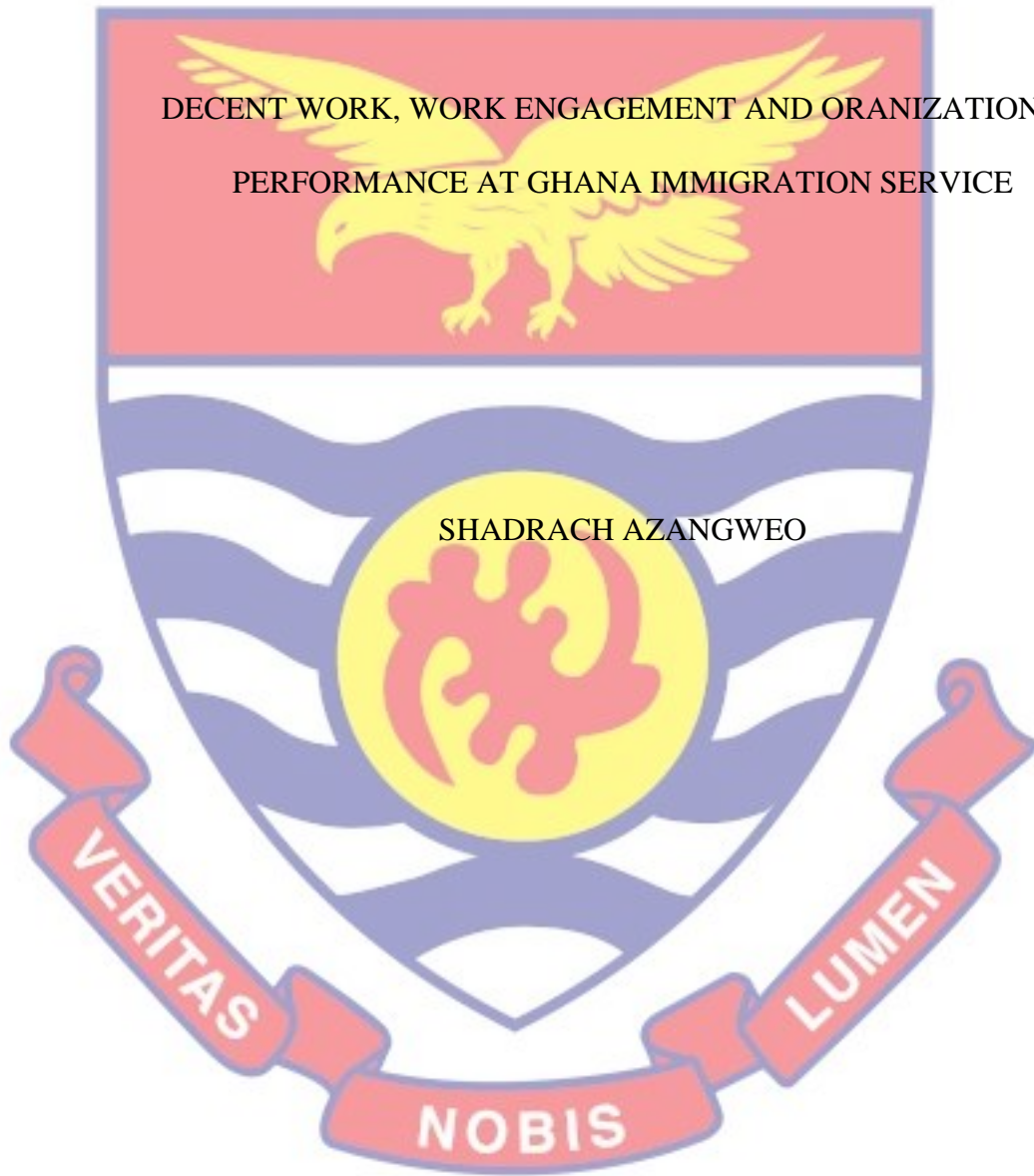


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DECENT WORK, WORK ENGAGEMENT AND ORGANIZATIONAL
PERFORMANCE AT GHANA IMMIGRATION SERVICE

BY

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College of Humanities and Legal Studies, University of Cape Coast, in Partial
Fulfilment of the Requirements for the award of Master of Business
Administration in Management

MAY 2022

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the product of my own original study and that no part of it has been submitted to this university or elsewhere for another degree.

Candidate's SignatureDate

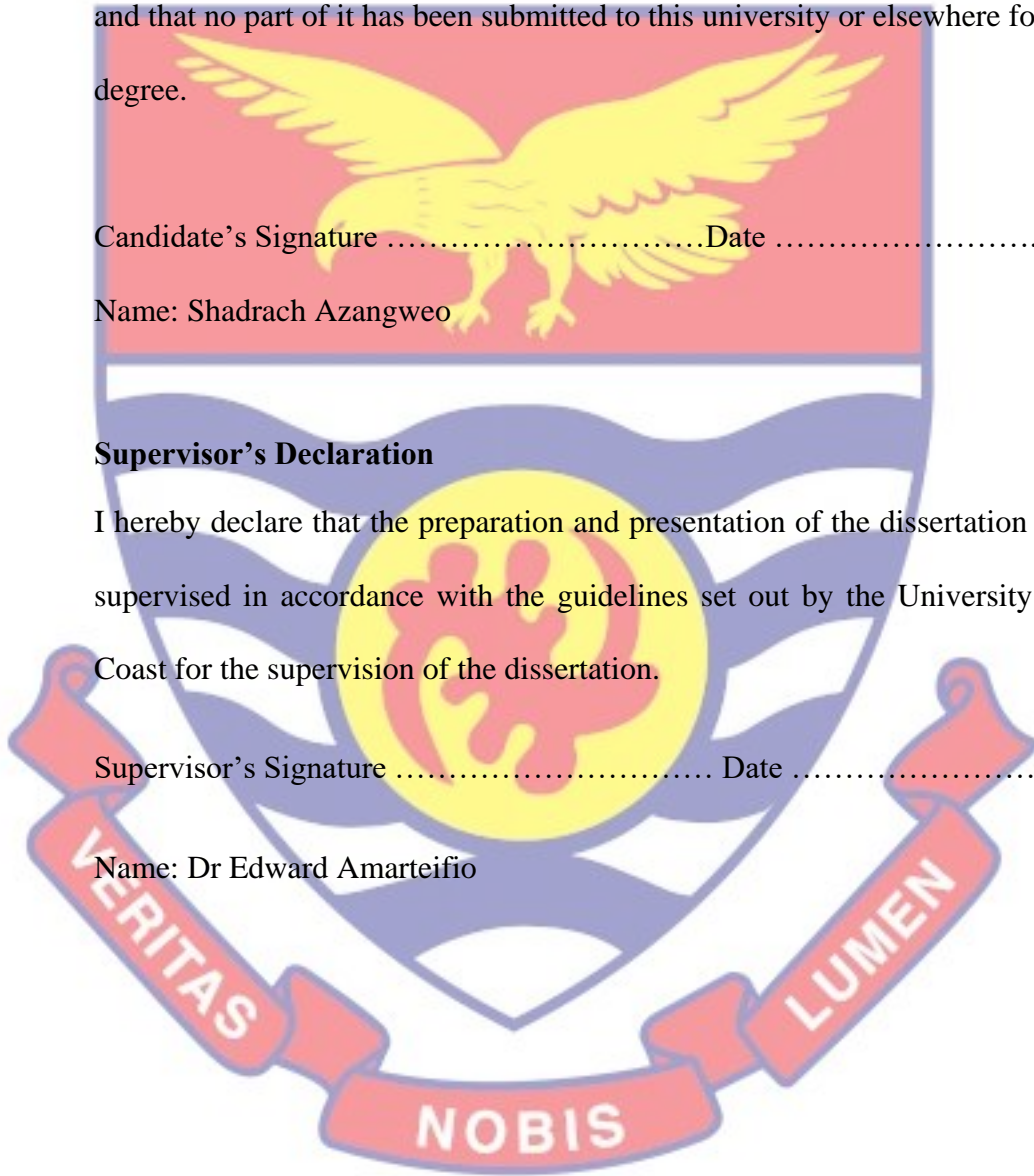
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Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation has been supervised in accordance with the guidelines set out by the University of Cape Coast for the supervision of the dissertation.

