is being placed on creating healthier working conditions. In this way, the Joint Commission on Accreditation of Healthcare Organisations in the United States connected high-quality care and safe workplaces.: "A healthy work environment is one in which workers will be able to provide high quality care and one in which worker health and patients' care quality are mutually reinforcing". Healthcare organisations with highly motivated staff offer high-quality, prompt care to their patients, which adds value to their bottom line. Emphasising on the issue of healthcare organisations and the service dealing of their employees especially in the public hospitals in Ghana should not be underestimated (Nyark, & Kahwa, 2020). Research had shown that there is poor delivery service of the nurses in the public hospital (Boakye & Mavhandu-Mudzusi, 2019; Nyark, & Kahwa, 2020). According to Nyark and Kahwa (2020) some nurses delay in the treatment of patients, leave the hospital early and come to work late. In public hospitals, the topic of employee involvement is extremely important. As a result, the research focused on delving into the public hospital by examining the level of employee engagement and its effect on job performance at the University of Cape Coast hospital. This study would open up a new chapter to address the issue of employee's engagement, specifically in the health sector of Ghana.

Statement of the Problem

The Ghanaian public health sectors have been dappled out of their delivery services (Aduo-Adjei, 2015; Agyemang-Duah, Peprah & Peprah, 2020; Nyark, & Kahwa, 2020). Most patients that can afford quality treatment are moving into the private hospital to get it, leaving the less privileged, who

3

cannot afford high bills to go to the government hospital (Agyemang-Duah et al., 2020; Haruna, Dandeebo & Galaa, 2019). The private hospitals are receiving vast numbers of patients now adays with the main reason that the public hospitals are not providing good healthcare delivery and services (Anabila, Kumi, & Anome, 2019; Nyark, & Kahwa, 2020). It is expected that the government sector should have been able to provide good and resilient health service to the public, however till today, there have not been anything like that (Anabila, Anome & Kwadjo Kumi, 2020; Boadi, Wenxin, Bentum-Micah, Asare, & Bosompem, 2019).

General public today is losing hope in the government hospitals (Nyark, & Kahwa, 2020) and University of Cape Coast hospital has not been an exemption (Aduo-Adjei, 2015; Abdulai, Prah, Walker & Afrifa, 2020). By brief conservation with some patients at the aforementioned university hospital, it has noted that some patients did not certainly enjoyed their service at the hospital. An observation was also done prior to the study to conclude on the subject at hand. It was observed that some patients stay on the hospital bed for a long time before being attended to whiles others stay at the OPD for long time before getting to see the doctor.

One informal conversation with a pregnant patient going into labour at the university hospital, said that "I am very afraid, I learnt that some of the nurses make a lot of mistakes and delay unnecessarily which have affected some women in labour and some even lost their baby afterwards. So, coming to this hospital is not my will but I do not have a choice". It should be noted that these are just mere conversations and observations prior to the study. It

was done to give the researcher an idea of the problem at hand and the need for this study.

Many factors could play a role in the poor delivery service of some of the employees at the university hospital (Aduo-Adjei, 2015). Nevertheless, from literatures, one of the major reasons could be seen from low employees (hospital staff) engagements which is affecting their job performance and delivery (Donkor & Zhou, 2020; Pepra-Mensah & Kyeremeh, 2018). As a result, the existence of the problems necessitates analysis, and according to a researcher at the University of Cape Coast who is focused on the impact of employee engagement on employee success, a hospital may be a better place to look at the problem and find a suitable explanation to solve it.

Purpose of the Study

The aim of this study is to determine the essence of employee engagements and its impact or influence on the hospital performance.

Research Objectives

The study's main objective was to look at the impact of employee engagement on service delivery by University of Cape Coast Hospital employees. Specially, the study sought to:

1. To examine the nature of employee engagement among various levels of staff in the study hospital.

2. To assess the effectiveness of service delivery based on the nature of their engagement.

3. To analyse the influence of employee engagement on service delivery.

5

Research Questions

1. What is the nature of employee engagement among various levels of staff in the study hospital?

2. What is the level of effectiveness of service delivery based on the nature of the employee engagement?

3. What are the influences of employee engagement on service delivery?

Significance of the Study

The following people would profit from this research: University of Cape Coast Hospital employees, on governmental organisations, academicians and researchers. This research is important because it sheds light on employee engagement and how it affects employees' affective, continuance, and normative involvement in high-performing tertiary care hospitals. In the context of the contributions of this study to practitioners in the health care sector, knowledge of employee engagement would aid them to put in place structures that enhance the engagement as well as remain committed to the course of the organisation. To regulators, i.e., Ghana Health service, findings from this study may serve as basis for them to include employee engagement as a means to rank high performing facilities in Ghana, other than the mere use of financial performances.

The findings of this research are expected to add to existing academic expertise and raise awareness of these factors in public hospitals around the world. The knowledge would also be helpful to hospital administrators, lawmakers, and health professionals in designing policies and practices to direct this health process and administration. The results will serve as a solid foundation for the construction of infrastructures that will ensure that patients

and clients in public hospitals receive high-quality care. With the rapid advancement in technology and the ever-changing methods of managing medical and surgical conditions, there is a constant need to improve skills and upgrade facilities to keep up with the new management proctocols.

Limitations

Each research project has its own set of constraints. (Leedy & Ormrod, 2005). Limitations are variables that were identified at the start of the research and may affect the results. (Leedy & Ormrod, 2005). The study participants include nurses, ward assistants and other junior staff of University of Cape Coast Hospital, every research study has its own set of limitations (Leedy & Ormrod, 2005). Outside of the area, a mixed demographic was not permitted. The qualitative research was limited in scope because management and senior hospital staff (in charge) were not invited to participate. It wasn't applicable to all environments, markets, or populations.

Definition of Terms

Employee Engagement: Employee engagement applies to workers' attachment to the company or identification with the company as a whole. (Armstrong & Taylor, 2017). Employees' enthusiasm, zeal, and dedication to their jobs and the organisation, as well as their ability to spend and extend their discretionary effort to assist the employer in succeeding. (Myrden and Kelloway,2015).

Employee Performance: Employee performance relates to how the employees act in the workplace and how well they carry out the responsibilities you've given them. (Donohoe, 2019)

7

Service Delivery: The method of delivering a service to consumers or internal clients of an organisation is known as service delivery. It usually entails the design, development, display, and operation of services (spacey 2016)

Health Care Facilities: A health facility is a location that provides medical care. Hospitals, clinics, outpatient treatment facilities, and advanced care centers including birthing centers and psychiatric care centers are among them. (Princeton, 2012)

Competitive Advantage: Competitive advantage is characterized as "something that a company does better than its rivals that gives it an advantage in meeting consumer needs and/or maintaining mutually satisfying relationships with key stakeholders." (Ferrell, 2014).

Dedication: Dedication is a deep sense of commitment and devotion to something or someone. To run a successful business, you must have loyal workers on hand and be able to rely on them (Burnout, 2016).

Organisation of the Study

The research is divided into five chapters titled "Effect of employee engagement on service delivery." The first chapter covers the context to the study, the statement of the issue, the intent of the study, the objectives of the study, the research questions, the importance of the study, the delimitations, limitations, and the study's organisation. The second chapter examines the study's literature. The chapter reviews theories on human capital and leadership development, common sense theory, concepts on succession management, talent management, leadership development and some empirical studies on succession management.

The third chapter addresses the research methodology, research strategy, research design, the study area as well as the population and sampling technique used, a description of the data collection instrument used, the data collection procedure, data processing and analysis, reliability and validity, pre-text and ethical considerations, and a description of the data collection instrument used. The details, findings, and discussions are covered in Chapter 4. The fifth chapter contains a rundown, observations, recommendations, and study ideas for the future.

Chapter Summary

This chapter included a summary of the research project, as well as an introduction to the research goals and questions. The main words were described, and the study's overall context was explained. The study's problem statement was presented. The study's intent and significance were explained. The study's limitations and structure were discussed. The study's literature review is presented in the following sections.
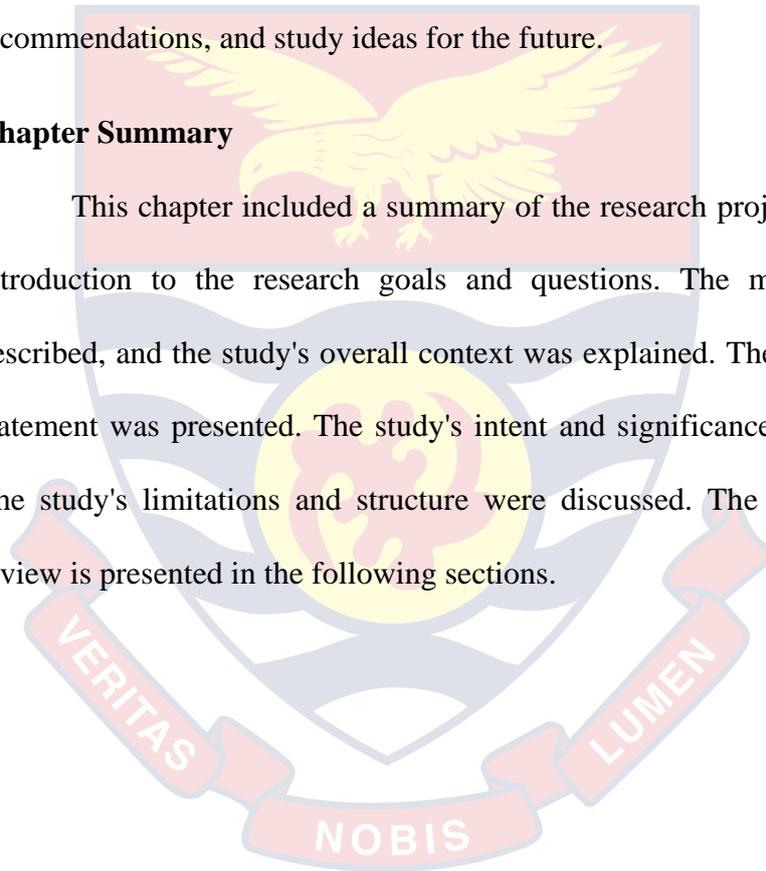
CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter's aim is to review applicable and related literature on employee engagement and service delivery. The review comprises theoretical, conceptual and empirical review. The theoretical review forms the foundation of the study. The conceptual review focuses on the relevant concepts

underlying the study. Empirical review section provided review of related empirical studies so as to inform the methodological approach and other important areas of the study.

Theoretical Review

The main theory underlying this study is self-determination theory. This theory is reviewed in the following section.

Self-Determination Theory

Deci and Ryan formally developed Self-Determination Theory, a theory of job participation, in the mid-1980s (1985) to investigate the factors that influence employee motivation. The Self-Determination Theory, founded by Deci and Ryan, has been used in professional and academic research on employee engagement. Normal or inherent impulses to act in healthy and productive ways are discussed in Self-Determination Theory. The Self-Determination Theory and the nature of job engagement have a relation to employee engagement and human behaviour. (Deci & Ryan, 1985). The ability to monitor personal behaviors and expectations determines an

10

employee's degree of engagement. The Self-Determination Theory links disengagement and personal engagement in that an employee's behavioural state is a central factor of motivation to demonstrate behavior at both the professional and personal levels. Employee involvement has an effect on an organisation's efficiency. Employee motivation is often influenced by their emotional state. (Deci & Ryan, 1985). Employees become disengaged and defensive as they start to withdraw and conceal their personalities, thoughts, and emotions, which has a negative impact on work efficiency (Deci & Ryan, 1985).

Disengagement and personal engagement are linked to the SDT in the sense that an employee's behavioural condition is a major motivator for demonstrating professional and personal conduct. Company leaders' employee engagement plans result in higher levels of employee engagement. (Blattner & Walter, 2015), customer satisfaction, productivity, and profit (Bowen, 2016), as well as a reduction in employee turnover and injuries (Barrick, Thurgood, Smith, & Courtright, 2014). Self-Determination Theory is a philosophy used by business leaders to help workers have positive attitudes toward their company. (Mowbray, Wilkinson, & Tse, 2014).