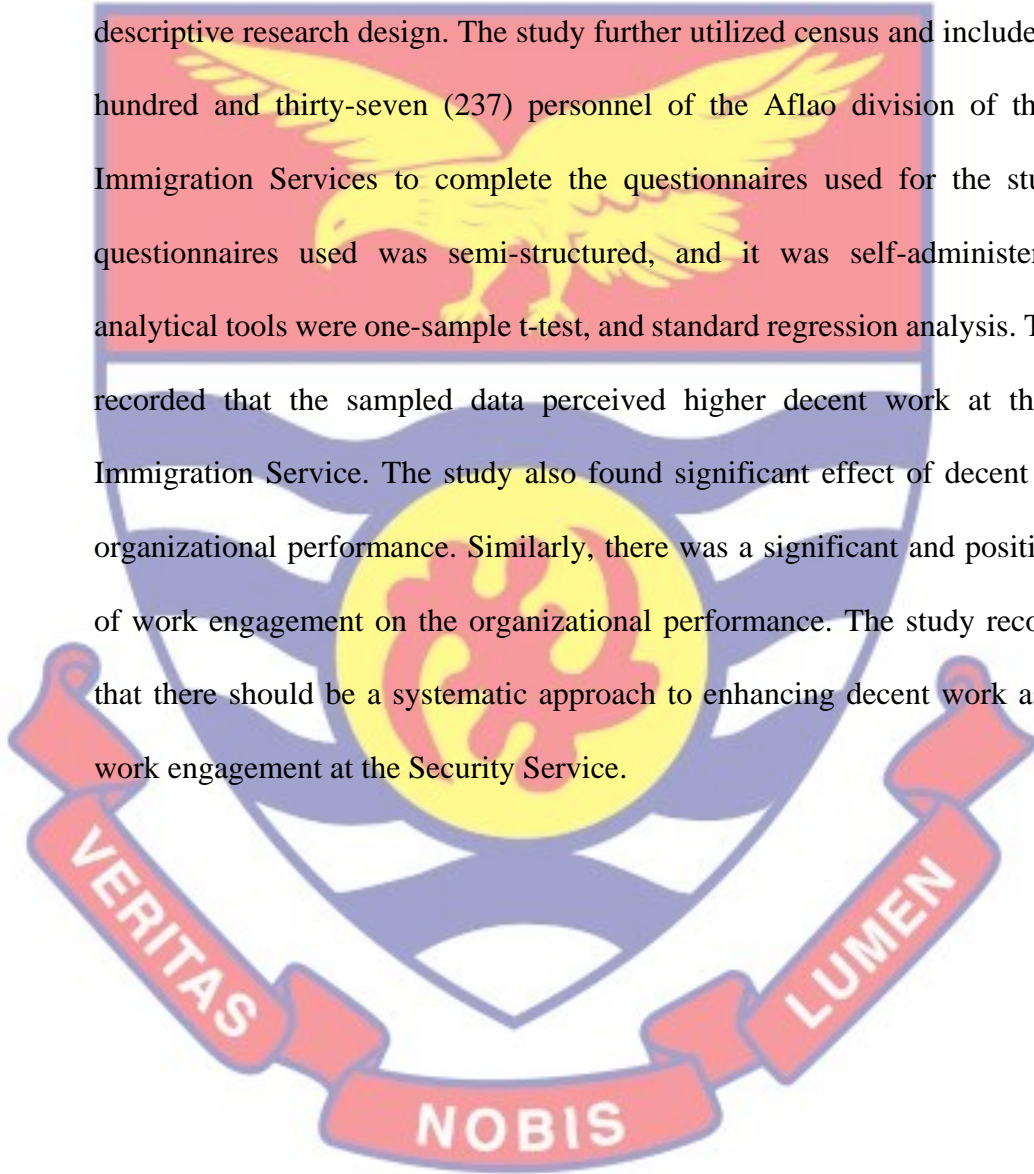
Supervisor's Signature Date

Name: Dr Edward Amarteifio



ABSTRACT

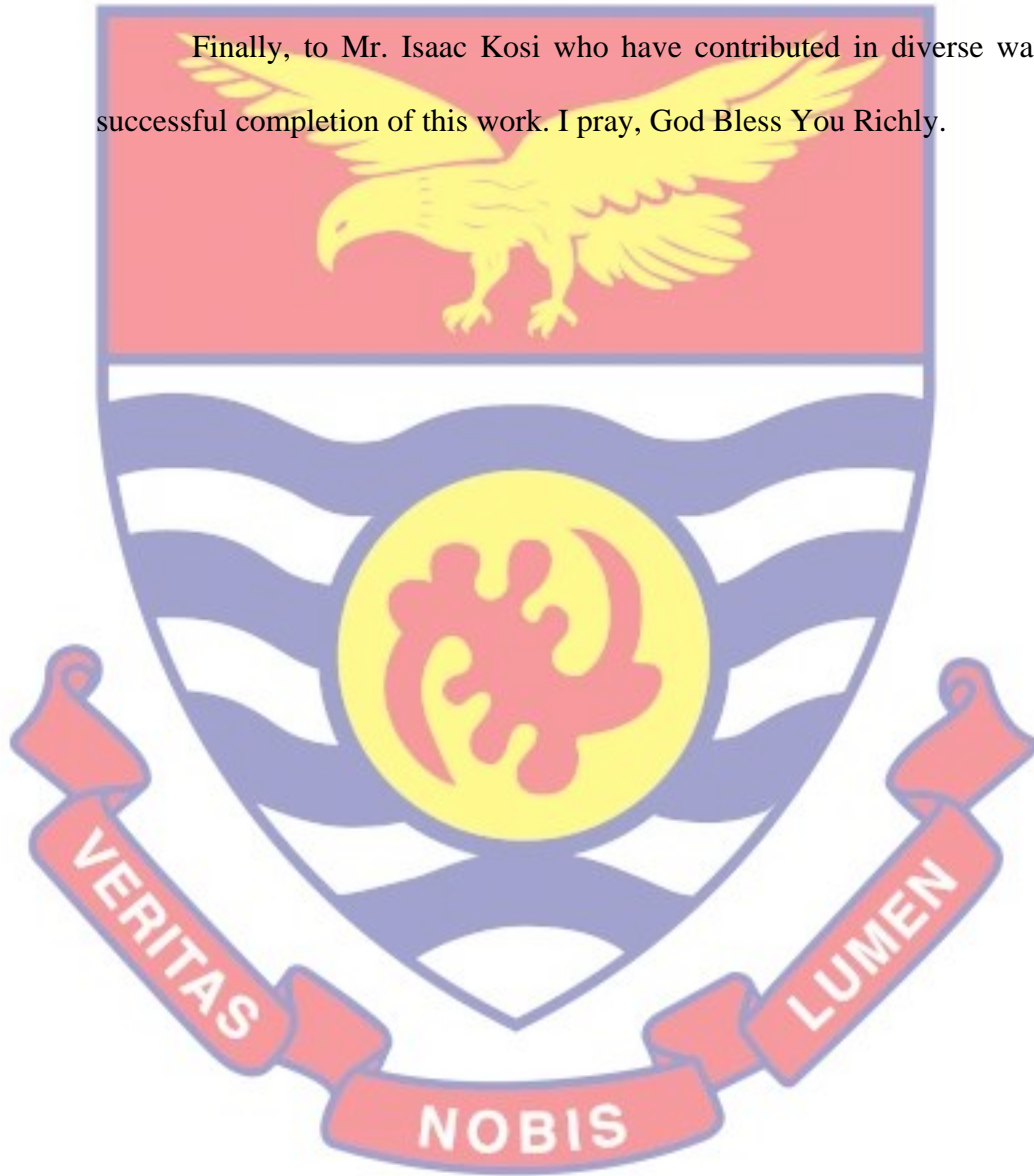
The main aim of this study is to examine the relationships between decent work, work engagement and organizational performance among employees at the Ghana Immigration Service. The study employed quantitative research approach and a descriptive research design. The study further utilized census and included all two hundred and thirty-seven (237) personnel of the Aflao division of the Ghana Immigration Services to complete the questionnaires used for the study. The questionnaires used was semi-structured, and it was self-administered. The analytical tools were one-sample t-test, and standard regression analysis. The study recorded that the sampled data perceived higher decent work at the Ghana Immigration Service. The study also found significant effect of decent work on organizational performance. Similarly, there was a significant and positive effect of work engagement on the organizational performance. The study recommends that there should be a systematic approach to enhancing decent work as well as work engagement at the Security Service.



ACKNOWLEDGMENTS

My grateful appreciation goes to my supervisor Dr Edward Amarteifio for his guidance, directions and dedicated supervision from the beginning of this dissertation to its logical conclusion.

Finally, to Mr. Isaac Kosi who have contributed in diverse ways to the successful completion of this work. I pray, God Bless You Richly.



DEDICATION

To My wife, Barbara, and my children: Sally-Mae Azangweo and Gerald

Azangweo

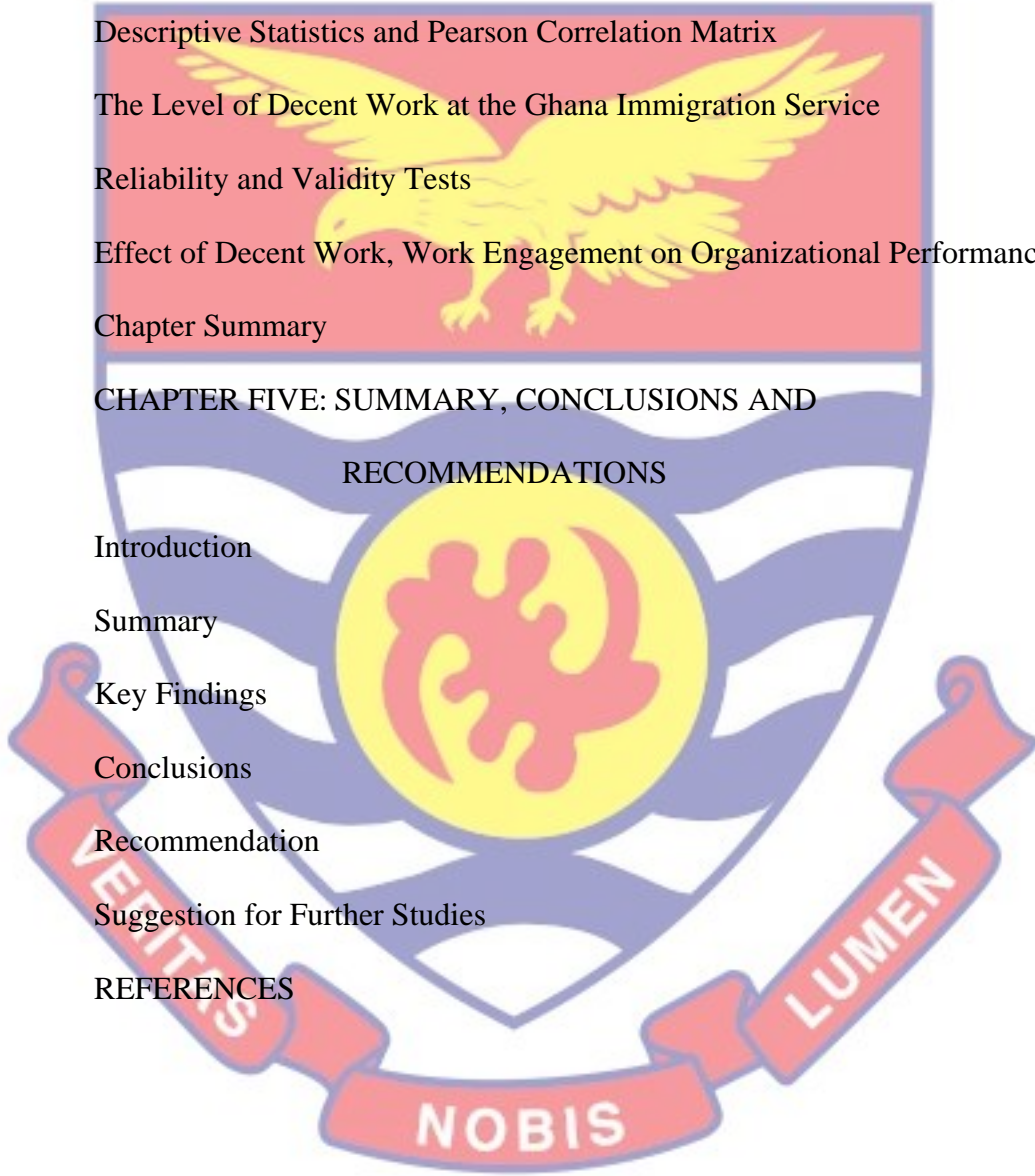


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CHAPTER ONE

INTRODUCTION

One important drive to recognize and present modern employment and work development is focus of decent work and work engagement. This development represents engagement, dedication, enthusiasm, initiative and energy in an optimistic, satisfying and work-related state of mind. This study analyses the relationship among Decent Work, Work Engagement and organizational performance of both junior and senior members of the Ghana Immigration Service and aims to identify distinct emergent profiles resulting from the relationship among these variables. The study therefore focusses its attention to the divisional head office in Aflao and draw inferences thereof since the head office characterized the true nature, structure and culture of the Ghana Immigration Service.

Background of the Study

During the International Labour Conference in 1999, the conceptualization of fair jobs came to life. In his address to the ILO General Secretary during the 1999 International Labour Conference, Juan Somavia, he emphasized the four (4) mandates of the ILO. These include the fundamental principles and rights at work, the creation of full employment, social protection, and tripartism and social dialogue (Haworth & Hughes, 2012). The current interest in job quality in what matters most and who can make a difference is partly due to the existence of perceived shortcomings in certain industries and partly to the shifting context of the workplace. The concept of decent work as conceived by the ILO in 1999, is to integrate the objectives of full-employment, rights at work, social protection, and representation in a harmonized, gender-

sensitive and geographical distribution that forms the foundation for all countries' workers.

A corpus of personal and suitable contexts, among which decent work becomes solely applicable, defines the quality of life (Bell & Newitt, 2010). Nizami and Prasad (2003), hypothesized that from a sustainable development

approach, Decent work refers to conditions of employment that uphold workers' human rights in terms of health and safety, remuneration, physical and mental dignity, personal growth and social inclusion, empowerment, equal opportunity, etc.

Decent work was explicated by the ILO in 1999 as being based on the principles of freedom, equality, security, and human dignity. According to the ILO, decent work covers four main dimensions: employment, social protection, workers' rights, and social dialogue (Bell & Newitt, 2010). Decent working conditions promote decent living conditions that build value not only at the person level, but also at the social level, as they increase efficiency and involvement and enhance the quality of life and health of society as a whole (Hussain, Endut & Sultana, 2018). Decent Work plays a significant role in the promotion of work engagement, as was suggested by Ferraro, dos Santos, Pais, Zappala and Moreira (2021).

According to various authors such as Byrne, Petters and Weston (2016) suggest that, these two concepts are both related to psychological meaningfulness, and Duffy et al. (2017) related Decent Work to meaningful work. Decent work is conceptualized as work and a work-related background that enables a professional to pursue a productive and satisfying activity, with personal and professional growth opportunities, where the worker is treated

with respect and recognition, has freedom of speech, receives a salary that enables the professional to live with autonomy and dignity, provides social security, with adequate distribution of working time and workload (Ferraro, Pais, Moreira, & Dos Santos, 2018).

The importance of ‘decent work’ as a global agenda was its acknowledgement and incorporation into the Millennium Development Goals (MDG’s) as a target to be achieved by 2015 by all countries. The Decent Work Agenda has been described as a key player in achieving the United Nations Development Program (UNDP) Sustainable Development Goals (SDGs) by 2030. The explanation is that, first, good work puts money in the pockets of people, allowing them to spend on items made locally. Second, the growth and creation of new local medium and small businesses is triggered by an increase in buying power, which in turn will allow them to expand and hire more staff to boost wages and terms of service. Third, these have a consequent effect of increasing the revenue base of the government that could be used to finance social protection measures to the marginalized in society.

One of the important ideas in the drive to recognize and present the concept of the relationship between a company and its workers is work engagement. Work engagement is the degree to which individuals are energized and excited about their job. It is characterized by vigor, dedication, and absorption (Schaufeli & Salanova, 2011). Therefore, it represents engagement, dedication, enthusiasm, initiative and energy in an optimistic, satisfying and work-related state of mind (Joo, Lim & Kim, 2016; Bakker 2010; Schaufeli, 2012).

Work engagement refers to the employee-work relationship and how it is perceived by the employees (Schaufeli & Bakker, 2010). Work Engagement as an activity in a similar vein is a manifestation of a specific mental state that produces positive results at both the level of personal growth and development as well as performance quality (Bakker, Schaufeli, Leiter, & Taris, 2008). In addition, better working conditions boost business outcomes through work engagement (Mauno, Kinnunen, & Ruokolainen, 2007).

Work engagement is defined as an active and positive state that entails an attitude of vigor, action, and absorption towards the assigned roles in the workplace (Joo, Lim & Kim, 2016). Vigor is embodied in high levels of energy and workplace stamina, while dedication relates to being extremely active and enthusiastic about the job. Finally, absorption refers to the ability to fully concentrate on the task that is being developed at work (Bakker et. al., 2008). Therefore, committed employees are those who are physically, cognitively, and emotionally connected to their work roles, as Kahn (1990) indicates.

Committed employees need to be differentiated from happy workers. While job satisfaction is a passive manifestation of well-being, work engagement goes beyond well-being to reflect an active state of pleasure and dedication to work (Navajas-Romero, Díaz-Carrión & Ariza-Montes, 2019) Not only does this sense of commitment to work produce benefits for the wellbeing of the workers, but it also allows them to improve their efforts and devotion to their work, contributing positively to the organization's benefit (Schaufeli and Bakker 2010).

Occupational category has caught the attention of academics and policy makers in recent years. This is because some companies are currently

falsely classifying employees as self-employed to circumvent collective agreements and labor regulations regarding the minimum wage, working time legislation, and protection in case of redundancy to reduce its obligations regarding the payment of labor taxes, etc. (Mensah & Adjei, 2020). The strong distinction between junior and senior workers in the jurisdiction to Ghana, of which the Immigration Service of Ghana is no exception, is commonly seen.

Changes in the nature of the labor market, non-standard employment contracts, lack of safety, flexible jobs, greater unemployment, etc., are a significant threat to workers' psychological and physical well-being (Mauno, Kinnunen, & Ruokolainen, 2007). In addition, the precariousness of jobs affects not only the well-being of the employee, but also their level of work engagement and performance, which ultimately has a negative impact on business outcomes (Schaufeli and Bakker 2010). The efficiency and high level of commitment of companies are also dependent on the decent work of the Ghana Immigration Service. The effect of decent work on work engagement and performance in companies must therefore be recognized.

Statement of the Problem

The global development agenda to improve the quality of companies in recent times, decent work, has gained traction and support from the global arena among development partners, donor countries and private institutions. In accordance with Ghai (2006) who suggests that decent work corresponds to a high quality of work, and bad working conditions, on the other hand, contribute to indecent work. It is important to remember that the idea of decent work is a subjective concept because it is defined by the individual's own vision of their

own working conditions, including issues such as living wages, working hours that enable work-life balance, flexibility, and long-term perspectives, etc.

It can be very helpful to establish a comparative study between different occupational categories, given the relativity of the term, especially considering that studies are uncommon that examine both junior and senior staff and their levels of work engagement in a systematic manner. In the Ghanaian context, the scarcity of empirical studies on such a category is due to the lack of agreement on its meaning and the cloudiness that this occupational category characterizes. The difficulty of obtaining accurate and unbiased information on dependent self-employed increases this problem (Oppong, 2019).

Ferraro, dos Santos, Moreira, and Pais, (2020) did a study on the relationship between Decent Work, Work Motivation, Work Engagement and Burnout in Physicians in Portuguese. The study suggested that decent work relates to work engagement and performance (Ferraro et al. 2018). Again, from a psychological viewpoint, there is little research on the full spectrum of Decent Work (Bell & Newitt. 2010), and its impact on work motivation as well as organizational performance. The goal of this study is to help fill this void in the literature, hoping that it will carry valuable information to individuals and organizations with similar characteristics to the Ghana Immigration Service.

At the theoretical and functional level, this study is creative by putting employee expectations of decent work at the forefront and thereby bringing relevant information about important topics in the quality of working life and general quality of life (Ferraro et al., 2018). As a way to encourage both principles in the workplace, this study intends to verify how different decent

work profiles affect work engagement, as both offer benefits to individuals and organizations.

In defiance of the importance of these studies, which either take into account only some aspects related to working conditions that can affect work engagement. Others too focus on small datasets base and or on a single occupation group as well as developed economies that may vary from the Ghanaian setting. There seems to be no research that focuses on the comparative study of the dependent self-employed category with the rest of the groups. This research investigates the working conditions of the Ghana Immigration Service and analyzes the effect of these working conditions on their engagement in the workplace and how they affect the overall performance of GIS personnel.

Purpose of the Study

The main aim of this study is to examine the relationships between decent work, work engagement and performance of employees, as well as how work engagement helps strengthen the relationship between decent work and performance.

Research Objectives

1. Assess the perceived level of decent work in the Ghana Immigration Service.
2. Examine the effect of work engagement on organizational performance of the Ghana Immigration Service.
3. Examine the effect of decent work on organizational performance of the Ghana Immigration Service.

Research Questions

1. What is the perceived level of decent work at the Ghana Immigration Service?
2. What is the effect of work engagement on the organizational performance of the Ghana Immigration Service?
3. What is the effect of decent work on the organizational performance of the Ghana Immigration Service?

Research Hypothesis

H₁:. There is a positive relationship between work engagement and organizational performance of the Ghana Immigration Service.

H₂:. There is a positive relationship between decent work and organizational performance of the Ghana Immigration Service.

Significance of the Study

The relationship between decent work, work engagement and employee performance are established by this research. The study again, explain the degree to which the relationship between decent work and performance is influenced by work engagement. For researchers, this study is important since the results add to the recent and growing literature on decent work. It also discusses the key groups of workers; junior and senior staff, and how this affects their output with special attention to decent work and work engagement

The study also reminds policymakers that much attention needs to be paid to ensure fairness in decent working conditions and work engagement in the organization's focal field. This serves as the few studies that provide insight into the relationship within an industry that lacks empirical literature between

decent work, work engagement and performance. In order to face the highly competitive climate, the essence of the study is to determine the development of decent work policies, where all organizations have to struggle to grow much faster to remain in existence in a new atmosphere of 'hyper competition.'

Delimitations

The study is delimited by the Ghana Immigration Service, with a focus on the Aflao divisional sector operations in the Volta Region. The Ghana Immigration Service is also characterized by features that differ from the other operations and profit entities that are characterized by tangible and physical operational results. The research also uses the European Working Condition Survey (EWCS) to promote the implementation of a holistic approach to the analysis of decent work, since the various aspects of the quality of work that assess decent work are taken into account.

Limitations of the Study

A limitation of the analysis is the difficulty of employees reacting to the research instrument in a manner that seems socially acceptable. In addition to this, the applicability of the analysis can be restricted by having the appropriate number for a representative study to enable the generalization of the outcome of the study. The research instrument is constructed in a way that is not leading, and things adopted from reputable sources in order to reduce the impact of social desirability. The researcher relied on the use of the census to avoid affecting the outcome of the study in terms of obtaining the appropriate representation for the study.

Definition of Key Term

Decent Work

According to Ferraro et al (2018), the Decent Work definition is characterized by seven dimensions. The first dimension refers to the Basic Principles and Values at Work, which hold that justice, dignity, freedom, acceptance, fairness, confidence, consistency of expectations, engagement, unity and mental wellbeing must be expressed in work and the workplace.

Work Engagement

Robinson, Perryman, and Hayday (2004) described work engagement as a "positive attitude of employees towards the organization and its significance. An engaged employee is open to the unique ideas of the business and works with colleagues to enhance the organization's efficiency. The organization must work to establish and nurture engagement, requiring a two-way partnership between the employer and the organization."

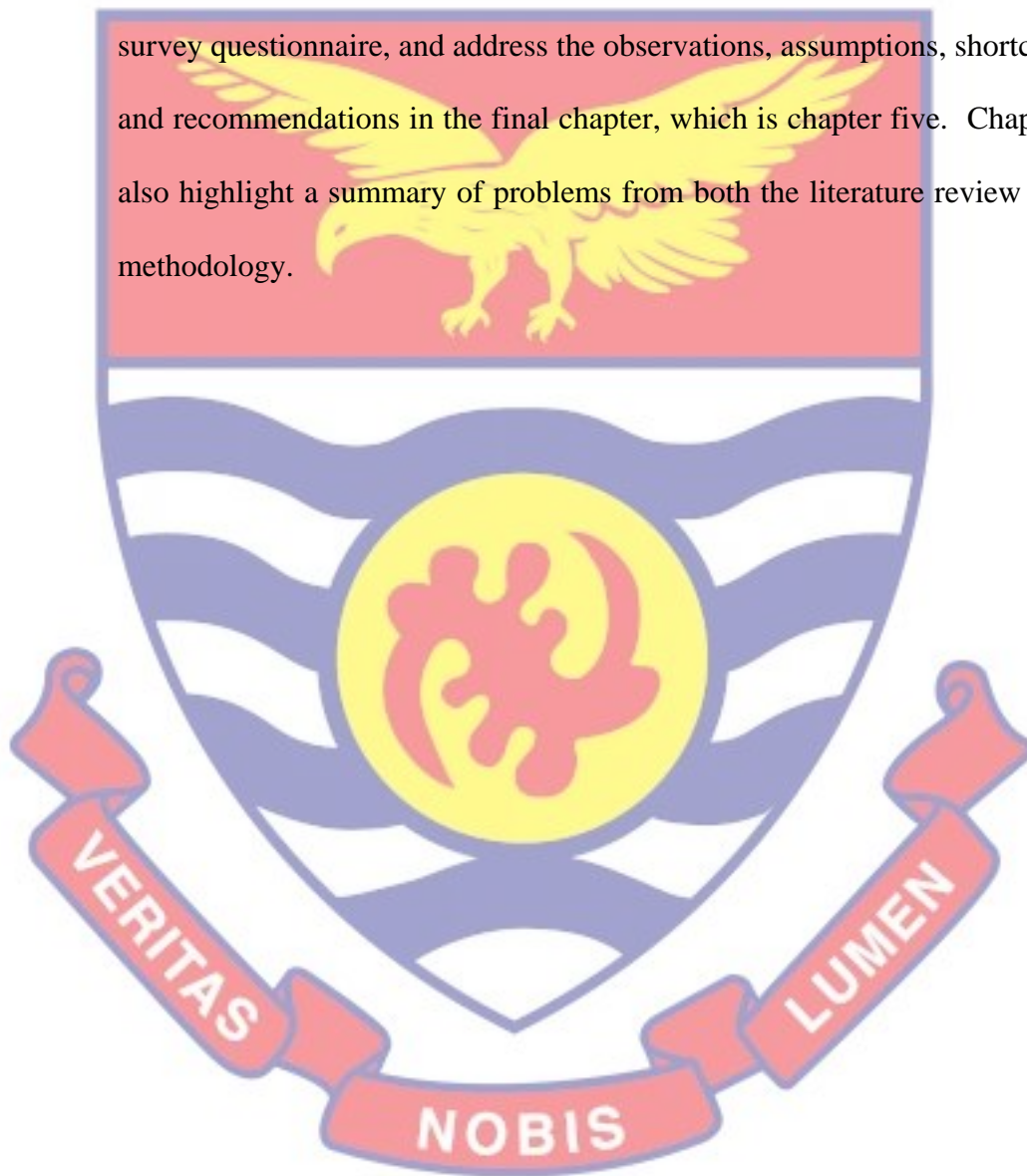
Organizational Performance

Organizational performance is determined on the basis of the following measures, as well as an evaluation of those indicators (Hakala, 2011). The number of units produced, processed or sold is said to be quantity; it acts as a good objective performance indicator.