Bolman and Deal (2014) When SDT is used, workers have more control, and they can also affect others around them, according to the report. This impact extends to the advantages of intrinsic rewards. Employee participation will improve as a result of meaningful work; however, this does not guarantee that the employee will be engaged. Employee engagement necessitates the requirements of autonomy, intrinsic incentives, and power. (Bolman & Deal, 2014). This impact extends to the advantages of intrinsic

rewards. Employee engagement necessitates the need for autonomy, intrinsic incentives, and power. (Bolman & Deal, 2014).

The Concept of Employee Engagement

Employee engagement is vital to the success of every company. In 1985, Deci and Ryan published the most important research on employee engagement. (Berens, 2013). Deci and Ryan (1985) By distinguishing between intrinsic and extrinsic motivation, he built on earlier work. Competence, autonomy, and psychological relatedness are psychological needs that drive people to engage in behaviors that are important for their mental health and well-being, and if met, can contribute to optimal function and development. (Deci & Ryan, 1985). Employee commitment has been shown to be directly related to basic needs of satisfaction (Vandenabeele, 2014). Employees become committed and understand how important they are within the organisation when they are given dedicated and meaningful work.

Impact of Employee Engagement

Employee engagement is important to both the employee and the company. Employees can utilize contract agreement provisions to impede the attainment of the organisational goals and objectives. Management's capability to leverage employee engagement strategies is essential in an organisation.

Cooper-Thomas, Paterson, Stadler, and Saks (2014) Employee engagement and collaboration can be increased by setting high standards and conducting regular performance reviews. One of the most pressing issues in today's workplace is employee engagement. Employee engagement will continue to be a problem in the future for several organisations due to

uncertainties and strict regulations. (Mishra, Boynton, & Mishra, 2014). This factor poses a challenge to management because employee engagement is essential to the organisation's vitality, survival, and profitability (Albercht, Bakker, Gruman, Macey, & Saks, 2015; Breevaart et al., 2013; Farndale & Murrer, 2015). Employees that are highly engaged produce higher earnings than those who are not (Society for Human Resource Management (SHRM, 2014). Customers are happier, earnings are higher, and employee productivity is higher in companies with highly engaged workers (Ahmetoglu, Harding, Akhtar, & Chamorro-Premuzic, 2015; Carter, 2015; Cooper Thomas et al., 2014; Vandenabeele, 2014).

Leadership

Authentic leaders have an effect on employee engagement. (Nicholas & Erakovich, 2013). A balanced leadership-employee partnership can be achieved by balancing spiritual perspectives with interpersonal relationships. Employee engagement, When a leader has a direct relationship with his or her subordinates, which is a by-product of leadership, it is strengthened. (Lowe, 2012). Employee participation is largely dependent on ensuring job commitment and empowerment (Nicholas & Erakovich, 2013). Employee engagement is based on the ability of management to communicate effectively.

Employee engagement focuses on aligning employees with organisational priorities and going above and beyond what is planned. (Menguc, Auh, Fisher, & Haddad, 2013). Anitha (2014) Employee engagement is described as a combination of two factors: (a) a happy and energized employee in a motivational state, and (b) a desire to contribute to

13

the success of the organisation (Eldor & Harpaz, 2015). Karanges, Johnston, Beatson, and Lings (2015) Employee engagement is described as the degree to which employees are willing to commit both emotionally and rationally within their organisation, as well as the length of time they are willing to remain as a result of that commitment and their dedication to their work.

Employee engagement is linked to people's psychological experiences, which influence their work process and behaviour. Employee commitment is multifaceted; committed workers are mentally, physically, and cognitively engaged in their jobs. (Eldor & Harpaz, 2015). Workers have the responsibility to provide for the needs of the organisation by delivering adequate instruction and creating a meaningful working environment; employees, on the other hand, have the responsibility to contribute meaningfully to the organisation. Many organisations recognize the value of employee engagement; however, how to improve employee engagement is a challenge. (Wang & Chia-Chun, 2013).

Organisational Culture

Employee engagement is described as a person's level of satisfaction and enthusiasm in work-related activities (Nasomboon, 2014To affect employee efficiency and motivation, organisations should create training programs that concentrate on skills. Service preparation improves employee productivity and has a significant impact on the bottom line (Granatino, Verkamp, & Parker, 2013)

Employee engagement is a problem, according to the US Department of Labor (2015), with a negative figure of 35 percent or higher for organisations. As a result, business executives are scrambling to find ways to

14

keep workers on board for the long haul. Employees who are engaged have a lower turnover rate and a higher retention rate. (Ahmetoglu et al., 2015). Thirty percent of workers in the United States are engaged at work, compared to a shockingly low 13 percent worldwide. (Beck & Harter, 2015). Furthermore, these percentages have changed very little over the last 12 years, indicating that a large number of workers fail to learn and contribute at work globally Employee engagement has been researched by researchers and implemented in a variety of organisations. Murrer and Farndale (2015) Employee engagement is described as when employees use their physical, cognitive, and emotional resources to complete daily tasks. Saks and Gruman (2014) Employee engagement was categorized into two categories: focus and absorption. Attention refers to the amount of time an employee spends thinking about his or her job in a company. Absorption is the degree of strength at which an employee participates in their current roles.

Employee Engagement Classification

The effects of two forms of employee engagement on customer service delivery are investigated in this study: engaged employees and disengaged employees.

Engaged employees

An active employee exudes optimistic characteristics. Employee engagement is described as "a strong, satisfying, work-related state of mind marked by vigor, commitment, and absorption." (Schaufeli *et al*., 2002:74). As a result, an active employee is one who exhibits behaviors in physical, cognitive, and emotional experiences. (Kahn, 1990). According to the research, an active employee in a service setting is one who is enthusiastic,

energetic, inspired, and enthusiastic about his or her job (Menguc *et al.*, 2013). Kahn (1990) describes a person's expression of a desired self in terms of effort, participation, flow, mindfulness, and intrinsic motivation, among other qualities (Kahn, 1990). This representation of employee engagement depicts the employee as bringing the job to life and maintaining a positive attitude when performing the role (Kahn, 1990). This is significant because the author claims that committed workers bond with others at work and become more vigilant and empathetic as a result. (Salanova *et al.* 2005) propose that engaged workers are more active, interested, and satisfied, and that they have positive views of their work atmosphere and the service role they play.

Disengaged employees

Employees that are disengaged, on the other hand, exhibit negative characteristics. "Uncoupling of self from job roles; in disengagement, people withdraw and protect themselves mentally, cognitively, or emotionally during task performances" is how disengaged workers behave (Kahn, 1990:694). Gallup (2006) According to study, disengaged workers are "checked out" and lack ambition and resources. Employees who are disengaged in the service industry are described as apathetic, robotic, depersonalized, estranged, and removed from their work (Kahn, 1990). Kahn (1990) concludes that disengaged employees lack interactions as well as the necessary physical, cognitive, and emotional characteristics, causing them to become passive in their positions. During the performance of a task, a disengaged employee exhibits defensiveness, emotional inexpressibility, and closed behaviours. (Kahn, 1990). When an employee is disengaged from their job, it can have a negative impact on the person with whom they are interacting, whether it is a

16

customer, coworker, or boss. A supervisor may notice an employee being disengaged from tasks and unobservant, and a customer may notice an emotional detachment or defensiveness from the disengaged employee (Kahn, 1990). Gallup (2014) Extreme disengagement is portrayed as actively disengaged employee conduct, in which these employees undermine the accomplishments of their engaged coworkers by acting out their dissatisfaction. Various theoretical models investigate the classification and characterisation of employee engagement. Tests are used in these models to assess different constructs of employee engagement. Models analysed in the following section summarize the factors that influence employee engagement.

How Employee Engagement Affect the Organisation

According to Macleod and Clark (2012), Employee engagement at a high level makes a company more competitive and successful. They claim that when workers are engaged, they are inspired and give their all to the company. Other significant benefits that committed workers bring to the company include taking less sick days, becoming more customer-focused, becoming more innovative at work, and going above and beyond to achieve the company's goals. Finally, and most importantly from the perspective of the organisation, employee engagement has a direct impact on the success of the organisation. (Clarke & MacLeod 2012).

Towers Watson (2014) Data from over 664000 workers from over 50 companies representing a variety of industries and sizes were analysed. Over the course of a year, the analysis assessed engagement as well as other market outcomes. Over the 12-month study period, businesses with highly engaged workers saw a 19.2 percent increase in operating income, while companies

with low engagement saw a 32.7 percent drop in operating income. The same relationship held true for net income growth: companies with high engagement scores saw a 13.7 percent increase in net income growth, while low engagement companies saw a 3.8 percent decrease. They also discovered that companies with high employee engagement had a 3 times higher margin than companies with low employee engagement during the one-year analysis. (Tower Watsons 2014). In Clark's and Macleod's (2012) opinion, the Tower Watson study backed up a previous Gallup study on employee engagement. Over the course of two years, the study looked at 174 retail outlets. Gallup found a 3.8 percent profit in retail stores that increased employee engagement every year over the course of the two-year study. Tail stores that reduced employee participation also saw a 2% drop in earnings (Clark, Macleod 2012). Gallup (2013) conducted a meta-analysis study that found a connection between company success and employee engagement, as well as several other important factors for businesses. Companies with a higher degree of employee engagement had a 94 percent higher performance rate on absenteeism, implying that absenteeism is less likely. Employee involvement was thought to be positively linked to organisational success, with a preference for work force diversity. Shrestha (2019). A more recent research conducted by Gallup (2013) It was carried out in more than 70 countries, including Finland. According to their 2013 report, The State of the Global Workplace, 11% of Finland's employees were engaged, 76% were not engaged, and 13% were deliberately disengaged (Gallup 2013).

18

Service Delivery

Service delivery refers to the relationship between providers and clients in which the provider provides a service, such as information or a job, and the client either gains or loses value as a result. Clients' value rises as a result of good service delivery. The service sector is critical to Pakistan's economic development, accounting for 59.6% of the country's (GDP) Saeed (2019)

For service providers that want to build and deliver value to their customers, providing high-quality services is a must (Grönroos and Ravald, 2011). Customer satisfaction and service quality are two of the most important factors that contribute to a company's ability to run, grow, and profit, as well as to retain its customers' loyalty (Gobena, 2019). As a result, for the Service Delivery System, good planning and successful execution of the existing delivery plans are critical (SDS). Furthermore, continuous operation procedure enhancement aids in the optimization of SDS and improves the organisation's service standards.

A large number of normative research in the relevant literature show that the efficacy of the SDS has a positive and important impact on consumers' expectations of the level of service they offer (Lodorfos, 2015). Similarly, several studies have shown the beneficial impact of many SDS variables on perceived service quality through empirical testing.

Consequences of Employee Engagement

Job architecture and characteristics, supervisor and coworker relationships, working climate, and HRD activities, according to Rana, Ardichvili, and Tkachenko (2014), are the most important antecedents to

19

employee engagement. The implication is that, in order to achieve successful employee engagement, organisations must ensure that certain antecedents are consciously and efficiently placed within the organisation's institutional structure. Furthermore, Rana et al. (2014) factors such as job demands and human characteristics serve as transmission channels between employee engagement and the workplace atmosphere, according to; Relationships between supervisors and co-workers, as well as job design and characteristics. Finally, the study found a clear link between employee engagement and organisational outcomes such as organisational citizenship behaviour, job performance, and turnover intention. (inverse relationship).

One of the reasons for the increased focus on employee engagement is that it is thought to be linked to significant employee and organisational outcomes, as discussed previously Barden (2017) also documented that one of the key consequences of employee engagement in an organisation is the positive relation it has with job attitudes including: job satisfaction; organisational commitment. Employee involvement was studied in a meta-analysis., Halbesleben (2010) Employee engagement is linked to higher loyalty, fitness, success, and lower turnover intentions, according to the study. Likewise, Christian, Garza and Slaughter (2011) Engagement has been shown to have a positive relationship with task performance as well as contextual performance. Employee involvement has some positive effects on organisational outcomes as well. Employee engagement has emerged as a critical management-focused practice for competing and performing in a complex and competitive world, with a connection to the organisation's priorities, objectives, and business results Gupta (2016).