Organization of the Study

The research is organized into five chapters for the purpose of this study. Chapter one focuses on the introduction of the study, which includes the context, the problem statement, the goals and research questions, the nature of the study, the importance of the study, the meanings of key words and the organization of the study. Chapter two follow this, offering detailed reviews of

the study's related literature in order to include the study's theoretical and empirical perspective. The research methodology that is used in the study is illustrated in chapter three. The research instrument is explained in tandem with its strengths and limitations and also identify the sample and data analysis. Chapter four report, evaluate and explain the analytical results obtained via the survey questionnaire, and address the observations, assumptions, shortcomings and recommendations in the final chapter, which is chapter five. Chapter five also highlight a summary of problems from both the literature review and the methodology.



CHAPTER TWO

LITERATURE REVIEW

Introduction

The focus of this research is to examine the relationships between decent work, work engagement and organizational performance, as well as the perceived level of decent work at the Ghana Immigration Service. A summary of the current related literature of decent work, work engagement, and organizational performance is described in this chapter. This chapter also addresses the ideas undergirding the research and the formulation of hypotheses for the study. The chapter also looked at specific objectives for the analysis, such as empirical findings and the conceptual framework. First, the theories which support this study are examined.

Theoretical Framework

This research made use of two hypotheses relating to it. There are Working Theory Psychology (PWT) and Job Demand Resource Model (JD-R) theories. The research used these theories to describe the effect of decent work as a mediator on work engagement and organizational efficiency, and work engagement.

Psychology of Working Theory

Duffy, Blustein, Diemer, & Autin, (2016) suggested the Psychology of Working Theory (PWT), a newly proposed paradigm that seeks to explain the working experiences of individuals in general and, in particular, those suffering from tight budgets and vilification. PWT seeks to clarify all people's work experiences, especially by focusing on contextual variables that predict the

security of decent work (Duffy et al., 2016). Work theory psychology is designed to be inclusive of work and career, concentrating on the broad spectrum of work-related problems, including but not limited to career choice and growth, and eventually focusing on processes as well as individuals.

A methodological goal of working psychology is to investigate the psychological dimensions of working and the smooth way it takes place in human life. It offers hypotheses and activities that directly confront the large disparities that are usually most apparent in work in life circumstances. The core assumptions of the PWT were recently outlined by Blustein (2013), which are presented below:

- Work is an important aspect of life and an integral part of mental health.
- In describing the psychological essence of working, no one empiricism should be privileged over another.
- There should be an inclusive psychological analysis of working, welcoming everybody who works and wishes to work across the world.
- In many cases and situations, work and nonwork experiences are closely intertwined.
- Work involves market efforts and caregiving work, which is also not socially and economically sanctioned.
- Working has the capacity to meet three basic human needs: the need for security and power; the need for social interaction; and the need for self-determination.
- Careful considerations of the related social, economic, political, and historical forces that form, constrain, and promote many aspects of contemporary work are required to fully understand the psychological nature of work.

This theory's primary purpose is to explain essential elements in the process of obtaining decent work. The theory conceptualized, identified and explained how the delivery of decent work contributes to the performance, work engagement and well-being of employees. Decent work is the theory's core construct, which consists of five factors: safe working conditions, adequate compensation, allowance for free time and rest, access to health care, and values consistent with one's personal and community values (Blustein, Olle, Connors-Kellgren, & Diamonti, 2016; Duffy et al., 2016).

Psychology of Work Theory (PWT) applies to this study in that when there are healthy working conditions, fair pay, free time and rest allowance, access to health care, and values in a specific workplace that are compatible with one's personal and community values, then decent work leads to work engagement and high performance of employees. This implies that the management should get all the necessary elements that creates a good working environment easier and simple.

Job Demand Resource Model (JD-R)

Bakker and Demerouti (2014) created the Job Demand Resource model. The Job Demand Resource model incorporates different previous models, such as Karasek's demand-control model in 1979, Hackman and Oldham's job characteristics model in 1980, Hobfoll's resource conservation model in 1989 and Siegrist's Effort-reward imbalance model in 2002. It operates on the premise that each occupation has its own risk factors that accompany work-related stress and employee well-being. The JD-R model works to ensure that each company has its own specific working climate. They are divided into two groups, namely job demand and jobs resources.

These two produce a mechanism of health deficiency in the company and a motivational process. Bakker, Hakanen, Demerouti and Xanthopoulou (2007) described job demand as an aspect of the job that requires continuous physical and psychological (cognitive and emotional) initiative and is coupled with certain physiological and psychological costs as a physical, psychological, social, and organizational aspect. In nature, job demand is not pessimistic, but can serve as job stressors. This occurs when work expectations are high in nature and require the employee to make a lot of attempts to achieve it (Thakur & Kumar, 2015).

The work resource on the side is the 'physical, psychological or organizational component of the job that is well-organized in achieving job objectives, reducing job demand and related physical and psychological costs and encouraging personal growth and development' (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). The principle applies to the current study that it is possible that workers participating in the workplace would improve their own work environment. The theory holds that workers are only engaged when there are high work requirements and increased job resources. This implies that management should have all the support needed by staff to meet their roles, priorities and objectives. This will yield greater commitment to work and make the workers happy with their job.

Conceptual Framework

Decent Work

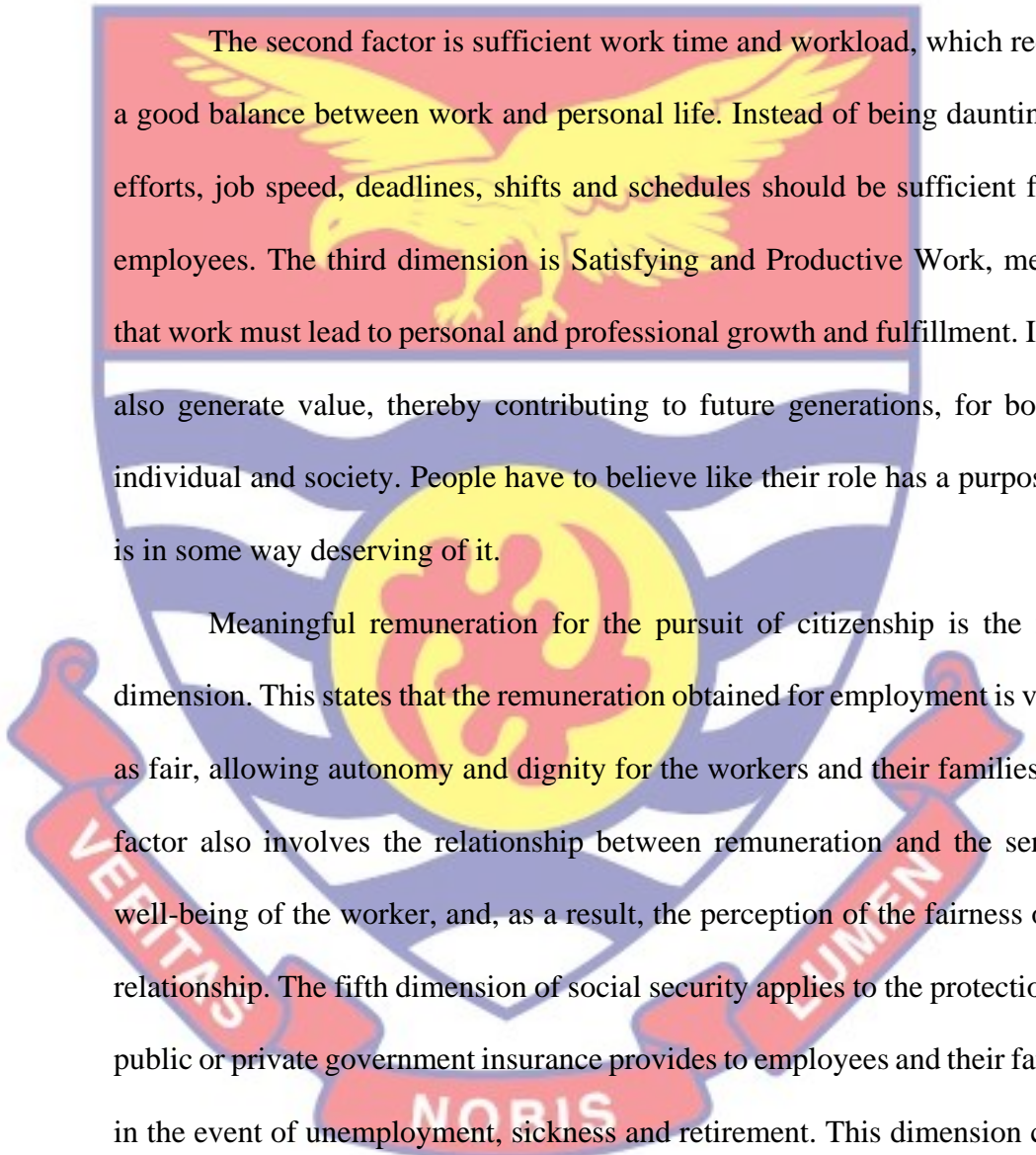
The International Labour Organization (ILO) has pioneered the concept of Decent Work (DW) since 1999 and, more recently, has been one of the Sustainable Development Targets for 2030 (United Nations, UN 2015 as cited

in Connor, 2015). This structure has a long history and has been established to achieve its current meaning through many significant steps (conferences, treaties, declarations, etc.) (Ferraro et al. 2018). In raising awareness of social justice and working conditions, the Universal Declaration of Human Rights in 1948 (UN 1948) and the International Labour Organization (ILO) foundation, along with the United Nations (UN), played a crucial role. The synergy between the idea of decent work and the four key principles underlying the behavior of the ILO, which are freedom, equity, security and human dignity, can be seen (Ferraro et al., 2018; Wicaksono & Priyadi, 2016). Therefore, principles such as work-life balance, career management, unemployment, engagement, and compensation are included in these ideals (Ferraro et al. 2018).

In 1999, Juan Somavia, Director-General of the ILO, defined decent work as a people-centered approach and established four Decent Work strategic priorities in terms of jobs, social security, workers' rights, and social dialogue (Ferraro et al. 2018; Ghai 2002; Wicaksono & Priyadi 2016). Three Decent Work perception measures, a different concept of decent work from the description of ILO was identified by Duffy et al. (2017). However, a full and comprehensive explanation of the term was developed by Ferraro et al. (2018) to cover the full scope of the concept as originally defined by the ILO.

According to Ferraro et al (2018), the Decent Work definition is characterized by seven dimensions. The first dimension refers to the Basic Principles and Values at Work, which hold that justice, dignity, freedom, acceptance, fairness, confidence, consistency of expectations, engagement, unity and mental wellbeing must be expressed in work and the workplace. One aspect of this dimension, which is gender equality that ensures that no

discrimination exists and that opportunities and remuneration, for example, are equitable for women, is important to note. This is a cross-cutting objective for all facets of decent work. In addition, the value of non-discrimination has been applied to all classifications that can become a source of discrimination (Del'Olmo & Darcanchy, 2016).



The second factor is sufficient work time and workload, which requires a good balance between work and personal life. Instead of being daunting, the efforts, job speed, deadlines, shifts and schedules should be sufficient for the employees. The third dimension is Satisfying and Productive Work, meaning that work must lead to personal and professional growth and fulfillment. It must also generate value, thereby contributing to future generations, for both the individual and society. People have to believe like their role has a purpose and is in some way deserving of it.

Meaningful remuneration for the pursuit of citizenship is the fourth dimension. This states that the remuneration obtained for employment is viewed as fair, allowing autonomy and dignity for the workers and their families. This factor also involves the relationship between remuneration and the sense of well-being of the worker, and, as a result, the perception of the fairness of this relationship. The fifth dimension of social security applies to the protection that public or private government insurance provides to employees and their families in the event of unemployment, sickness and retirement. This dimension can be viewed as a distal appreciation of the contribution workers make through their jobs by society.

Opportunities, the sixth dimension, relates to the opportunities for future changes in the employment of employees, in terms of schooling, rewards,

income and professional role and challenges. Workers' views of their own employability and entrepreneurship are included in this dimension. Finally, the seventh dimension, Health and Safety, concerns the expectations of employees that they are shielded from physical and psychological health threats at work. Working environments are thus viewed as secure, allowing physical and psychological integrity to be maintained.

All seven dimensions help individual employees, as well as the idea of decent work as a whole, but numerous agents, such as markets, organizations, politicians and national leaders, also benefit. This can occur not only at the national level, but also at the global level, showing the value that decent work should be provided to the world (Ferraro et al. 2018). The situation of ensuring sustainable jobs for men and women alike is decent work, which serves to safeguard workers' rights, to empower workers to engage in social debate and to provide sufficient social security when individual workers are not working either on retirement, leave, disability and/or even.

Decent work has been integrated into the Millennium Development Goals, according to the UNDP 2015 report, to be reached by all countries by 2030. According to Nizami, and Prasad (2017), the notion of decent work aims to achieve the well-being of workers before, during and after work (retirement) as viewed by some scholars in a more detailed way to reaffirm the conventional goal of the ILO, which also describes the multifaceted essence of the notion of decent work.

There are several synonyms that seem to represent good job principles such as good work, quality of jobs and satisfaction with work and are thus alluded to as the family of names. Since ILO did not include the views of

academic scholars in the conceptualization of the concepts because of its political base, some scholars claimed that decent work principle lacks a theoretical basis. Most European scholars prefer the title 'employment quality' to 'decent work,' according to Burchell, Sehnbruch, Piasna and Agloni (2013). Yet, Nizami and Prasad (2017) disagreed with the statement made by Burchell,

et al. (2013) and stressed that the definition of 'decent work' is more comprehensive than 'quality of jobs' because the worker's aspiration is assured by decent work.

Determinants of Decent Work

Ghai (2003), and ILO (1999, 2013) illustrate the principles of decent work, models, metrics, and assessment. The conceptual structure for decent work, as expressly stated by Director-General Juan Somavia, is based on four main elements. These four components include sustainable jobs for both men and women, security of the rights of all workers, social protection and social dialogue, and these four substantive components are further broken down into eleven main indicators that form the conceptual basis of decent work.

These consist of job creation opportunities, work that provides sufficient income and increases productivity, adequate working hours that do not adversely hamper the health of employees and allow individual workers to have sufficient time for their families and personal lives, safe and secure work, unwanted work such as forced and child labour, adhering to zero employment discrimination, occupational safety, social protection as well as social dialogue and workers representation (Ghai, 2003; ILO, 2013).

Empirical literature has attempted have predicted decent work at individual levels, such as Moussa (2017) in Ivory Coast, Mackett (2017) in

Gauteng City-Region in South Africa, while Pautz and Stuart (2016) have researched what people considered as decent work in Scotland. Nizami (2017) focused at decent levels of work in the IT industry in India at the firm (meso) level. Although the empirical methodology followed by these scholars in the measurement of decent work indices differs across studies, these studies were made possible by measuring decent work indices. For example, Ghai (2003) developed decent work indexes using a simple methodology for 22 OECD countries with monolithic characteristics, where countries were given a score of 1 as the best and 22 as the worst for each current indicator. In order to decide the countries with the highest decent work index, the scores of each individual item were then averaged at equal weight and normalized between 0 and 1.

Some studies Nizami and Prasad (2017) developed a composite index of decent work for the I.T industry using the normalization concept of the UNDP's nine indicators. Social and job characteristics such as age, sex, educational background, social class, marital status, migration, ethnicity, geographical position, occupation, form of employment and institutional sector were the key determinants of decent jobs. Nizami and Prasad (2017) and Mackett (2017) found that in India and Gauteng, males were more likely to have high decent work compared to females, while Moussa (2017) found no statistical significance in Ivory Coast in terms of decent work between males and females. As one change from rural to urban areas, job quality also increases, indicating a high decent work in cities defined by Moussa (2017).

Work Engagement

One important concept to recognize when it comes to the relationship between a company and its workers is work engagement. Work engagement is

seen as something beyond fulfillment, which defines the discretionary effort of an employee. Work engagement has many axes, and this according to Hoole and Hotz (2016), one of which is decent work. Thakur (2014) clarified that the present test is not only about talented workers, but about truly engaging them, capturing their minds and hearts at each point of their working lives. Work

engagement is a concept that is rooted in science and also demonstrate that human condition itself at the most critical level is influence by dynamic marketplace as a fundamental driver of business performance. Robinson and Hayday (2007) suggested that the level of dedication and involvement that an employee has towards their company and its core values is next to work engagement.

An employee who is interested learns about a corporate structure and works to enhance the company's efficiency with colleagues in the workplace. Thakur (2014) classified work engagement as the point at which staff concentrate on an entity or item in their business, how hard they work, and to what degree they remain because of that. The right feeling that workers have in the direction of their jobs and the motivation and commitment they put into it is work engagement (Macey & Schneider, 2008). Robinson, Perryman, and Hayday (2004) described work engagement as a "positive attitude of employees towards the organization and its significance. An engaged employee is open to the unique ideas of the business and works with colleagues to enhance the organization's efficiency. The organization must work to establish and nurture engagement, requiring a two-way partnership between the employer and the organization."

The seminal work on "psychological conditions of personal engagement and disengagement at work" Khan described engagement as "the harnessing of the self-employed members of the company to their job positions." He added that during role performances, "in engagement, people employ and express themselves mentally, cognitively and emotionally" (Khan, 1990). Therefore, a worker who wants to be fully engaged must perform their work wholly. He also stressed that in the event of fulfilling roles provided to them by their organization, an engaged worker requires a complete psychological presence. Khan claimed that when performing job roles, mentally behaved employees are very attentive, linked to the business, integrated, and centered. Disengaged workers, on the other hand, remove themselves from their work duties and are often less enthusiastic.

Bakker, Oerlemans and Ten Brummelhuis (2016) advocates another approach to work engagement, which considers engagement to be a particular mental state that is optimistic, satisfying, and work-related. Engaged workers look at them as demanding instead of looking at their work as stressful. With their work, they have a clear sense of vibrant connection. The creation and development of positive psychology has also empowered this outlook (Araújo & Esteves, 2016).

Some authors believe that the relationship between decent work and organizational success is influenced by work involvement (Ariza-Montes, Giorgi, Hernández-Perlines & Fiz-Perez, 2019), considering that engagement and decent work are proportional to work-related performance (Nimon & Shuck, 2020). However, we take another view in the present review, which

supports the notion that loyalty and decency are complementary (Schaufeli, 2012).

According to this view, the three dimensions of commitment are: vigor, absorption, and devotion (Bakker et al., 2008). Vigor refers to high levels of energy and mental endurance in terms of job assignments, the ability to spend effort in work, and the willingness to persist in the face of barriers. Thus, when facing challenges at work, a worker who feels vigorous in his / her work is highly motivated and more likely to be persistent. Absorption is identified by being so focused, obsessed and happily immersed in work that time passes quickly and you have trouble removing yourself from work. Finally, dedication refers to a deep interest in one's work, a sense of passion, motivation, pride, challenge, and significance (Bakker et al. 2008).

Work Engagements among Ghana Immigration Service (GIS)

The Ghana Immigration Service is a vital driver of the development of the country. In economic and social growth, this service is greatly required. The service facilitates migration, which contributes to the economic, social, and developmental interests of Ghana and its resident communities. Work engagement at public agencies has emerged as a potentially relevant issue for employee efficiency and organizational management, according to Simpson (2009). Sulistiowati, Komari, and Dhamayanti (2018) argued that public sector management uses employee engagement to get workers to go an extra mile with their institutional efforts. Decent work is a major driver of work participation (Hoole & Hotz, 2016).

In the drive to understand and reflect the concept of the link between higher institutions and their workers, work engagement is a big idea. Employees

at GIS are certainly regarded as indispensable to the achievement of harmony. In support of this argument, Donkoh (2016) guarantees that the border crossings of legitimate travelers on approved routes are facilitated by employees at GIS. Sung, Yee, Bahron, and Rahim (2017) clarified that public sector job engagement helps to improve employee efficiency.

Byrne and MacDonagh (2017) addressed the role of higher education staff in work and organizational engagement. Their research examined various job circumstances, the physical, cognitive and emotional context of involvement by suggesting that they have different effects on employee engagement. They concluded that their loyalty has a lot to do with respect for one's work.

Organizational Performance

Employee performance is described as the role of the performance of the employee on specific objectives consisting of specified standard job descriptions (Popova & Sharpanskykh, 2010). Job performance encompasses activities and acts depicted by workers that conform to the objectives of an organization (Rotundo & Sackett, 2002). This concept is in line with the dominant methodology used to assess work performance, which is supervisor and colleague performance ratings (Newman, Nielsen & Miao, 2015). Al Kahtani (2013) concluded on employee results those intelligent employees should control their feelings to maintain a good attitude to produce better job performance.

Because of the importance of its high efficiency in the workplace, organisations are very concerned with employee results (Mendes & Stander, 2011). The significance of employee efficiency, however, depends on the

amount of work, the organizational objectives and purpose, and the organization's appropriate actions (Verbeeten, 2008). Bothma and Roodt (2012) established that task and contextual performance are two major types of employee performance. Project performance explains the individual employee's execution of the core functions which are formally defined in his or her job description.

Parallel to this, conceptual performance involves tasks that are voluntary and not in the job description in which an individual helps and strengthens the environment in the workplace. Contextual performance includes an employee's ability to see what needs to be achieved even though it is not part of the job description outlined, and to convey positive attitudes to and between supervisors, colleagues and stakeholders (Myers & Sadaghiani, 2010).

The described performance of employees by Olaniyan and Obadara (2009) is an act of completing or executing the task of a given organization. It can also be stated that employee performance is the productivity and effectiveness of employees in carrying out duties that lead to the achievement of corporate objectives. In relation to limitations faced by the staff, Lqbal, Ljaz, Latif, and Mushtaq (2015) described employee performance. Waiyaki (2017) also defined employee performance as an integrated process to improve employee performance by synchronizing their actual performance with the desired or specified result (and with the organization's strategic objective) through a variety of tools, such as informal, day-to-day, and formal / systematic standard-setting, appraisal and evaluation

Similarly, Job performance can be characterized as the importance of the behavior of employees that lead to the achievement of organizational goals,

either positively or negatively while Task performance is the conduct of workers who are directly involved in the transformation of organizational resources into the products or services created or provided by the organization (Pritchard, McCollum, Sundal, & Colquit, 2014). Aguinis (2009) also clarified that employee output is conduct replaced by workers themselves in a similar way.

Employee performance is the collection of actions that can be found in which workers actually participate. In a given circumstance, success is therefore a function of individual ability, abilities and effort.

Bhuvanaiah and Raya (2015) argued that an employee's success was dependent on three fundamental reasons, i.e. motivation, work environment, and ability to do work. These three variables are also progressively related and dependent on one another. Overall, performance is seen as the inclination to skilfully combine the right behaviour to accomplish organizational objectives and goals. For instance, Dobre (2013) found that productivity and job performance are both relevant when analysing how the workplace environment impacts employee morale. He asserted from another point that they are not inspired; their performance is not enhanced or they are below par if the working atmosphere is not liked by the employees.

Performance appraisal has become an integrative process by which the perception of the objectives of an organization and its progress in contributing to them by an individual is assessed. For both executives and their subordinates, performance assessment is an ongoing practice. Therefore, this means that managers must set the desired performance standards that the company needs to achieve for the time in question. This allows the company to regulate the performance of the workforce. It is important to remember that performance

management is an operation that ensures that the company's goals and objectives are regularly met in an efficient and successful way. Performance management may concentrate on employee performance, department performance, processes to create a product or service, etc.

Performance is determined on the basis of the following measures, as well as an evaluation of those indicators. (Hakala, 2011). The number of units produced, processed or sold is said to be quantity; it acts as a good objective performance indicator. On the other hand, it is possible to calculate the quality of work carried out by many methods. One such metric is the percentage of work output that has to be redone or is refused. Timeliness is also a performance metric, which is how fast work is done, and the downtime of the average customer is a strong timeliness measure. The cost of the work performed is often related to cost-effectiveness and can only be used as a performance metric if the worker has any degree of cost control (Hakala, 2011). Policy adherence; employee deviations from policy signify an employee whose performance expectations are not well matched with those of the company.

Empirical Review

Decent work and Organizational Performance

The essence of decent work; safe working conditions, fair pay, free time and rest allowance, access to health care, and principles compatible with one's personal and community values can decide the fashion and magnitude that an employee can achieve in performing his duties in accordance with the psychology of work theory (Victor, 2018). Chiang and Birtch (2008) concluded that performance expectations and perceptions are likely to be influenced by

decent work. Previous research also indicates that a business's decent working climate affects the efficiency of workers (Musetuzi, 2019).