Along these lines, Bakker, Albrecht and Leiter (2011) Although employee engagement is thought to be favorably correlated with self-report or subjective measures of health and wellbeing (e.g., lower anxiety, depression, and stress), there is a difference between employee engagement and other more objective or physiological indicators of health and well-being, as indicated (Bakker et al., 2011). Knowing about these effects will help promote employee-related needs in and around the workplace to ensure safe employees.

In contrast to the previously mentioned seemingly optimistic and exciting aspects of employee engagement, there is also evidence in Garrad and Chamorro-Premuzic (2016) Employee participation has the potential to have far-reaching negative consequences for an organisation. Employees who are too concerned with getting along will be less concerned with getting ahead, and as the "too much of a good thing" effect indicates, almost any psychological characteristic may become troublesome at extreme levels. The last but not least implication of employee engagement is the perceived costs associated with it, especially in environments where employees are not highly engaged.

Employee engagement as a term affects organisations not only at the lower and middle management levels of an organisation, but also at the strategic level, according to these discussions on the need to understand, as well as the implications of employee engagement. In fact, according to the findings of this report, when evaluating high-performing organisations, the quality of employee involvement in such organisations should be taken into account. This, according to the study, will enable such high-performing organisations to be all-around high-performing companies, not only in terms

21

of their economic and financial capabilities, but also in terms of how mentally present, energized, and absorbed workers are when performing positions, tasks, or jobs inside an organisation.

Characteristics/Demographic of Engaged Employees in a High Performing Firm

As Kahn (1990) noted, engagement affects employee performance which consequently affected organisational success, which also is a crucial determining factor of whether or not a company is a high performer or otherwise. Other researchers including Shuck and Wallard (2013) reported engagement as an emerging phenomenon, and working condition as a productive cognitive, emotional, and behavioural state aimed at achieving organisational goals Highly engaged employees often gain new knowledge of oraganisational operations, adapt to opportunities, and are willing to go above and beyond to complete tasks that benefit the oraganisation, even if it means volunteering or mentoring younger employees. Bakker and Leiter (2010) Employees who were engaged did not hold back, had more enthusiasm, and applied their energy vigorously at work.

Furthermore, committed workers are more invested in their jobs and pay greater attention to information (Bakker & Leiter, 2010). Employees in high-performing companies often go beyond and beyond their job descriptions, modifying or rearranging their roles to suit changing work environments. The integrative and innovative viewpoint that adds value to service businesses in high-performing firms is stimulated by the optimistic mindset of committed employees (Bakker & Leiter,2010). Although both Khan (1990) did not include the outcomes of engagement in their study, Khan

22

(1992) indicated that high engagements had an impact on the quality of an employee's work and their own experience of doing their job, and that high engagements had an impact on the oraganisation's growth and competitiveness at the individual and oraganisational levels. The Institute for Employment Studies summarized the ways in which engaged workers act in the diagram below for ease and clarification.
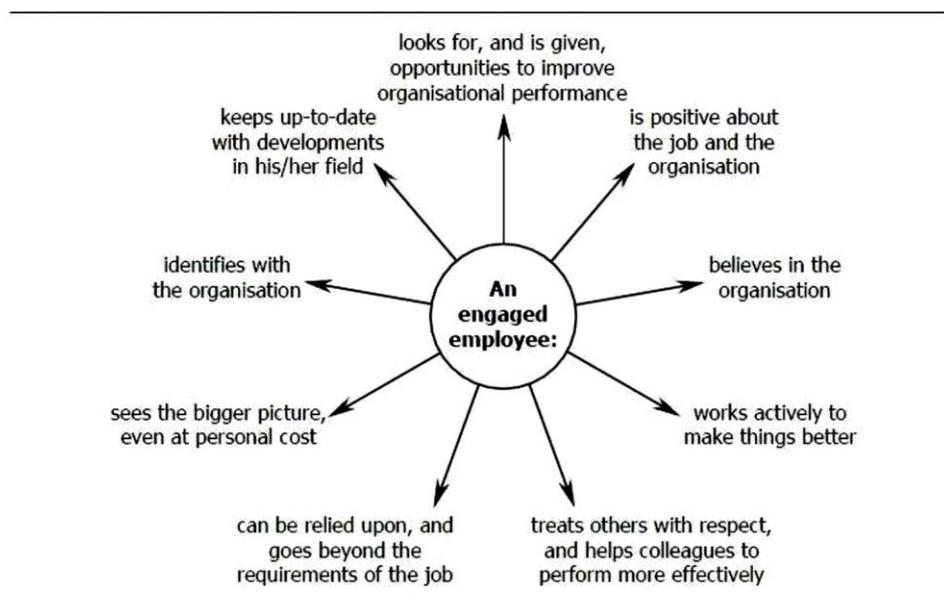
Figure 1: Characteristics of Engaged Employees
Source: Robinson, Perryman and Hayday (2004).

Shukla (2017) investigated the overall level of employee engagement and the degree to which demographic variables such as job titles, years of experience, qualifications, age, gender, marital status, and personality among the employees under study influenced their engagement levels. For instance, Pocnet (2015) investigates the connections between personality traits, demographic characteristics (age, gender, education, income, and nationality), work commitment, and job stress.

National workers' levels of work engagement and job stress appeared to rise with age, while foreign workers' levels of work engagement and job

23

stress appeared to fall. Job involvement was also found to be negatively related to Neuroticism and positively related to the other four personality dimensions. In contrast, employee engagement had a positive relation with job satisfaction of younger co-workers and gender dissimilarity. The results suggested that workers who reported greater satisfaction with their co-workers tended to be more engaged. Employees who had been with a company for a longer time and/or in the same role showed lower levels of commitment and were considered to be more likely to leave. In connection with gender and employee engagement, Gallup (2015) based on employee gender and manager gender, identified noticing differences in levels of engagement.

With the dawn of the information era, employers have placed a greater emphasis on modern workers' abilities, expertise, knowledge, and experience. Employers are attempting to increase employee involvement in order to become more creative, competitive, and long-lasting. Employee engagement is measured using surveys, which are considered useful tools. Alignment with the oraganisation, management effectiveness, pay and compensation contact, capacity for growth, and appreciation are the five dimensions correlated with employee engagement. The methodology used in this study is discussed in the following sections.

Measuring Employee Engagement

Employee engagement is measured in a variety of ways by researchers in order to obtain a better understanding of this multifaceted subject that crosses several disciplines. In this field, research has primarily focused on qualitative, observational studies in which the researcher had direct contact with individuals to provide interaction analysis (Kahn 1990). Surveys that are

24

anonymous are often used to gauge commitment Wilkie (2018) Employee engagement surveys are notoriously difficult for HR divisions to get workers to complete. When employees do fill them out and HR finds a department with a morale crisis, getting those workers to speak up and justify why they're upset can be just as difficult. Anonymous surveys are normally a less expensive data collection method. For researchers working in the health, behavioral, and social sciences, gathering confidential information from individuals is an essential yet difficult activity. Individuals are also unable to reveal confidential details due to the threats involved, which can have an effect on the volume and validity of data obtained by sensitive-topic researchers Gnambs and Kaspar, (2015).

As early as the 1970's, Employee involvement has been researched qualitatively and quantitatively by the Gallup Organisation. These studies have focused on employee engagement, which has been described as a collection of components that managers can control and compiled in a survey. In 1996, The Merit Systems Defense Board conducted a survey for government employees called the Merit Principles Survey, which was used by the US government. The aim of this survey was to see if the Government Performance and Results Act of 1993 was being followed. More than 18,000 workers from 23 of the largest federal agencies were polled for this study, which assessed job-related attitudes, behaviors, oraganisation characteristics, and asked questions about the National Performance Review.

Engagement Challenges in the Public Sector

Some critics say that the public sector's personnel organisation and management are "rigid, regressive, rule-bound, and cumbersome "Southard

(2010). Bureaucracy obstructs management creativity by limiting what workers are permitted to bring to their employment and by reducing oraganisational effectiveness Mori (2017). The frequently contradictory priorities of public oraganisations may create an atmosphere that discourages self-efficacy and neutralizes aspirations for oraganisational change.

Many broad bureaucracies, such as state-run social services, will demonstrate engagement challenges. While a social worker's first priority may be to provide the best possible treatment for a child, laws may prevent the social worker from accomplishing this goal. In the field of public administration, job satisfaction has long been a fuzzy concept. Job satisfaction research in the public sector has traditionally emphasized a clear correlation between work environment and individual attitudes Cantarelli, Belardinelli, & Belle (2016)

Service Quality

Service is a broad term that can be interpreted in a variety of ways. It is generally explained in terms of the particular context in which it is used. This idea of service has been presented in a variety of ways Gupta (2020) It is described as assisting customers in discovering, using, optimizing, and troubleshooting a product or service. It's also the processes that allow teams to provide excellent customer service. The degree of disparity between customers' normative expectations for service and their perceptions of service performance is known as service quality Naude (2016)

The intentions and mission of the service provider can simply be reflected in the service packaging. In order to achieve the desired or anticipated level of quality service levels, customer satisfaction, and customer

26

loyalty, service firms inevitably rely heavily on their current relationships with their clients. As a result, service businesses such as insurance companies, hospitals, and banks profit from relationship marketing, etc (Opuni, Opoku, Osei-Afful, (2014).

Quality Service in Health care Delivery

Mosadeghrad (2014) "consistently delighting the patient by delivering efficacious, reliable, and efficient healthcare services in accordance with the most recent clinical guidelines and standards, which meet the patient's needs and satisfy providers," according to the definition. Both stakeholders' perceptions of healthcare quality include providing appropriate treatment that contributes to the patient's well-being and satisfaction. According to the World Health Oraganisation, words like access, use, affordability, and coverage are often interchanged to indicate whether or not people are accessing the services they need. Patients' satisfaction is all about the overall definition of client protection and disease, that is, recognizing patients' particular needs or the extent to which those needs are met when they visit the hospital (Aikins, et al, 2014).

Furthermore, having the best expertise and facilities in a hospital entails having the pre-emptive accuracy of identifying disease or patients' requirements Grimm (2020). Hospitals are discovering that conventional approaches to identifying, organizing, and staffing quality assurance roles are no longer sufficient as consumer demands increase, patient care becomes more nuanced, and resources begin to diminish Hospitals are increasingly persuaded that improving quality necessitates a deep, hospital-wide agreement about

27

what quality entails, who is responsible for it, and how key hospital groups can interact about quality issues (Mosadeghrad, 2014). Customer Expectations and Quality Service Perceptions Customer expectation simply refers to what consumers hope to get or get as a result of their purchase of a product or use of a service.

Knowing what the customers want is the first step toward satisfying their standards (Williams, 2012) Customers have a fixed standard of quality service that they anticipate prior to a service experience. Customers' preferences and interactions with a product or service are reflected in customer satisfaction. Expectations are based on previous and current product assessment and use experiences. For characteristics, functionality, and advantages of goods and services, customers have both explicit and implicit performance expectations (Smith, 2012). Customer standards set the standard for customer satisfaction, which influences repurchase decisions and loyalty. Customers would not return to purchase from you if they believe you did not provide the service they expected.

On the other hand, if you have a service that exceeds consumer standards, you can guarantee that they will return to buy and tell all their friends about it (Beard, 2012). The word "satisfaction" refers to a customer's satisfaction with a product or service. Satisfaction can also refer to a person's feelings of satisfaction as a result of evaluating a product's perceived performance; it can also be applied to services and goods (Mulat, 2020).

In reality, satisfaction may refer to the enjoyment obtained by someone from the consumption of products or services provided, as well as the state of being content with one's circumstances. Since it is a service, satisfaction varies

from individual to person. Businesses compete to satisfy consumers in a market economy, and economic growth is dependent on increasing consumer satisfaction (Khadka, 2017). Consumer satisfaction was broken down into three factors: perceived service quality, perceived value, and customer preferences. Customer satisfaction is expected to be directly influenced by perceived service efficiency. The criterion by which output results are measured is the concept of expectations. As a result, the principle of standards serves as the yardstick by which performance results are judged. Consumers are said to be happy when their real outcomes meet their expectations, and they are said to be disappointed when expectations exceed outcomes (Ullah ,2012).