Work features (ability range, importance of assignments, autonomy, and input from others), incentives, competitiveness and self-efficacy of workers may all have a positive effect on employee performance (Olugbade & Karatepe, 2019). Literature embraces employee performance through motivation, work climate and work capacity, suggesting that healthy working conditions, fair pay, free time and rest allowance, access to health care, and consistent principles that come from an organization greatly boost employee performance (Schaufeli & Bakker, 2010).

Musetuzi (2019) found that healthy working conditions, fair pay, free time and rest allowance, and access to health care support have dominant effects on employee performance, while consistent values do not affect employee performance when the previous factors are managed. Employees who are provided with safe working conditions, fair pay, free time and rest allowance, and access to health care support are also more likely to demonstrate high performance levels. Al-Ahmadi (2009) suggest that improved working environments are correlated with high levels of employee efficiency.

According to Ferraro et al. (2018), decent work has recently become a critical part of the goal of any organization. Companies are motivated to work in a decent working atmosphere in other companies to get the best out of any employee. This will encourage the staff to work at their best. Decent work not only improves the efficiency of workers, but also positively impacts the organization's work engagement. This liberates the superior from repetitive tasks, allowing him enough time in the company to consider more reflective

duties. For both sides, this contributes to high employee performance. Employees achieve more productivity when there is a good working setting. Decent work will lead to work engagement that will cause employee performance to improve accordingly.

Nizami and Prasad (2017) explained that workers become more imaginative in the course of decent work, and they are able to expand and improve themselves. The advantages that decent work has given them make them happier and happy with their work. In addition, Said (2010) claimed that earnings, job security, social welfare, decision-making engagement and others are all characteristics of good work at work. For example, if you have a working environment that can produce at its best, decent workers are able to produce. The following hypothesis is suggested based on the preceding discussion:

H1: Decent work has a positive influence of Organizational performance.

Work Engagement and Organizational Performance

Two broad arguments base the mediating role of work commitment on the relationship between decent work and employee performance. The first is that decent work affects the performance and engagement of employees and, at the same time, work engagement will affect the performance of workers through meaningful jobs for both men and women, security of all workers' rights, social protection and social dialogue.

Scrima, Lorito, Parry and Falgares (2013) and Musenze, Thomas and Lubega (2014) have shown in past studies that decent work is intended to make workers more efficient. At the same time, studies by Kashyap and Arora (2020) demonstrate that employee success has a positive effect on work engagement.

Therefore, an efficient good working environment contributes to job commitment and thus increases the performance of employees.

In a study to examine the mediating role of work engagement in the link between decent work and employee efficiency (Scrima, Lorito, Parry & Falgares, 2014). As a mediator of the relationship between decent work and employee efficiency, the study explored work commitment. The study tested Hallberg and Schaufeli's (2006) proposal that job commitment, using a survey of 405 Italian working adults, is a mediator of the relationship between decent work and employee performance. Mediation effects methodology and structural equation modeling were applied to the collected data in order to evaluate the model. The findings validated the current evidence to support the mediating role of work engagement in the relationship between decent work and the performance of employees.

Conceptual Framework

A conceptual framework is referred to as a map or guide that keeps together the variables of interest for the study process, according to Sinclair (2007). In Figure 1, the conceptual structure guiding the analysis is clearly indicated. It was forecast from Figure 1 that decent work has an impact on the output of employees. The system indicates that job participation is often influenced by decent work. Variables impact employee efficiency as a result of job commitment. In the relationship between decent work and employee efficiency, work engagement acts as a moderator.

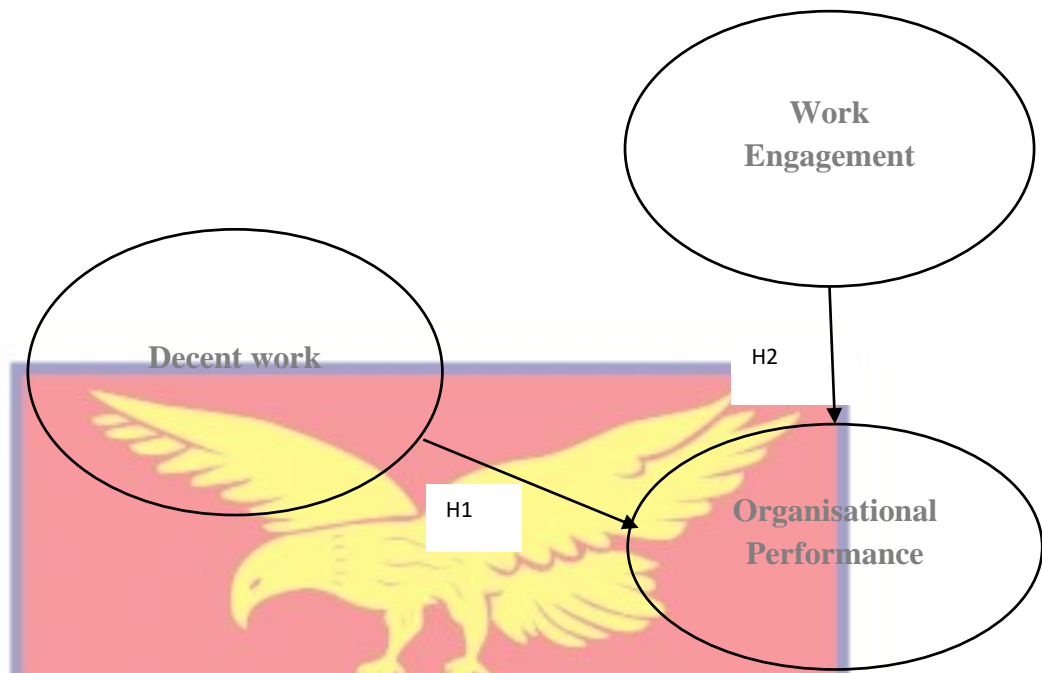


Figure 2: Conceptual Framework

Source: Field Survey (2021)

Chapter Summary

Psychology of Working Theory (PWT) and Job Demand Resource Model (JD-R) were generally discussed in this chapter. These theories were used in the research to describe the effect of decent work on work engagement and organizational performance, work engagement as a mediator, as well as empirical analysis and study conceptual review. A conceptual structure for the research was built out of the above literature review and focused on the study objective. One inference that can be taken from the lecture review is that decent work has a positive impact on the morale of workers and the dedication to work. Work engagement has a positive impact on the success of workers. The mediating role of work engagement in the relationship between decent work and employee effectiveness is also discussed in this chapter. There is a direct correlation between the two factors that can enable us to develop and validate

the various aspects of the Ghana Immigration Service in relation to decent job, work engagement and employee performance.



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter concentrated on the methods used in the study. To address the research query, the chapter first presented the research paradigm, research design and population of the study. The chapter further discussed the study's sample and sampling methods. Finally, the chapter focused on the processes, tools and techniques used to collect and analyze data.

Research Paradigm

This study follows the positivism approach to research paradigm which allow the researcher understand the topic within the descriptive casual frameworks (Malhotra, 2004). Proponents of positivism paradigm explains that this approach involves researching into an observable social observation and coming up with conclusions and generalizations (Cooper & Schindler, 2008). Specifically, positivism paradigm involves the collection of data, analysis of collected data by use of statistical test of significance and finally present findings which are quantitatively reported.

This approach is adopted because the study involves collection of data on decent work, work engagement well as employee performance at the Ghana Immigration Service. These data are further analyzed to test for significance to accept or reject formulated hypothesis based on the theories of Psychology of Working Theory (PWT) and Job Demand Resource Model (JD-R).

Research Design

Research have affirmed that experiments, surveys, grounded theory, ethnography and case study are the prominent research designs to help a researcher approach a study (Creswell, 2014). Du Toit and Mouton (2013) defined a research design as a plan that illustrates the course of the research project. Research design can either be explanatory, descriptive or exploratory (Saunders & Lewis, 2012). Ellis and Levy (2010) clarified that descriptive survey captures brief moment in time and compares it to how a camera views a single frame of an object, draws conclusions from a passing data set and generalizes further over a longer period of time over the state of affairs.

Kothari, (2004) also suggested that the purpose of the descriptive survey is to provide an overview of the state of affairs as it currently exists. Descriptive research is aimed at careful observations and thorough documentation of a subject (Sahin & Mete, 2021). Rahi, Alnaser and Ghani (2019) revealed survey, on the downside of adopting descriptive survey, is susceptible or easily affected by the implementation of biases in measuring instruments and by a relatively painful and time-consuming process of study design. This study is based on the descriptive survey research design to evaluate people's awareness, values, expectations and satisfaction about decent work, work engagement and employee performance at the Ghana Immigration Service.

Research Approach

There are three key approaches to analysis, namely, the qualitative approach, the quantitative approach and the mixed approach, according to Cresswell and Clark(2017). Bryman and Bell (2015) clarified that quantitative research gives the researcher some benefits in terms of administration, time and

expense, no interviewer inconsistency, the absence of interviewer impact or ease for respondents, rather than qualitative research. Actually, compared to qualitative analysis, quantitative research is inexpensive.

Curran and Blackburn (2001) recognized that in business and management studies, this option is increasingly advocated. The quantitative study was deemed acceptable because it enables the researcher to collect data on the basis of highly organized research instrument(s) and well-defined study concepts and associated variables through systematic collection procedures (Rahi, Alnaser & Ghani, 2019). Quantitative research data interpretation is quick and clear (Malhotra, 2007). Quantitative analysis, on the other hand, often has disadvantages that ignore a very significant human factor, such as the thoughts, actions, and feelings of the respondent.

Study Organisation

The analysis was carried out by the Aflao Sector of the Ghana Immigration Service. For the report, the Ghana Immigration Service was chosen because the organization is a government agency that is put under the Ghana Ministry of Interior's common domain and designs its own work environments. The Ghana Immigration Service Aflao sector is located in Aflao, in the Volta Region of Ghana, close to the borders. The Immigration Department was successfully turned into a Parliamentary Service in November 1989 by PNDC Law 226. The Ghana Immigration Service remains, to date, the only Ghanaian body allowed to control and track the entry, residency, jobs and exit from the country of non-Ghanaians.

The GIS was chosen for a variety of reasons, first a range of changes have made immigration issues and problems more common now than ever

before. The September 11, 2001 terrorist attack in the US; changes in the mobility of the world; the ease of movement of people, particularly investors; and the trans nationalization of crime have prompted governments around the world to begin to pay careful attention to migration issues. Therefore, to put their best to work, Ghana has to follow the most robust, sound and dynamic

legal structures and policies for employees in the service. Hence, by testing how decent GIS is, this study can contribute to such an effort.

Second, both domestic and international stability, investment and employment, as well as bilateral and multilateral ties are affected by the acts, commissions and omissions of the GIS. Studying the GIS will also inform policy changes that will enhance the degree of job participation and thus increase these dimensions of national growth. Finally, the GIS functions and obligations are omnipresent, covering the country's length and breadth. The key to carrying it out successfully is to consider the essence and scope of such a large mandate.

In addition, the implementation of such an enormous mandate means that it is important to establish various methods and techniques to tackle the particular problems and problems relevant to specific contexts. This research may be a starting point to discover what the right techniques and methods could be for the employee to achieve the best results.

Study Population

Kothari (2004) describes the population as a whole society with similar measurable features of individuals, events or artifacts. The entire aggregation of causes that fulfill a designed set of criteria is population (Graneheim & Lundman, 2004). Ngechu (2004), in a research-based investigation, describes

the word population as a collection of elements, events, individuals, or group of things. The population can be seen as the target community in which the researcher is involved in gathering information and drawing conclusions, according to Ellis and Levy (2010).

In addition, this study describes the target population as a complete collection of cases or elements with certain general measurable characteristics of a specific nature that are distinct from other populations. Magu and Kibati (2016) agrees that a population is a well-defined collection of investigated entities, resources, elements, activities, groups of items or households. The target population for this study encompasses the total number of Ghana Immigration Service; Aflao Sector employees. Therefore, the total population is 253 Ghanaian workers.

Sample and Sampling Procedure

A sample size is the number of results included in the analysis study (and it is the "absolute size of the sample that is important, not its population size." Bryman and Cramer (2012) squabble that the best sample size depends on the level of precision needed, the degree of population heterogeneity and diversity, and the number of different constructs simultaneously analyzed when analyzing data. Precision and optimism will assess the sample size.