Characteristics of Service

Service has a number of characteristics that set it apart from physical productsServices are processes; they are intangible and heterogeneous; they cannot be held in stock; and there is no transfer of ownership; these are only a few of the main distinctions between services and physical products; In the service sense, manufacturing, delivery, and use are all simultaneous processes; the core value is created in buyer–seller encounters, and most importantly, customers engage in the production process (Moeller 2020).

When it comes to the topic of service quality, the last attribute of service, customer participation in the manufacturing process, is critical. The explanation for this is that when consumers participate in the manufacture of a service, the consumer directly perceives the quality of the service at the time of production. As a result, service quality can be described as the level of

satisfaction that customers have with the service (Pakurár ,2019) As a result, measuring service quality has been a significant challenge for service delivery.

Customer Expectations and Perceptions of Quality Service

Customer expectation simply refers to what consumers hope to get or get as a result of their purchase of a product or use of a service. Knowing what the customers want is the first step toward satisfying their standards (Williams, 2012). Customers have a fixed standard of quality service that they anticipate prior to a service experience. Customer satisfaction is a measure of a customer's desires and interactions with a product or service Expectations are based on previous and current product assessment and use experiences. Customers have clear and implicit performance requirements for product and service characteristics, functionality, and benefits (Smith, 2012). Customer standards set the standard for customer satisfaction, which influences repurchase decisions and loyalty. If a customer believes you did not provide the service they wanted, they will not buy from you again. On the other hand, if you have a service that exceeds your customers' needs, you can guarantee they'll return to buy more and tell all their friends about it (Beard, 2012).

Satisfaction is described as a customer's satisfaction with a product or service. A person's feelings of enjoyment or dissatisfaction as a result of contrasting a product's perceived output or outcome with their expectations are referred to as satisfaction (Narteh, 2018). In reality, satisfaction may refer to the enjoyment obtained by someone from the consumption of products or services provided, as well as the state of being content with one's circumstances. Since it is a service, satisfaction varies from individual to person. Businesses compete to satisfy consumers in a market economy, and

economic growth is dependent on increasing consumer satisfaction (Khadka, 2017). Consumer satisfaction was broken down into three factors: perceived service quality, perceived value, and customer preferences. Customer satisfaction is expected to be directly impacted by service quality. The concept of expectations serves as a benchmark by which performance results are measured (Chi, 2016). As a result, if a customer's real results (that is, their perception) meet their expectations, the customer will be satisfied; otherwise, if expectations exceed outcomes, the customer will be disappointed.

Customers' perceptions are often used to make decisions and make comparisons (Sudhakar, Rao, and Rahul, 2012). As a result, if expectation exceeds perception, service quality will fall short and be low. However, if experience exceeds expectation, service efficiency is excellent. These dimensions are invariably invaluable resources for even the average person to determine quality, and any service provider who wants to succeed in today's highly competitive environment should strive to meet consumer expectations at the very least.

Service Quality Dimensions

Chi Y,Quan Y.(2016) According to a report, the main service quality dimensions in order of importance to clients by Parasuraman *et al*, (1988), are Assurance; Reliability; Tangibles; Empathy; and Responsiveness. These dimensions are the main components of the servqual instrument, which is used to assess service quality. Customers' satisfaction is highly influenced by the level of service provided. Assurance refers to the knowledge of employees as well as the courtesy shown to clients in order to gain their loyalty and confidence. Clients must have confidence in health practitioners' abilities and

31

politeness. This factor includes the employee's willingness to perform their tasks, as well as their attitudes toward customers (Haskins and Phakathi, 2014). It includes the physical environment of the health facilities, staff attire, equipment, and supplies that the staff requires to provide quality health care; empathy – implying that the staff is concerned with the clients' best interests. As a result, they are responsive to the needs of each customer (Adepoju and Opafunso, 2018). Reliability is associated with the service result, implying that the service provider is capable of providing reliable and dependable service. Customer satisfaction is enhanced when employees do it right the first time, without making any mistakes in carrying out their duties. Responsiveness often refers to an employee's ability to provide needed support to customers as soon as possible. Employees' tasks in delivering urgent services to consumers and payment of suppliers are completed in a timely manner (W.H.O 2018).

Relationship between Service Quality and Customer Satisfaction

The researcher wants to know if patients are pleased with the service level they offer and if that satisfaction will lead to client retention as a sure sign of satisfaction (Frimpong, 2016) asserts, Customers who are dissatisfied with a service provider may choose to stay because they are unsure what they will get. Customers who are satisfied, on the other hand, can switch service providers because they will almost certainly receive better service from competitors.

The majority of uses entail some level of danger. The service provider may mitigate this inherent risk by providing dependable services that consistently meet those satisfaction levels. Also in the face of competition, this

results in a significant increase in client base; Create a positive reputation that will inevitably develop and boost the company's market position (Anjorin , 2012). Mummalaneni and Wilson (1989) claim that the standard of service is a significant factor in assessing customer satisfaction and, as a result, customer retention or loyalty. Exceptional service delivery is a hidden tool for achieving customer service excellence (Khadka , 2017).

It is unavoidable for a company to interact with its customers. Similarly, in order for a service to be used indefinitely, companies must continue to impress consumers by providing services in satisfying relationships. These claims are based on the theory that consumer expectations of service quality, satisfaction, and loyalty are influenced by the comfort, mutuality, and cordiality of the relationship in which they are served (Aminu, 2012; Aali, 2014). They also claim that customer-oraganisational relationships are important drivers of service firm development. As a result, transactional marketing is being phased out in favor of relationship marketing.

It is argued by Levesque and McDougall (1993), that, in the event of an unresolved issue, nearly half of clients will not switch service providers due to the cost of switching, usability, finance, and other factors. It is also suggested by Butcher, (2001), that a warm partnership between customers and service employees has a major impact on the growth of customers, as well as loyalty and, eventually, income. So, where workers have been on the job for a long time, built a very cordial relationship with the patients, know their needs, and strive to satisfy such needs as best they can, patients will often try to visit that facility because they know what to expect rather than visiting a new facility for fear of the unknown factor, regardless of how happy they are with

33

those efforts. According to the preceding discussions, there appears to be a correlation between employee engagement to drive up or offer quality service and customer satisfaction.

Factors Constituting Customer Satisfaction

Whereas characteristics like reliability, longevity, high efficiency, packaging, and so on are used to differentiate one tangible product from another, packaging in the service sector refers to how a customer is handled from the moment they walk into the facility. So, how a patient is initially welcomed, licensed, treated, or referred is critical in deciding whether or not a patient or client can continue to use a specific health facility. Since clients find frontline workers to be the first point of contact (Kieft, 2014). First thoughts seem to stick with you for the rest of your life. Patients or clients care about how employees behave. If the employee is unfriendly or rude, the client may form an opinion of the company based on that attitude.

According to them, friendly staff inevitably leads to a high level of client satisfaction and often helps to improve the health facility's profile. Regardless of the standard of training programs provided, some employees would be more satisfied with clients than others. When it comes to customer loyalty, the method of providing the service is also important. When the service delivery process takes longer, it increases the time it takes for clients to receive their services. If, for example, a very feeble patient must wait for a long time at the OPD before the folder is retrieved or must wait for a long time in a stagnant queue before the Doctor begins calling for consultation, the very sick patients would be annoyed.

34

They continue to emphasize the importance of physical proof in determining consumer satisfaction. This includes the architecture and decor of the buildings, as well as a very pleasant atmosphere, a welcoming and modern infrastructure setup, and so on. Customers may be inspired to return to a facility if tangibles such as the building and its internal and external decor provide them with some degree of satisfaction Customers may be inspired to return to a facility if tangibles such as the building and its internal and external decor provide them with some degree of satisfaction. If it's also in a noisy area or on the top of a multi-story building, it'll have a harder time attracting customers.

Physical evidence is also cited as a significant factor that affects consumer loyalty. This includes the architecture and decor of the buildings, as well as a very pleasant atmosphere, a welcoming and modern infrastructure setup, and so on. Customers may be inspired to return to a facility if tangibles such as the building and its internal and external decor provide them with some degree of satisfaction. Moreover, ease of access to the health facility will make a client feel at ease to obtain health care from that facility, for example, if the facility is located in a cool and Cyrene atmosphere with very convenient access to transportation and also with accommodations for the physically disabled. It has a greater chance of not attracting customers if it is also located in a noisy area or on the top of a multi-story building.

Customer satisfaction is largely determined by the level of service provided (Khadka ,2017). In a fiercely competitive world, product differentiation is extremely difficult, and service differentiation in the health sector is much more difficult because, all things being equal, almost all health

posts provide the same services. As a result, health-care delivery centers strive to differentiate themselves from their rivals by providing high-quality services. Customer satisfaction is influenced by the quality of the service provided. As Cohen et al (2006) Quality, as said, is a multi-dimensional dimension that includes varying degrees of reliability, comfort, service bundle, and, most importantly, the staff providing the service.

The availability and dependability of high-quality equipment and services at a health center cannot be overstated, as they play an important role in deciding which health center to visit. For example, a health center with specialists and laboratories fully equipped with new equipment for x-rays, scans, examinations, and other diagnostic procedures is much more likely to be preferred by clients, if only for convenience, than one without the full complement of medical equipment. What constitutes customer satisfaction, as discussed above, is something that all types of customers enjoy to some degree. These consumers, on the other hand, are aware of unsatisfactory causes such as long and stagnant lines, a lack of timely response to customers' questions or grievances, employee mistreatment, and so on.

Empirical Studies

This section looks at studies done by numerous academics and researchers at other institutions and oraganisations. In a recent quantitative analysis by Kuykendall (2014), It is critical to evaluate an oraganisation's level of nursing engagement and develop strategies to enhance engagement in order to support lower turnover and higher quality outcomes. This study looked at the level of engagement among direct care nurses aged 45 and up with at least 10 years of experience in order to provide a benchmark for action to boost

engagement among these experienced nurses. The tool used was a survey conducted by the health care advisory board of direct care nurses who met the study's requirements.

According to the findings, 37% of participants were engaged, 47% were content, 12% were indecisive, and 4% were disengaged, and 98.6% of respondents were proud to be a nurse. According to the findings, nursing leaders should evaluate their nursing workforce's level of engagement and use that data to prioritize strategies to maintain, reenergize, and engage experienced nurses. The analysis that this study aims to cover is that the previous study only looked at the levels of engagement of a specific group of nurses, while this study aims to look at the level of engagement of all senior staff nurses (principal nursing officer to nursing officer).

Wairumu (2020) conducted a quantitative study to look into the impact of employee engagement on successful service delivery among small and medium accounting firms in Nairobi County, The researcher wanted to look into the impact of employee engagement on service delivery among small and medium accounting firms in Nairobi County, as well as the strategies placed in place to ensure successful employee engagement among small and medium accounting firms in Nairobi County, and the challenges that small and medium accounting firms in Nairobi County face in achieving employee engagement. Human resource departments in accounting firms in Nairobi County made up the study's target population.

The data was then analyzed with the Statistical Package for Social Sciences (SPSS). The researchers used descriptive statistics such as means, standard deviation, and frequency tables in their research. Furthermore,

inferential statistics such as Pearson's Moment of Correlation, ANOVA, and regression were calculated. On the first research issue, the study found that employee engagement has a positive and meaningful impact on an organisation's service delivery. Workers were more engaged in their jobs, companies had empowered employees, and employees were able to go the extra mile to deliver better services to customers, according to the respondents. The study concluded that the company communicates the criteria for individuals to hold each role to all workers, which is one of the communication techniques used in successful service delivery. Employees are educated and mentored, and the company encourages a learning culture among employees to improve results. The study also found that companies ensured that workers had high morale when doing their duties, that the company used sound human resource management methods, and that the abruptness of change made it difficult for the firm to react quickly.