The study resulted to a census and therefore, all 253 employees in the Ghana Immigration Service's Aflao sector was used. The census survey is defined by Farooq (2013) as a complete enumeration of a universe where a universe can be a place, a group of people or a specific location from which data collection can be possible. Accuracy is one of the key benefits of the census

survey since each and every unit of the population had to be analyzed before any concrete conclusions were drawn.

Data Collection Instrument

The study utilized primary data with a standardized close-ended self-administered questionnaire used to collect data of the analysis. The close-ended questions asked the respondents to choose from a given set of answers and enabled the respondent independent option to evaluate each possible response. Malhotra, Birks and Wills (2013) said that if factual information is required from a large number of people, the use of a questionnaire is a realistic way forward. Based on the literature review, the nature of the questionnaire was determined. Most of the questions used were adapted and updated from previous studies and were evaluated in the previous research by the author.

It also used a Likert scale, which is more helpful if behavior, attitude, or other phenomena of interest need to be evaluated in a continuum (Ellis & Levy, 2010). Groves, et al. (2011) clarified that questionnaires have multiple advantages over other approaches such that it is easier to manage. Close-ended questions have the benefit of making analysis easy and efficient and have given the researcher the ability to monitor the study's data flow. For instance, mailed surveys are extremely resourceful in providing the researcher with information in a relatively short time at low cost.

The questionnaire used for this study included six (5) sections with 54 items. Section A was used to gather the respondents' personal data, as such variables were calculated in a categorical way. Sections B, C, D, and E were used to collect data on decent work performance, work engagement, and employee performance. All items in sections B, C, and D were measured on a

five-point Likert-scale, with 1 = I do not agree 2 = I somewhat agree 3 = I agree moderately 4 = I strongly agree 5 = I fully agree and E have Seven-point Likert scale with Never = 0 Almost Never = 1 Rarely = 2 Sometimes = 3 Often = 4 Very Often = 5 Always = 6. It was estimated that the questionnaire survey took thirty minutes to complete. The same set of questions were answered by all

respondents and all the survey answers were viewed as fully anonymous for individuals, although at the beginning of the questionnaire some demographic information was requested.

Validity and Reliability

In evaluating an instrument to obtain correct information from the respondents, data reliability and validity are key principles to be considered. The reliability level of a measuring instrument is calculated by the Alpha value of Cronbach. According to Robson (2002), according to the consistency of data gathering, there are three major weaknesses that are a mistake of the subject or participant, bias, and observer error. Saunders and Lewis (2012) suggested that a measuring instrument's internal consistency includes correlating the answers in the questionnaire to each question with other questions in the questionnaire. On the other hand, the validity of an instrument denotes how well an instrument tests the particular definition it is intended to measure (Saunders and Lewis, 2012). They added that before it can be legitimate, an instrument must be accurate, which means that a measuring instrument must be reliably reproducible, and that after this has been done, the instrument can then be scrutinized to decide if it is what it claims to be.

The investigator critiqued other related literature, such as studies Ferraro et al. (2018); Pereira et al. (2019) to ensure the validity of questionnaires, the

importance of which was determined by the essence of their research question and their own judgment. This is in line with the assertion by Cronin (2014) who explained that descriptive studies are carried out, unlike exploratory research, after the researcher has obtained a firm understanding of the situation being examined. In addition, before distributing the questionnaire to the respondents, the crafted questionnaire was presented to the project supervisor for vetting, correction, and approval. With the internal consistency approach (Cronbach's Alpha), the reliability of the constructs which made up the scale was calculated.

Data Collection Procedure

As indicated earlier, all employees at the Ghana Immigration Service Aflao Sector were the sample size for this study population. All junior and senior staff members from the various departments under the management of the Ghana Immigration Service were given an anonymous questionnaire. On average, within two weeks, the questionnaire was circulated and collected. Since not all respondents were literate, the language used throughout was English and local languages.

However, a cover letter and questionnaire were sent to the different participants via inter-office mail before the actual data collection. A week later, reminder messages were sent to them to thank the participants and to ask them to return the surveys. The information was gathered by the researchers manually to condone a high rate of response. To correct potential errors and to sort out misconceptions and misunderstandings, returned questionnaires were edited to ensure the integrity of the study to collect and organize data in such a way that it was appropriate and later used to perform the necessary analysis. According to the steps required by the University of Cape Coast dissertation writing

handbook, the study questionnaires were organized. Respondents were taken up with how to complete the questionnaire and instructed them to respond well to the questions as much as possible.

Data Analysis

Data analysis ensures that data elicited over the study period was interpreted sequentially to achieve the study objectives. The study ensured high retrieval rate and data cleaning before proceeding to actual analysis. The study made time to check for precision of responses to the questionnaire items. It was used as a means of screening data to elicit results from the field to identify missing values and outliers.

The data processing software includes the Social Sciences Statistical Kit (Version 24.0) for the generation of descriptive statistics and Smart PLS (3.0) for the evaluation of the reliability and validity of the calculation and structural models. The study employed the one sample t-test to analyze the first objective of the study and finally the study used OLS regression to test for the significant level of the objective two and objective three.

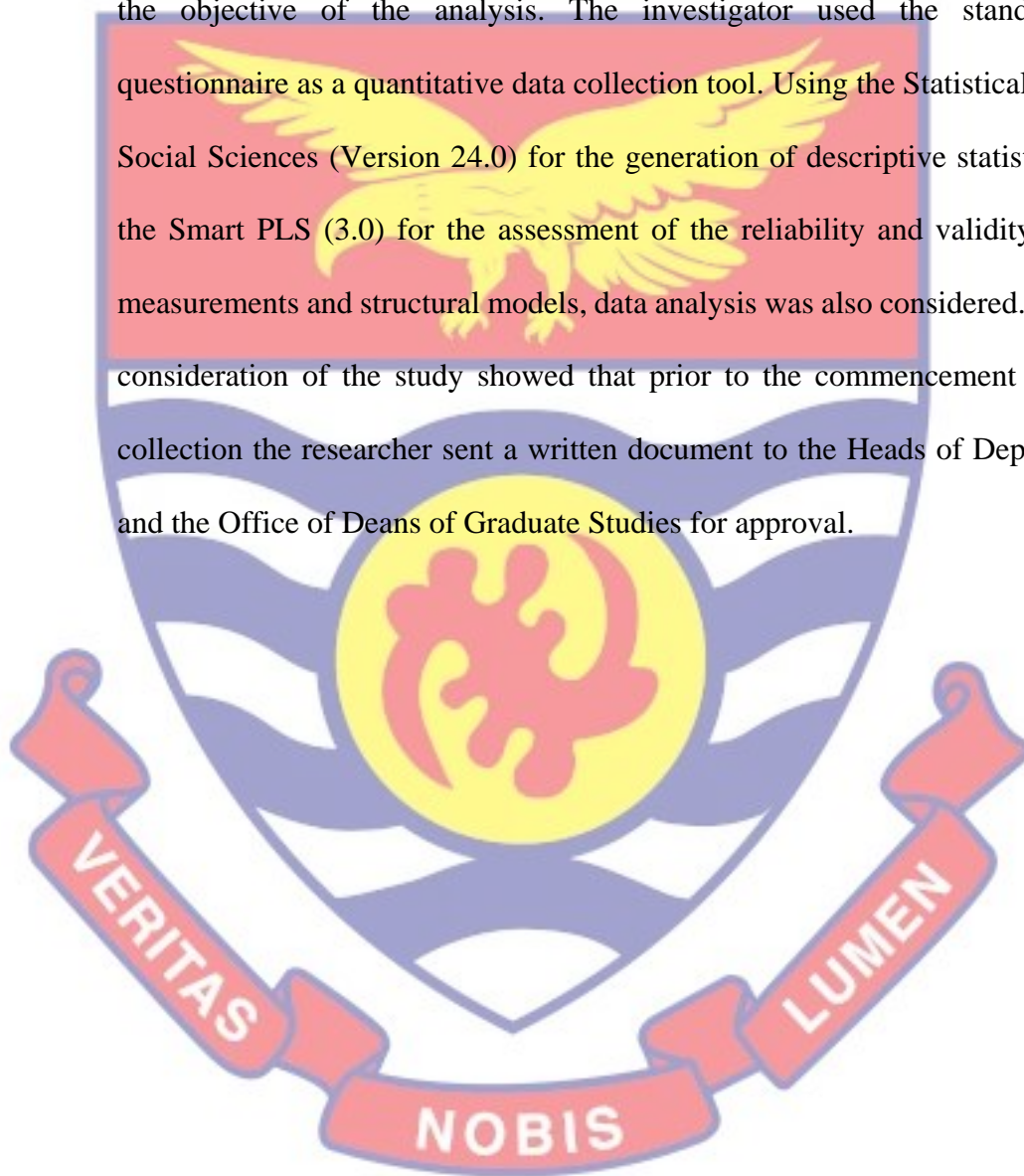
Ethical Considerations

This study is social research that used humans as respondents. As a result, certain ethical principles such as voluntary participation, informed consent, confidentiality, etc. were observed. In observing the principle of informed consent, the consent of respondents was sought before allowed to answer to the questionnaires. The researcher explained the objectives and purpose of the study to all prospective respondents for them to decide whether to take part or not to avoid deception. The researcher applied the principle of

confidentiality and ensured that names or any data given was not traceable to any specific respondent.

Chapter Summary

The goal of this chapter was to explain the techniques used to achieve the objective of the analysis. The investigator used the standardized questionnaire as a quantitative data collection tool. Using the Statistical Kit for Social Sciences (Version 24.0) for the generation of descriptive statistics and the Smart PLS (3.0) for the assessment of the reliability and validity of the measurements and structural models, data analysis was also considered. Ethical consideration of the study showed that prior to the commencement of data collection the researcher sent a written document to the Heads of Department and the Office of Deans of Graduate Studies for approval.



CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

The section begins with an overview of the effects decent work and work engagement on employee performance of the Ghana Immigration Service. An overview of the data collected from respondents is provided in this chapter. Averages, standard deviation (SD), frequencies, percentages and linear regression analysis are the statistical methods used in the study and presented in this chapter. To enhance readability, the findings are described in tables. This chapter focuses on the key research purpose as outlined in chapter one in accordance with the research objective. The first section discusses the respondents' demographics; the second section, however, outlines the research aims of the report.

Socio-Demographic Characteristics

This section provides results on the nature of the respondents for this study. The demographic characteristics describe the nature of the employees used as respondents for the study. In respect to the response rate, 16 out of the 253 targeted respondents did not fill the questionnaire or had made multiple and wrong selections on the same questionnaire. In view of that, the study focused on the remaining 237 responses which represent 93.7% response rate. The data was collected across various biographical details. It describes the nature of the respondents of the study. The results are presented in Table 1.

Table 1: Socio-Demographic Characteristics for Respondents

		Frequency	Percentage
Gender	Male	161	67.9
	Female	76	32.1
	Total	237	100
Age	Under 30 Years	143	60.3
	31-40 Years	71	30.0
	41-50 Years	19	8.0
	51-60 Years	4	1.7
	Above 60 Years	0	0.0
	Total	237	100
Marital Status	Yes	161	67.9
	No	76	32.1
	Total	237	100
Educational Level	Diploma	136	57.4
	First Degree	57	24.1
	Masters	7	3.0
	PhD	24	10.1
	Professional certificates	13	5.4
	Total	237	100
Number of Years in Service	Less than two Years	111	46.8
	2-7 Years	21	8.9
	8-13 Years	97	40.9
	14-19 Years	5	2.1
	More than 19 Years	3	1.3
	Total	390	100

Source: Field Survey, (2021)

The demographic features of the respondents from Table 1 indicates that 161 respondents out of the total 237 were males, representing a total of 67.9 percent of the study sample, while the remaining 76 were females representing

a total of 32.1 percent. The figure represents male dominated personnel as is always common, but there's cultural explanation or justification for the small number of female personnel. All across there is a justification that male security personnel outnumber their female counterpart.