The aim of this study is to investigate the impact of employee engagement on service delivery in Ghana's health care system, specifically at the University of Cape Coast Hospital. A qualitative analysis methodology is often used to investigate the respondent's subjective viewpoints. As a result, content analysis will be used to examine the information gathered.

In a related growth, a quantitative analysis of service effectiveness was conducted by Dickson Kwabena Frimpong (2015), The research looks into how service quality in hospital units affects patient satisfaction, retention, and loyalty. The servqual model is used in this study to examine the difference between patients' and doctors' perceptions and expectations of some Ashanti Region hospitals' services. The level of patient satisfaction with the services

provided at the Region's selected hospitals is measured. The level of patient satisfaction with the services provided at the Region's selected hospitals is measured. The primary goal of this study is to identify important factors that influence patient satisfaction. The data was analyzed using reliability tests, paired sample t-tests, correlation analysis, descriptive analysis, and hierarchical regression analysis in order to solve the research problem of identifying the variables that ultimately provide patients with the satisfaction they want. The study looked at service quality as a dependent variable that has an effect on patient care experience, but this study focuses on the quality of care provided from the patients' perspective. The study will be qualitative rather than quantitative in order to obtain more subjective responses from the respondents.

Conceptual Framework

This conceptual framework is designed to regulate the reason for the interrelationship among the variables considered in this analysis, provided an understanding of the basic goals, theoretical underpinning, and trends found through literature review. Conceptually, the study considered three aspects of employee engagement as independent variable and these included relationship with management, work conditions and contributions. Employee performance (Service delivery) was conceptualized as dependent and these include patients' responses, duration of the treatment, nurses' relationship and care received at the hospital.

Furthermore, positive and favorable discrepancies in employee performance are anticipated as a result of favorable discrepancy among the independent variables. On the other hand, unfavorable discrepancy in the

39

independent variables is expected to produce unfavorable changes in employee performance. These interrelationships among the variables are presented in Figure 2. The conceptual framework was constructed to depicts the pictorial direction and focus of the research. From the framework, employee's responses were measured in three areas (the employees' relationship with their employers, the conditions at work and their contributions at the work place) which determined their level of engagement and the level of engagements was revealed in their outcome with the patients in three areas (duration of treatments, the nurse's relationship with patients and the care received by the patients). Then the patients' responses give the final picture of employee's performance at work. This has been shown in figure below.

40
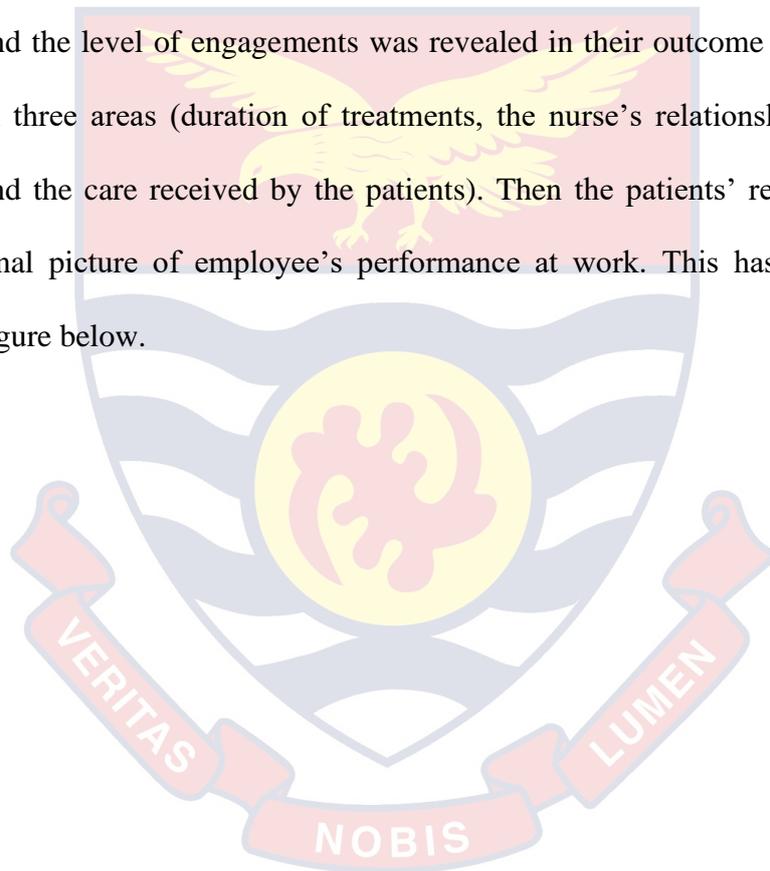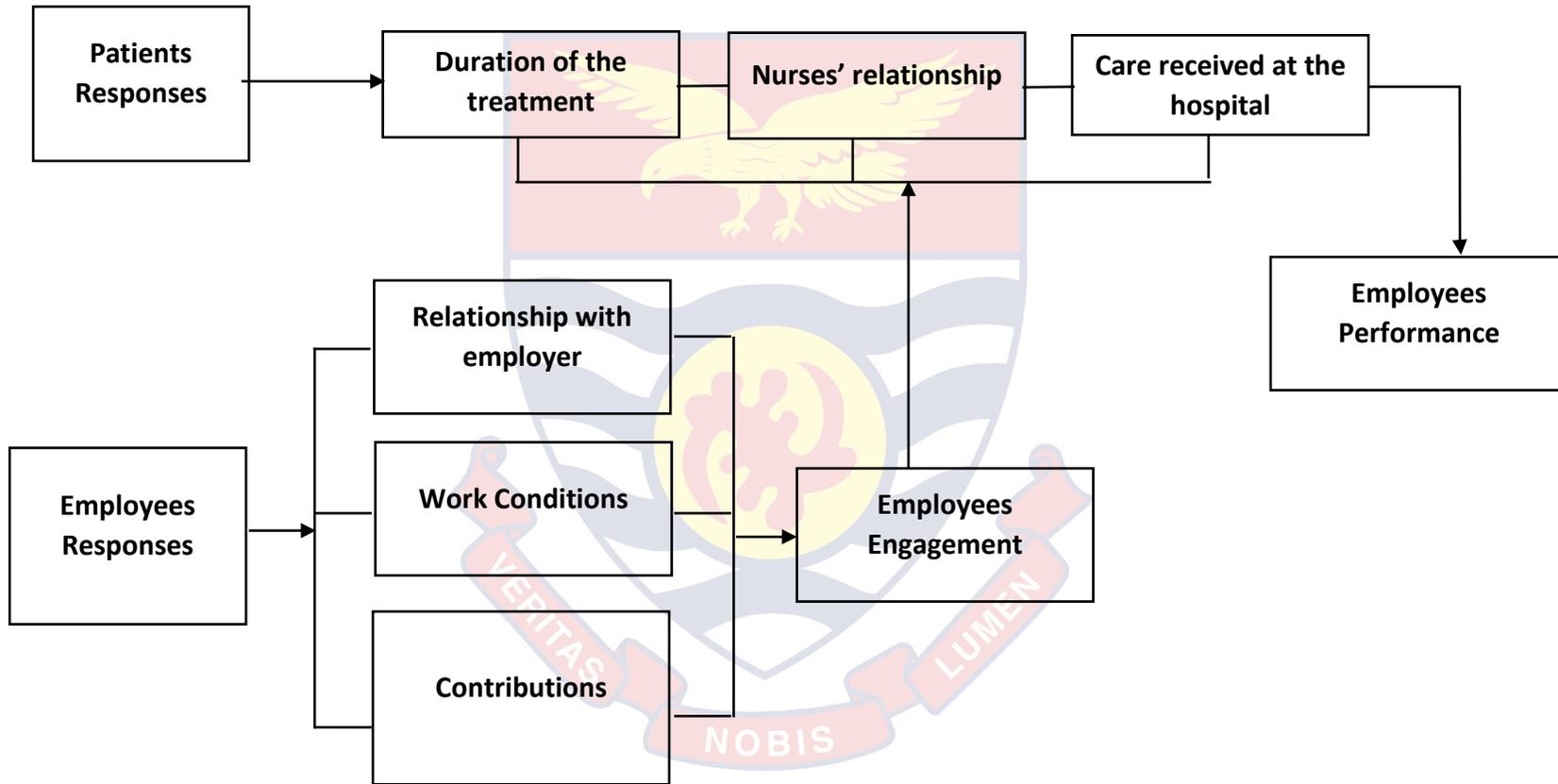
Figure 2: Conceptual Framework
 Source: Author's Constructs

Chapter Summary

The emphasis of this chapter was on philosophical issues relating to employee engagement and service delivery. Specifically, the chapter provides a critical review of relevant literature and was guided by four objectives: The aim of this study was to look into the different aspects of employee engagement among different levels of staff in the hospital. The aim of this study is to look into the relationship between employee engagement and service delivery. To analyse the significant role of service delivery with respect to Employee engagement. To analyse the relationship between Levels of employee engagement and service delivery. The study aided in the selection of appropriate variables and the proper measurement of the research findings and conclusions. The analysis approach that was used in the study was covered in Chapter three.
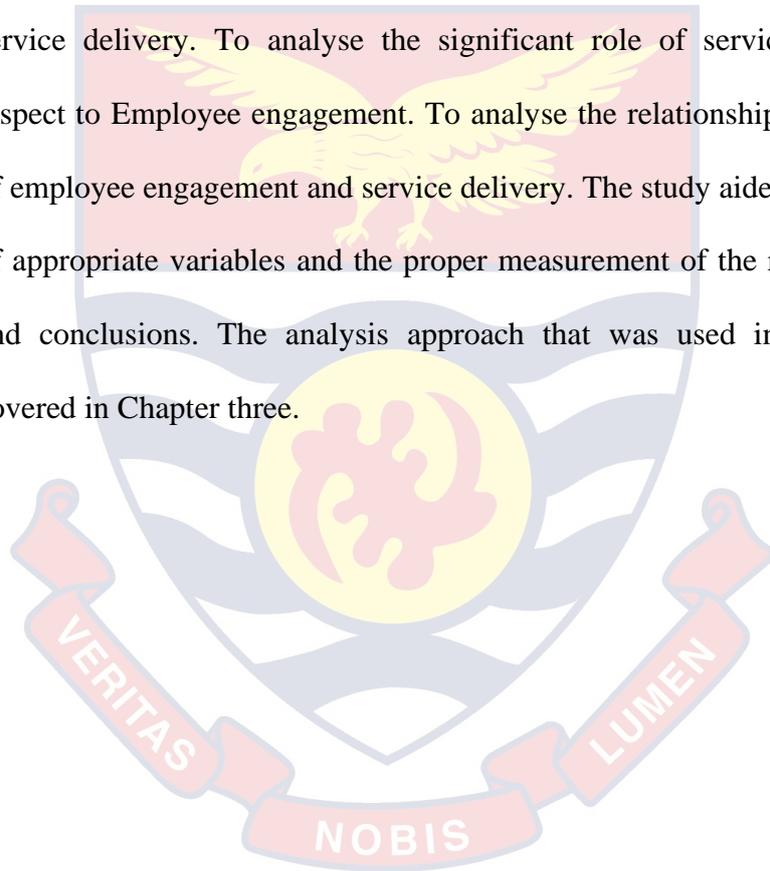
CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter outlines the research methodology that underpins the current analysis and examines the methods that were used to meet the study's objectives. This chapter covers the following topics: the research design, the study area, population, the sampling procedure, data collection instrument, data collection procedures and data processing and analysis, finally, the ethical considerations.

Research Approaches

Every research requires quantitative, qualitative or mixed method of qualitative and quantitative approach (Creswell, 2003). The use of qualitative approach was based on the premise that qualitative The analysis provides perspectives on various issues and aids in the development of hypotheses or ideas for future quantitative studies. The researcher chooses the best approach based on the research purpose and research questions. According to Creswell (2009), the approaches differ in philosophical assumptions; inquiry strategies; data collection, analysis, and interpretation techniques. The capacity of qualitative research to include complex textual accounts of how people interpret a given research problem is one of its strengths Creswell (2003) and the flexible nature of it. Outcomes from qualitative is usually extended to individuals who have the same characteristics as the target group in order to achieve a more comprehensive understanding of a social problem

In spite of the strengths of qualitative research, it exhibits some weaknesses. Patton (1990) any sensitive and private information observed by

43

the researcher, who may be perceived as invasive, cannot be mentioned, according to the argument. Interviews provide indirect information filtered through the perspectives of interviewees; they provide information in a specified 'place' rather than in the natural field setting; and the presence of the interviewer can distort responses from participants, causing them to disclose only what interests them. People may also be unable to express and perceive what they are experiencing. Due to the nature of the objectives study, the researcher finds it appropriate based on the differences associated with the quantitative, qualitative, and mixed approaches.

Research Design

This analysis was conducted using a qualitative case study research methodology. A case study, according to Baxter and Susan (2008), is a phenomenon that occurs in a bounded sense of some kind. In contrast to researching several case studies, which dilutes the overall research, this approach was chosen mainly because of the expected importance of asking open-ended unstructured questions in terms of having a detailed in-depth understanding of the problem in the sense of a boundary. (Creswell, 2003; Stake, 2005).

The case study was chosen again because the aim of the study is to determine "how" Employee Engagement affects hospital workers' ability to provide quality care. Case study according to Creswell (2003) is a qualitative research design that focuses on problems with a single case chosen to better understand the problem Creswell (2009) believes it is the best method for data collection involving multiple sources of information (observations, interviews, audio-visual content, documents and studies) and reports a case summary and

case-based themes in a study with limited research on a subject. And more so, Yin (2003) Case research, according to him, entails a thorough explanation of the case during examination and placing the case in context, which may not be presented chronologically like narrative design. The primary benefit of the case study approach is that it can be applied to current, interpersonal interactions when trying to grasp dynamic environments (Yin, 2003) like University of Cape Coast Hospital.

Researchers may use a variety of case study designs. Since the research focuses on managing employee engagement as a "problem" within a "single bounded case," the single instrumental case study was chosen as the best method for this study by location (University of Cape Coast Hospital) to illustrate the issues. A researcher's choice of case study is influenced by the size of the bounded case and the research's intent.

Study Area

UCC is one of Ghana's ten public universities, established in October 1962 as University College of Cape Coast (UCCC) with the mission of training skilled graduate teachers to teach in secondary schools, teacher training colleges, polytechnics, and technical schools throughout the country. (Kwarteng, Dwarko & Boadi-Siaw, 2012). To ensure high academic standards and international recognition for its degrees, diplomas, and certificates, the University was put in special ties with the University of Ghana (Kwarteng et al, 2012). By an act of Parliament – the University of Cape Coast Act, 1971 (Act 390) and later the University of Cape Coast Law 1992 (PNDC Law 278) – the university was elevated to the status of a complete and independent

university with the authority to award its own degrees, diplomas, and certificates (Vice-Chancellors Annual Report, 2013).

The Hospital and the Environmental Health Section make up the Directorate of University Health Services. On the grounds of the University of Cape Coast, you'll find the University of Cape Coast Hospital. The Adehye Hall was connected to the hospital, which began as a clinic in 1963. The hospital was later moved to its current location (oldsite). The hospital was built to serve the health needs of the employees, their dependents, and students. It currently represents these key target groups as well as the general public, with a focus on the surrounding areas.

The key goals are to provide clients with quality-driven health care, to have the most skilled, committed, and highly motivated workforce for appropriate health care delivery, to have a client-focused and friendly community appropriate for quality healthcare delivery, and to be the most trained, dedicated, and highly motivated workforce for appropriate health care delivery, ensure a clean and serene university atmosphere to encourage academic work and study, provide avenues for developing leaders for the future sustenance of services provided. The Outpatient Department (OPD), Laboratory, Dental, Eye Clinic, Male and Female Wards, and Children's Ward are all parts of the hospital.

Population

The research focused on 105 people, including nurses, records workers, and out-patients at the hospital. The total number of participants used was calculated by data redundancy since the analysis is qualitative. A total of eight staff nurses, three records staff and five out-patients were used. This

category of staff transit through the ranks from senior nursing officer to principal nursing officer and senior records staff.

Sampling Procedure

The aim of qualitative research is to gain an understanding of the study participants' subjective reality from within (Bhanagar, 2012) which entails reaching out to people who are willing to share the truth in order to gather a range of viewpoints on the topic from the study population. Purposive sampling was used to identify a representative of the target population in accordance with the study objectives. Senior staff nurses, senior record staff, and out-patients from the hospital were all present. However, to find sixteen people to answer to the interview, a convenience sampling approach was used.

Data Collection Instruments

A semi-structured interview guide was used to perform fourteen face-to-face interviews with each participant. A face-to-face interview encourages participants to elaborate on their perspectives and allows the interviewer to redirect their responses when they are out of context (Creswell, 2014 Semi-structured interviews were used to gather data for the study since they provide many main questions that help identify the areas to be discussed while also allowing interviewees to diverge in order to pursue an idea or answer in greater depth. This interview style gives participants some direction about what to talk about, which many people appreciate.

Due to the nature of the information sought, which must be in-depth, factual, and dependable, an interview allows you to find the right person who has the information you need. The researcher is able to read body language and facial expressions to determine whether or not such questions have caused

excitement or discomfort. Such a query will reveal where evidence is being falsified, where there is a disconnect between what is being said and one's strong feelings on the subject, or even to justify a point being stressed.

Data Collection Procedures

The analysis relied primarily on primary data. Around two months prior to the event, contacts with nurses and records staff were developed. A personal contact was made with each respondent who showed an interest in participating to set up an interview time and date. The interviews were conducted in a conference room at UCC Hospital, according to the respondents' preferences. Each interview lasted approximately 1 hour and 30 minutes and was taped. Interviewees were assured of the confidentiality of their answers from the start.

This is important for the interviewees' peace of mind and to establish a relaxed atmosphere in which they can readily answer questions and volunteer their honest opinions. Each interview was verbatim transcribed and analyzed. Each interview took between two (2) and three (3) hours to transcribe. During the data collection period, participants kept rescheduling the dates and time for the interview which disrupted the research plan and the data obtained was too bulky and transcribing the relevant ones was very difficult. These issues made data collection extremely difficult.

Data Processing and Analysis

The process of analyzing qualitative data study transcripts starts during the interviewing phase. The data collected was analyzed using thematic analysis. Each interview was meticulously transcribed and listened to. The interviews conducted in English were verbatim transcribed, while the other

48

two were not. The audio is translated to English before being transcribed. The writer completed the transcription by hand.

Transcribing each interview took an average of 2 hours and 30 minutes. After that, the data was familiarized by reading the transcripts many times. While familiarizing himself with the data, the researcher took notes and jotted down early impressions of the interview. After that, the researcher used coding to organize the information in a meaningful way. The researcher wanted to know the answers to specific research questions, so she looked over the data with each one in mind. The researcher coded each section of data that was relevant to the research question or captured something interesting about it using this information. Each transcript was assigned a unique set of codes. Codes that refer to the same term are referred to as sub-themes. This was done separately for each research subject. Sub-themes that suggested an idea were used to construct themes.

The majority of codes were linked to only one sub-theme, while others were linked to several sub-themes. Codes that appeared in a sub-theme more than once were deleted. The data associated with each theme was analyzed to see if it supported the theme. The sense of each theme was then decided by the researcher. Following that, the themes were identified, and the participant's narration was given meaning through interpretation. Quotes from participants were used to support sub-themes when discussing the study's findings.

Ethical Consideration

First, a letter of introduction was obtained from the Department of Human Resource to introduce the researcher to the University of Cape Coast Hospital to obtain permission to conduct research on the premises. In the

49

reference list, all documents obtained, such as technical and scholarly articles, as well as other published papers, are properly acknowledged. Observing the demands of traditional ethical principles of academic research, the researcher attempted to adhere to them by ensuring that all respondents' privacy and confidentiality were not jeopardized and were fully protected. Since the research necessitated the gathering of information about their work, confidentiality was paramount.

Furthermore, the researcher ensured that participation in the study was entirely voluntary, and that all participants were given written notice of the study's intent and nature. There were no names or identities attached to any of the sentences. Furthermore, no unauthorized individuals were used in any way to collect data. Finally, prior to the voice recording of informal conversations, all informed consent was obtained Finally, all ethical problems were carefully considered during the preparation, design, behaviour, analysis, and reporting of this review.

Chapter Summary

The research methodology that was used to conduct the study was mentioned in this chapter. It began by defining the population and then went on to explain the sampling technique and scale. This was accompanied by a description of the research method used and a rationale for the method chosen. There is further discussion about the data collection methods and instruments that were used to ensure the reliability of the clearly defined study procedures. The results and findings of the analysis are discussed in the following chapter.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter depicts qualitative data as expressed by participants in their own words, thoughts, and perspectives. The aim of this study is to see how involved the hospital's workforce is and how it affects the services they provide. The interviews were audio taped and transcribed (Appendices A and B). To maintain confidentiality, researcher assigned each person interviewed a code name of participant 1 to participant 16 versus using his or her name. Various findings emerged from the transcribed data. Inter-textual analytical tool was employed to analyse the data. After re-reading through the findings, five major themes emerged. Various categories were identified under each theme. This chapter present the data derived and provide direct quotations from participant under each theme, present the results and discussion and analyse the data by comparing the texts (Appendix A and B) to the literature reviewed.

Presentation of Findings

The findings of the qualitative research are presented in this section. Themes are used to direct the presentation and narratives.

Employee Involvement in Decision Making

The rationale behind this question was to ascertain the extent to which the Hospital management involve their staff and are also acquainted with the level of staff the management engage. Many interviewees commented on their involvement by of the management of the Hospital management and said that

51

management gives them chance to express their views even though not directly with them but through the unit heads.

> *"They do involve us. At times we take decisions at unit heads level and when they bring decisions, we also give out our suggestion and at times they involve us in decision making".* (Participant 1)

To other participants, similarly, practice of seeking the views of staff in decision making is done through the in-charges and unit heads. However, some felt that it was just a formality and that management did not engage them enough.

> *"We are involved because we have ward meetings that we share ideas on issues that we need to engage on, sometimes when we have problems, we channel through the nurse manager to the director, this is just a formality"* (Participant 6)

However, some participants even felt management seek their views only on few issues and that even when their suggestion reached management, these were not respected. They feel before their superiors take their views; decision has already been taken.

> *"Yes, if it is something to do with our unit, they involve us and if there is a report negative report about the unit, they call us to talk to us. But our suggestions and ideas were not taken seriously and participation was just a way to show that employees had been given an opportunity to speak. They only care about their patients."* (Participant 7)

This narration indicates employees view that their engagement in decision making was just a formality.

Empathetic Leadership

Many participants admitted that leadership are concerned about their progress, they explained that management mostly encourage staff at all levels (Junior and senior staff) to continue with their education. This was a highly endorsed form of leadership behaviour. As a way of encouraging staff to be more engaged, management uses both monetary and non-monetary strategies.

Training/Development

The monetary component is for instance paying for staff to participate in workshops and even sponsoring staff to further their education.

> *"They organise workshops, find training programs for us to participate in and sometimes pay for us. They also send us on exchange programmes to other facilities to learn new ideas and update our knowledge. They also encourage us to further our education"*
>
> (Participant 7)

The non-monetary ones include words of encouragement and advising employees to further their education. The interview indicated that management in an effort to engage staff, show concern for the well-being of employees in both work-related and personal matters.

> *"The management is interested in our progress and they regularly meet us and they tell us to be courteous about our work and take note that anything we do will affect two people, the mother and child.*

As evidence for management's support for their further education, participant 2 went further to reveal the sponsorship he was enjoying at the time of the study. This is briefed as follows:

They encourage us to further our education and sometimes sponsor

us to school. I am currently being sponsored to further my education". (Participant 2)

Service delivery Assessment

Effectiveness of service delivery is one distinguishing feature in organisations and informs the utilisation of healthcare needs across space. The reason behind this question was to ascertain service delivery effectiveness in the study hospital. The focus was to access effectiveness of service delivery from the patient's perspective, one of the factors that constitute to quality service delivery in the hospital is timeliness in service.

Waiting Time

They express their concerns on long waiting time which affects the effectiveness of healthcare seeking.

"You sit in the queue for long before you get to see the doctor and afterwards you also spend hours at the lab and pharmacy too"

(Participant 4)

Interviewees also pointed out that it not only the waiting time that is bad but some nurses/medical assistant are not helpful and courteous:

"The nurses in white are more friendly and courteous than the nurses in green. Even today a doctor requested me to bring him my lab result and when I came the student nurse didn't want to allow me to see the

54

doctor and that any doctor can interpret the result. Even when I insisted that the doctor personally requested for it she refused until a nurse in white intervene before I was able to see the doctor" (Participant 10)

Courtesy

Participants also explained that it is not only the nurses that provide bad services but some other staff (records) and cleaners are also not friendly and courteous.

"They are not courteous and friendly, some of the nurses are rude they don't know how to talk to patients. Even the cleaners are rude" (Participant 4)

However, other participants spoke well of the nurses and other medical assistants:

"I didn't keep long in the queue and the nurses were helpful to me a lot" (Participant 6)

In probing further to assess the services delivered, a question was asked on how the procedure of the hospital was explained to them.

"They also don't explain anything to you, as for me I have been coming here so I know the procedure but it will be difficult for a new person" (Participant 9)

Communication gap

Many interviewees commented on the benefits of nurses and records staff giving out information, explaining procedures, providing suggestions and updating them about their conditions.

55

"They *have never explained the procedure to me before. You drop your card and you will have to ask them where you go next. When you come here and you don't know someone their services are very bad. I use red folder which is for senior members that is why things are better but I brought a student here who is having a white folder and the services was very bad.*"

(Participant 7)

Patient satisfaction was found to be harmed by a lack of communication and information, which increased patient anxiety and vulnerability. Patient satisfaction is largely influenced by health-care providers. To improve patient satisfaction, health care professionals, especially nurses, must have a caring attitude, strong communication skills, and skilled technical skills.

"When the nurses see you wondering around, they will not ask you anything to assist you. It is even a way of ensuring security, what if you are here to steal a baby"

(Participant10)

Reward System/ Recognition

The rationale behind these questions was to identify factors or practices by management that influences employee's engagement and eventually affect their delivery of service, be it negatively or positively. The participants stated a number of areas where they have been engaged by management which they felt has contributed to an improvement in service delivery. These includes engagement in communication, hands-on practices which motivates employees, good leadership skills and flexible working hours:

56

> "*They usually go for action plans and when they come, they give us policies to work with. They also communicate through the in charges*" (Participant 1)

Keeping employees informed and engaging with them is an important part of increasing employee engagement. It was evident that aside following the formal chain of communication, they move a step further to the use of some media including social media platforms to reach out to staff.

> "*They place letters on notice board in every ward for us to know what is going on and also on the various WhatsApp group pages*" (Participant 4)

When it comes to the impact of motivation on commitment, the findings show that an incentive scheme and appreciation are strongly supported by workers as ways to boost their level of engagement.

> "*At times the work is challenging and we are not motivated enough.* (Participant 2)

However, interviewees revealed that management did not have any motivation practices in the form of reward or recognition of any form for their employees.

> "*Because this is the work I chose to do; I don't need any motivation to do extra. I am self-motivated but there is no motivation from the management. They don't recognize our effort; they use to give awards to motivate us but they stopped but I heard they are now bringing it again*" (Participant 8)

The interviewees further claimed that the practices that were formally in place is no more:

"In this job, the patients are more important and they motivate me since am here to save life. Aside that there no motivation from management. They don't recognise the individuals but they do recognise the ward in general if we perform well. They use to supply us uniforms and sewing allowance every year but they have stopped (Participant 6)

Workload and Flexibility

It was also noted from the interviews that work flexibility was a factor which influence employee engagement and it service delivery especially rotating staff. The findings discovered that the Hospital was short of staff nurses and doctors and this really affects their work flexibility.

"My work does not give me enough flexibility to balance my personal life and work. It gives me stress. Because we are under staff it gives us pressure. (Participant 6)

Explaining further the stressful nature and work load pressure, that the stress affects the services they deliver:

"Because the systems are not working, it affects the way we give services to patients. At times when two patients are dying and they all need attention because you are alone on duty that time you finish attending to one and the other one would be dead by the time you are done" (Participant 8)

Interviewees further explained that they give out their best but because of the workload pressure which is as a result of shortage in staff, they are not able to serve patients the way they want to especially in the evenings.

58

"Yes, especially in the evening when you are the only nurse on duty and you have one doctor on duty too. If the doctor is engaged in other unit and you also need him in your unit you suffer, you go up and down and that affect the services you render" (Participant 2)

Service Improvement

The rationale behind this question was to allow participant suggest ways in which service delivery can be improved by staff to positively affect the services they deliver. Some participants reported that:

"I will recommend that they should sit their staff down to teach them how to deliver services. When you come you will see them sitting down chatting or on phone. They should also fix CCTV cameras around to check staff and patients. (Participant 8)

Patients believed that university hospital management should review and vary the services provided by workers at the OPD and other departments on a regular basis to meet the needs of patients. The following narrative depicts typical responses from respondents:

"I feel the management of the Hospital should orient the nurses on customer service especially the frontline employees on regular base. So that it will always be fresh in their minds because working in a human institution they must be cordial with all client and that will also keep them on their toes" (Participant 2)

Improvement in service is related to calculating quality healthcare, according to some research. A customer-oriented service delivers service in the interests of the customer and therefore changes its operations based on the customer's demands.

It was realized that some nurses especially the OPD employees did not wear name tags which makes it difficult commend employees who are committed to patient care and those employees who needs to be advised on the services they render. One respondent noted:

"The nurses and other employees should be made to wear name tags for easy identification. That the process of compliment or reprimand. It also helps in addressing them" (Participant 5)

Some participant commended the management for checking up on employees of the University especially on their birthdays and also giving them the opportunity for free health screening on cholesterol and sugar level. But some respondent wanted management to expand the screening to cover more and should be done more than once a year. For this will go a long way to increase the confidence of patients (employees of the University) in the Hospital and improve the quality service delivery.

"Staff check-up once in a year especially on your birthday should be expanded to cover more sickness, it should not only be cholesterol and sugar level and it should also be more one in a year" (Participant 3)

In the university hospital, patients viewed timeliness as a critical determinant of service delivery. As a result, they believed that time is a valuable asset in healthcare delivery and that quality service delivery is dependent on it (time in accessing other essential care such laboratory tests, X-ray and the long waiting time at the OPD to take history). Furthermore, patients said that staff should be more vigilant in providing care because not all patients in line are in good health, and it can take a lot of work to spot that.

"I was made to sit down for long time without any information. Maybe a doctor is in but the nurses will not inform you, I think they should work on their communication and human relations and be more proactive"

Discussion of Results

This session discusses the data results presented earlier in the chapter. This is done according to the themes that emerged from the narrations provided by the participants. The qualitative data presented revealed many themes as regards to the effect of employee engagement on service delivery at University of Cape Coast Hospital. In this section we discuss these themes in relation to outcomes of previous related studies. The empirical findings derived in chapter four gives the picture of the experiences of the participant as discussed.

Employee Involvement in Decision Making

This theme emerged from discussions by all of the employees interviewed in relation to the research objectives. The participants expressed experiences in their accounts that reflected involvement in decision making, a factor in employee engagement. A harmonious atmosphere within an oraganisation is supposed to be created by a culture of mutual decision-making and participative management. People work harder and more responsibly as a result of greater control when subordinates and managers collaborate together in organising organisational projects. This research adds to the body of evidence that supports oraganisational structures that enable workers to engage in decision-making. The narrations on employee's

involvement in decision making with managements was considered high amidst some constraints. Employee involvement in decision making has proving to be a key factor in improved organisational performance.

The respondents labelled the decision-making processes that management involved them including administrative, policy discussions and expressing of views on pertinent issues that concerns the hospital. According to wagber (1994), employee's engagement in decision-making can have a huge impact on employee satisfaction, job success, and organisational engagement. Generally, management's engagement of employees in decision making at the hospital is one surest way of ensuring that employees feel more accepted and involved in hospital situations and that, their self-esteem, job satisfaction and cooperation with management is also improved. Which also means that, dedicated, knowledgeable and skilful human resources are more likely to be retained in the hospital to improve the quality of service delivery.

Although, most of the participants mentioned that they were engaged in decision making, their engagement was most often not direct with management but through the in-charges. Usually, in the organogram of the hospitals, employees work with in-charges and are therefore accountable to them. The in-charges therefore represent the employees during board meetings. However, the benefit of employee engagement in decision making cuts across benefits for the organisation and individuals and therefore, the support and engagement of subordinates should be an absolute prerequisite for participative processes to be as successful as possible. As a result, management should hold different meetings and avenues where they can

62

formally meet these other employees and solicit their input on a hospital-related topic.

Judging from the narrations, having an official opportunity to make their opinions known at a higher level may improve the hospital and individual work performance. Management's refusal to engage employees will have implications for employee's performance, dedication and retention such that employees may not be intrinsically motivated to perform, may adopt a working-to-rule strategy and may witness an increase in turnover rates for skillful and knowledgeable employees respectively. Inadequate motivation, poor work performance and high employees turn-over rate will also affect the hospitals overall mandate and performance. Employee's involvement in all sectors of the organisation has some advantages.

An oraganisational climate in which subordinates are involved in the preparation or implementation of changes will help to minimize opposition to new reform efforts, promote subordinate commitment to the changes, and allow subordinates to work with management to achieve the oraganisation's set goals. As a result, management bears the primary responsibility for establishing mechanisms for effective communication and establishing processes for employee participation in decision-making, which will increase employee engagement.

Empathetic Leadership

According to the findings, respondents seem to have confidence in the Hospital's management. The formation of a bond between the leader and the followers who are being led is critical. An engaged employee is one who is emotionally invested in the company, is enthusiastic about his or her job, and

63

is concerned about the company's progress (Seijts and Crim, 2006). Employee's confidence in leadership goes a long way to help them achieve the set objectives of the organisation. When employees have confidence in leadership, they accept almost all decision taken and work hard towards achieving it. In the interview with the respondents it seems majority of the staff especially senior staff had confidence in the management.

On the other hand, a smaller number of participants had some opposing views. Some of the employees didn't have much confidence in the management of the Hospital. Some felt they only care about the wellbeing of the patients not the staff. They also expressed that the leadership brings up policies and decisions that only favors them.

Reward System/ Recognition

This concept was discussed by all the respondents. Reward in any form is not given for their individual effort they put into the work. Rewards/recognition seems to be an important performance management driver in the Hospital since most of the respondents were passionate about it. All the respondent indicated that there use to be a reward system where best workers in every unit where identified and reward from time to time, but this practice has stopped for over four years. Establishing a connection between individual effort and outcomes is one of the most important aspects of any performance management system. (Denisi & Pritchard 2006). Intrinsic motivation such as recognition for good work done, opportunity for employees to express their opinion, and appreciation for achievement was not practiced much but no form of extrinsic motivation such as monetary compensation (remuneration and allowance) was mentioned.

64

The process of granting an employee a certain rank within an oraganisation is known as recognition. This is an extremely important factor in employee motivation and work satisfaction. Maslach et al. (2001) have also indicated that, while a lack of incentives and appreciation can contribute to burnout, proper recognition and reward is critical for employee engagement. Most respondent express their displeasure in that the hospital management does recognize their effort in contributing to the success of the Hospital, that is a great form of dissatisfaction and demotivation to the staff. Generally, sincere acknowledgement of outstanding success will serve as a powerful motivator to redouble our efforts and aim for even better results in the future.

Most of the staff wanted recognition in the form of word of mouth like "Great job!" to make them feel good. Employees who receive good performance recognition are much more likely to be highly engaged at work and, as a result, are more likely to perform at their full output and find new ways to better their oraganisation, according to Cicero Group research. One will agree with claims made by some employee's Recognition is more successful at the employee engagement, efficiency, and creativity than a 5% pay increase, according to reports. Employee engagement is boosted by performance recognition. One might argue that recognition in any form is essential in an oraganisation and should be used strategically and in tandem.

Work Load and Flexibility

Workplace stress is mostly caused by a heavy workload. Some workers are able to successfully manage their workload, while others are experiencing significant difficulties. Employees in a workplace are under a lot of stress as a result of a lengthy work schedule, a lack of help from coworkers and

65

superiors, and a lack of standards from the oraganisation (Mansoor et al., 2011). It was realized in the collection of Data that, staff complained about lack of support for the work load. Because of that the needed attention to be given to the patients is not given and that really affect delivery of service. This problem was realized with staff at the wards and OPD unit. The lack of staff cuts across, from the doctors to the nurses. It was noted that even though they lacked staff, not all unit are greatly affected by this problem. Some units such as maternity, antenatal and reproductive child health (R.C.H) didn't have much of a problem in the morning because some student nurses and most staff nurses come for morning duty but those that come for night shift experience stressful workload

Employees have been juggling an increasing array of conflicting demands in their professional and personal lives. Employees are more likely to experience positive emotions and attitudes, such as engagement, if they perceive a harmony between their work and personal lives. Absenteeism, frustration, and low productivity may all result from a poor work-life balance. The majority of ward respondents expressed dissatisfaction with not having enough time to spend with their families.

Service Delivery Assessment

When it comes to selecting a healthcare provider in today's world, people have a lot of choices. Out of the many choices, quality and service stand out as important factors in determining which health facility to use. The interviews revealed that some client where dissatisfied, they complained about the long waiting time before they are able to see a doctor and especially the hours they spend before they get their lab result.

66

Customer satisfaction is a concept that is essential to health-care providers, patients, and other third-party stakeholders. It takes a constant effort on the part of health care providers to ensure that their customers are happy. Despite the Hospital's intervention, there appears to be some degree of discontent among patients. Another thing that was noted in the interviews was that most patients especially the uneducated had problem finding their way around the facility since the procedure is not explained to them by the employees. Some patients were dissatisfied with manner in which some nurses and medical assistants expressed themselves, some claim they are rude. This claim was confirmed in the interviews with some employee nurses, this was explained that it happens as a result of stress from workload. However, there were some opposing views with the level of satisfaction. Some patients were satisfied with services, they liked the general services rendered and would even recommend for their family and friends. They saw the employees to be caring and helpful.

Chapter Summary

The study's results and findings were summarized in this chapter. The study looked at how engaged the hospital's workforce is and how it affects the services they provide. The results of four research questions were examined. The first research question on the dimensions of employee engagement among the levels of staff in the study Hospital. The rationale behind this research question two was to ascertain the extent to which the Hospital management involve their staff and to also be acquainted with the level of staff the management engage. The employees felt okay that they are able to express their views although not directly to the management but through the in-

67

charges and unit heads. They expressed concerns about their subordinate nature as they are rarely engaged. The study participants however expressed their appreciation to management for their words of encouragement especially in areas of further studies This was a highly endorsed form of leadership behaviour.

The reason behind research question two which was on the level of effectiveness of service delivery to ascertain its effectiveness in the study hospital. Several issues regarding longer waiting time, poor attitude of nurses, medical assistants' and cleaners towards work and patients emerged. Lack of communication and knowledge, as well as increased patient anxiety and vulnerability, were found to be significant factors influencing patient satisfaction. In the face of these incident, some functionaries in the hospital were praised as they are committed to giving out information, explaining procedures, providing suggestions and updating patients about their conditions. Also, the third research question was the factors that influences employee engagement on service delivery.

The rationale was to identify management practices that influences employee's engagement and eventually affect their delivery of service, be it negatively or positively. Several themes which indicates that employee engagement on service delivery was positive emerged. Despite the fact that the findings show that an incentive system and recognition are strongly supported by workers as ways to increase their degree of commitment, there was widespread concern that hospital management lacked encouragement in the form of reward or recognition for employees. The rationale of research question four was also to explore the factors that can be put in place by

employees to improve service delivery. This question was to allow participant suggest ways in which service delivery can be improved by staff to positively affect the services they deliver. Several approaches, strategies and measures were provided. The chapter ends by discussing the emerged themes in relation to outcomes of previous related studies.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The main empirical findings of the analysis on the impact of employee engagement on service delivery at the UCC Hospital are summarized in this chapter. The description gives a quick rundown of the entire report, from its beginnings to its conclusions. The study's findings, recommendations, and suggestions for further research are all included in this chapter.

Summary

The research sought to explore how Employee Engagement Influence Service Delivery at UCC Hospital. To achieve this purpose, four objectives were formed which were turned into questions to answer. Relevant literature (text 1) were reviewed in the self-determination theory and concepts under the four objectives to help develop five themes for the semi-structured interview guide to get the transcribed data. Qualitative approach was employed which was underpinned by inductive logical reasoning. Single case study was the research design employed to get in-depth understanding of participants' description of how employee engagement influence service delivery.

The semi-structured interview guide was used to get the empirical data (text 2). Findings (text 3) were derived from the transcribed data. Inter-textual analytical tool was adopted to analyse the data sets (texts) derived. The transcribed data and the findings were compared to the literature reviewed to ascertain whether employee engagement practices validate what existing literature reports. The findings derived from the analysis under the various objectives were: (1) with the first objective it was revealed that employee's involvement with the various levels of staff in the University of Cape Coast

70

Hospital was not that engaging and participatory. Hospital management seeks employee's suggestions, input and project proposals in times of need as well as relate with employees on both professional and personal levels. The hospital management give employees some degree of opportunity to express their views. In all, there was consensus among participants that, the expression of views by the employees was done through the in-charges and unit heads making employees feel quite unheard and subordinated.

Concerning the second objective, it was discovered that patients have experienced improvement in service delivery and quality care although much needs to be done. Key issues that participants were concerned about included longer waiting time. Participants reported that they are usually delayed while accessing service. Some participants however lauded the hospital for putting in place systems to reduce the waiting time such that they now spend about 2-3 hours compared to earlier times where they spent longer hours. The friendliness and courtesy of some nurses and other staff in the hospital were also considered as bad. However, some patients commended nurses record staff for providing information that were timely. Although patients felt satisfied in some current practices at the hospital, patient's satisfaction with service delivery at the hospital was generally not encouraging.

With regards to the third objective, it was revealed that management were not paying much attention to some human resource practices, which is reward and recognition. Management did not have any reward system or motivation for staff. They do not motivate them in any way and this makes employees feel that management do not recognize their contribution towards the success of the Hospital especially the senior staff nurses. However, it was

71

observed that the wards are usually rewarded at the expense of individual employees.

With respect to the final objective, which addresses the ways by which service delivery can be improved at the hospital. It was observed that there is deficiency in monitoring of employees especially nurses. Monitoring of staff performance in terms of human relations with patients has an effect on services that employees deliver. An effective monitoring processes will bring out effective performance. To help address this issue some suggestions came up were: provision monitoring mechanisms to observe staff attitude towards patients, there could also be random evaluation of staff to assess their performance. In addition, they could be enforcement of wearing of name tags by employees. The tags will aid the identification of employees by patients to reprimand or appreciate their services.

Conclusions

The aim of this study was to see how UCC Hospital management engages their employees and how that affects the service they provide. According to the report and study findings, participants provided a detailed summary of the case understudy. Even though it has not realized the requisite effect on the workers, there appears to be employee engagement. Leadership of the hospital offer the staff an opportunity to express themselves even though not directly with the leadership but through an informal channel, which is through the unit heads who are not formally part of management. This makes employees feel that management do not pay attention to their views and even if they do it does not make an impact in decision making. However, in an effort to engage staff

and make them more enthusiastic about their work they support some staff in their education by sponsorship.

It is concluded that although, empirically evidence has it that a time wasted in the healthcare system contribute to the underlying reasons patients may be turned away from the optimal care they need, UCC hospital rather delay in serving patients. Patients spend a lot of time in the hallway before been attended to and this leads to increase in anxiety in patients which can be detrimental to their health. The attitude staff was evident as satisfactory, this needs to be worked since it places a keen role in patients care. Through the interview data, most Participant indicated a communication gap with the nurses and record staff, they felt they didn't explain procedures well enough and even those that did, did so in an inappropriate manner. Findings also revealed that workload pressure was too much that it affects employees negatively in delivering services to patients. Upon the pressure in workload the leadership of the hospital did not have any reward system or recognition in place. This reduces the enthusiasm of the employees and makes them less engaged in their work. The situation increases the number of disengaged staff since the vigour and dedication to go the extra mile will be cut short. The study has; as a result, establish that UCC Hospital make lags behind engaging staff effectively and this must be addressed since it has an influence on service delivery.

73

Recommendations

According to the study's findings, there is a lack of commitment in hospitals, so the following steps should be taken. University of Cape Coast Hospital leadership should design a structured plan as a guide to effectively engage all the senior staff nurses and records staff to be more committed in their work. The document should be designed by HR experts who understand the need for engagement and it impact on service. As emerged from the study, the document should further consider the following:

1. Engagement of employees (senior staff nurses and records staff) and should be formalized to make employees feel involved.

2. Since there pressure on load which makes the work not flexible enough for staff, there should be interventions to ease up pressure in the workload.

3. Since the work is stressful, leadership of the hospital formal reward system to get staff more engaged.

4. Related to the effectiveness of services, the leadership should have monitoring procedures in place to check staff attitude, encourage employees to have morale when performing their duties and also a random evaluation procedure in place.

Suggestion for Further Research

The study adopted an intrinsic case study or single case study which focused on the University of Cape Coast Hospital. Further research could adopt the multiple case study design to include other Hospitals in Cape. These Institutions could very well employ effect of employee engagement on service delivery. Other qualitative research approaches such as grounded theory,

74

narrative design and triangulation. Reviewing the research approach, the study was conducted qualitatively so it demanded soliciting for information from purposely selected few participants in Hospital. Further research can adopt the quantitative research approach to involve the participation of a wider sample size in order to generalize the outcome.

It will also be very informative to involve other employees such as unit heads. Interviewing such employees will also unveil their experience about how they are engaged and it influence on service delivery.

75

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APPENDICES

APPENDIX A: INTERVIEW GUIDE

UNIVERSITY OF CAPE COAST

DEPARTMENT OF HUMAN RESOURCE

"Effect of Employee Engagement on Service Delivery at the University of Cape Coast Hospital"

Thank you for your time and willingness to participate in this interview. The responses given will be used solely for academic purposes. Your identity shall remain confidential.

STAFF OF UCC HOSPITAL

RQ 1:

1. How involved are you in decisions that affect you?

2. How confident are you in the senior leadership of the Hospital?

3. In which way do you feel Hospital management is interested in your progress?

RQ 2:

4. How effective are policies communicated to employees?

5. In which ways are you recognized in your contribution to the success of the Hospital?

6. Does your job give you the flexibility to meet the needs of your work and personal life?

7. Has there been a times where pressure at work has affected your service delivery?

8. Does the work load and stressful nature of their work in anyway affect the services they deliver?

APPENDIX B: INTERVIEW GUIDE

UNIVERSITY OF CAPE COAST

DEPARTMENT OF HUMAN RESOURCE

"Effect of Employee Engagement on Service Delivery at the University of Cape Coast Hospital"

Thank you for your time and willingness to participate in this interview. The responses given will be used solely for academic purposes. Your identity shall remain confidential.

SERVICE DELIVERY QUESTIONS FOR PATIENTS

RQ 3:

1. How long did you wait to be seen by the Doctor?

2. How courteous and helpful were the Nurses/ medical assistants

3. Was the procedure of the Hospital well explained to you?

4. How would you rate the overall care you received from your Hospital?

RQ 4:

5. What will you recommend to Hospital management to improve services?

6. How likely are you to recommend our Hospital to a friend or family member?

90