Another interesting result is with respect to the age of respondents. In respect to age, the results indicated that most of the employees' aged below 30 years with a percentage of 60.3 percent, shadowed by persons amid the ages of 31-40 years (30 percent). These two age categories today recorded 214 respondents out of the today of 237. Respondents with ages of 41-50 years were 19 out of the 237 respondents, representing 8 percent, and finally, persons amid the ages of 51-60 years were only 4 representing 1.7 percent while no respondent fell in the age groups above 60 years. This suggests that respondents above the age group of 50 recorded the least. This is due to the age structure of the Ghanaian economy where most people retire at the ages of 60 years.

Furthermore, one can argue that the fact that the majority of the respondents were below the ages of 30 years shows that the sampled personnel have great potentials of well energetic staff who are highly poised for on the job skills and development and are dedicated to stay with their current job. It is believed in the culture of Ghana that elderly workers are considered responsible and would like to promote continuous service performance and delivery. This assertion is true considering a study by Berry, (2010), which demonstrates that age is a factor that can contribute in keeping employees on the job and increasing employee performance.

Another demographic result is the highest education level of the respondents. When it comes to educational level, those who were the majority

were those with diploma 136 (57.4 percent), followed by those with bachelor's degree 57 (24.1 percent). This descending pattern was distorted by recording the next highest educational level to be the respondents with PhD degree (24 of the total workers representing 10.1 percent) followed by those with Professional (13 out of the total of 237 respondents, representing 5.4 percent and finally those respondents with a Master's Degree (7 out of 237 respondents, representing 3percent).

This result is not astonishing considering the fact that the least entry qualification into the Ghana Immigration Service is the Diploma certificate. This seeks to minimize risks and protect assets, and encourage adherence to policies, rules, regulations, and laws in the organisational setting while keeping cost of employee benefits low. The demography on respondents' level of education show that a majority of respondents were "diploma and bachelor's degree" thus, 193 (81.4 percent) out of the total 237. This result indicates that mostly, immigration personnel enter with the minimum entry point and raise through the ranks.

Finally, the demographic characteristics indicates that 161 respondents out of the total 237 were married, representing a total of 67.9 percent of the study sample, while the remaining 76 were not married or single, representing a total of 32.1 percent. With respect to in service experience, the study's demographic characteristics revealed that majority of the study's respondents have in service for less than 2 years (111 out of 237, representing 46.8 percent). This was followed by 80-13 years (97 out of the total 237 respondents representing 40.9 percent. In service for 2-7 years followed with 21 out of the

237 respondents (representing 8.9 percent) and finally, 14 years and above in service with 8 out of the 237 respondents, representing 3.4 percent.

Descriptive Statistics and Pearson Correlation Matrix

The descriptive statistics presented include the mean, which is the measure of average, the standard deviation which is the measure of degree of variability, the skewness and the kurtosis values for each variable, as well the number of observations. This section also presented the Pearson's correlation matrix of the main instruments and variables of interest. The Table 2 below presents the descriptive and correlation matrix of the study.

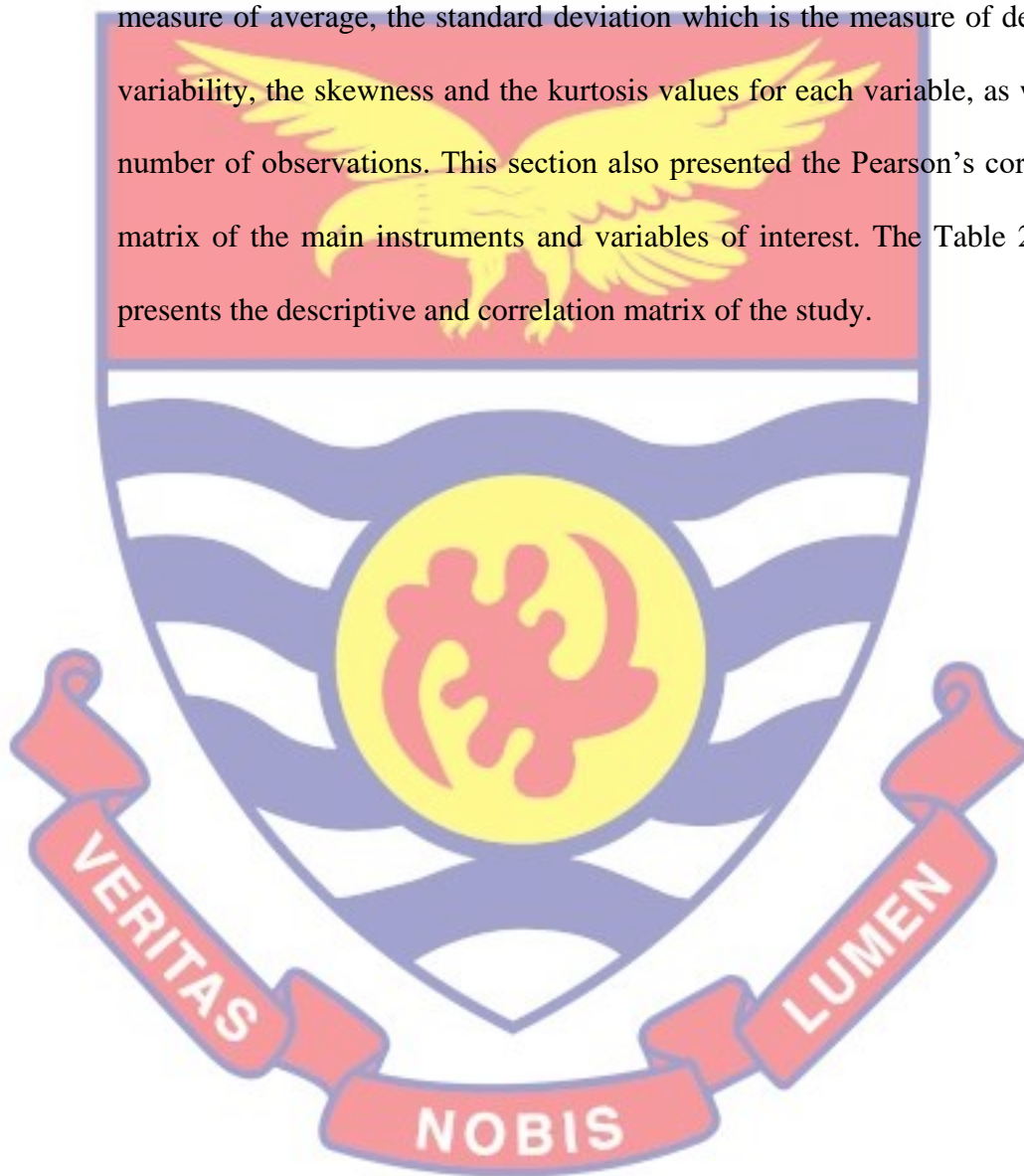


Table 2: Descriptive Statistics and Correlation Matrix

VARIABLES	A	G	MS	YS	EL	DW	WE	EP
Age (A)	1							
Gender (G)	0.241*	1						
Marital Status (MS)	0.395***	0.159*	1					
Years in Service (YS)	0.717***	0.308***	0.533***	1				
Educational Level (EL)	0.271*	0.149*	0.107*	0.247	1			
Decent Work (DW)	0.231**	0.178	0.307***	0.231**	0.503***	1		
Work Engagement (WE)	0.380*	0.180*	0.176**	0.155*	0.459***	0.501***	1	
Employee's Performance (EP)	0.401***	0.153*	0.455***	0.348***	0.103*	0.675**	0.538*	1
Mean						2.9812	2.8557	3.6962
Standard Deviation						0.5036	0.7721	1.1684
Skewness						0.119	0.124	0.497
Kurtosis						0.622	0.754	-0.552

Source: Field survey, (2021)

Note: *** represents significant at 1%, ** represents significant at 5%, * represent significant at 10%.

Table 2 presents the pairwise correlation matrix for all the variables in the study. Predictability, all the respective variable constructs used in the study have relatively acceptable correlation with the other variables. In order to establish whether there is a significant positive relationship between Decent Work, work engagement and employee performance, the Pearson product moment correlation coefficient was used. The results indicate that there is a significant positive relationship Between Decent Work and employee performance and also a positive and significant relationship between work engagement and employee performance among the sampled workers of the Ghana Immigration Service.

These results are consistency with best practice since all the correlation scores are less than 0.80. This according to Brooks (2019), there is no issue of multicollinearity in the pairwise matrix because the other variables do not score correlation coefficients more than 0.90 (Brooks, 2019). This implies that all the data variables can be entered into a regression model without any inconsistencies with the results and output.

The Level of Decent Work at the Ghana Immigration Service

The first objective of the study seeks to assess the level of decent work at the Ghana Immigration Service using the sampled data. This section evaluates the response categories of the contract measuring decent work of the sampled responses. Out of the 237 sampled responses, the results of the first objective are presented in the Table 3 below.

Table 3: One Sample t-test of Decent Work

Statement	Mean	SD	t-value	df	p-value
At my work, I am protected from risks to my physical health	2.93	1.479	0.000	237	3.37
I believe that I will have a retirement without financial worries (government or private system)	3.45	1.167	0.000	237	3.42
I consider the average number of hours I work per day to be adequate/appropriate	2.79	1.062	0.000	237	4.20
I have everything necessary at work to ensure that my health and safety are protected	2.46	1.240	0.000	237	5.62
I feel that am protected if I become unemployed	2.64	1.314	0.000	237	3.74
I feel that my family is protected through my private insurance and or state benefits	2.90	1.064	0.000	237	6.53
What I earn through my work allows me to live my life with dignity and independence	3.10	1.096	0.000	237	4.34
I feel that I am protected if I become ill	2.51	1.164	0.000	237	5.61
What I receive for my work allows me to provide for the wellbeing of those who depend on me	2.69	0.961	0.000	237	4.92
What I get out of my work allows me to live a personal feeling of wellbeing	3.05	1.077	0.000	237	6.21
At my work, there is trust among people	2.36	1.251	0.000	237	5.24
My work contributes to ensuring the success of future generations	3.15	1.321	0.000	237	4.18
Through my work, I can develop myself professionally	3.12	1.115	0.000	237	3.82
I have choices in the work I do which allows me to either work for others or myself	2.58	1.220	0.000	237	4.76
My well schedule allows me to manage my life well	3.18	1.110	0.000	237	5.73
In general, decision making at my work is fair	2.58	1.265	0.000	237	2.45
I think I have prospects to improving my salary	3.18	1.061	0.000	237	4.39
My work allows me to have time for my family	3.19	1.155	0.000	237	2.79
My work contributes to my personal and professional fulfilment	3.06	1.162	0.000	237	4.71
I have all the resources and support that I need to work safely	2.55	1.185	0.000	237	6.36
At my work, I am treated with dignity	3.05	1.339	0.000	237	3.78

Table 3 continued

I am free to think and express my opinions about my work	2.87	1.339	0.000	237	5.34
Overall, the environmental conditions in my work are safe and acceptable	2.96	1.428	0.000	237	5.08
At my work, I am accepted for who I am regardless of sex, age, ethnicity, religion political orientation etc.	3.06	1.398	0.000	237	5.23
Currently, I think there are work opportunities for an individual like me	3.05	1.265	0.001	237	2.08
I think I have opportunities to advance professionally (promotions, skills development etc.	3.34	1.080	0.000	237	3.75
I consider the pace of my work to be appropriate	3.11	1.154	0.000	237	4.07
At work, everyone can participate fully in decision making	2.72	1.299	0.000	237	6.31
The work that I do contributes to creating value for others (company, organization, enterprise, customer, society etc.	2.75	1.215	0.000	237	4.80
I consider the work I do to be decent	3.52	1.073	0.000	237	5.27
The financial earnings from my work are fair	3.19	1.257	0.000	237	3.71

Source: Field survey, (2021)

The specifics of the statements were: (1) At my work, I am protected from risks to my physical health [M=2.93, SD=1.479, $t(237)=3.37$, $p=.000$, 2-tailed], (2) I believe that I will have a retirement without financial worries (government or private system) [M=3.45, SD=1.167, $t(237)=3.42$, $p=.000$, 2-tailed], (3) I consider the average number of hours I work per day to be adequate/appropriate [M=2.79, SD=1.062, $t(237)=4.20$, $p=.000$, 2-tailed], (4) I have everything necessary at work to ensure that my health and safety are protected [M=2.46, SD=1.240, $t(237)=5.62$, $p=.000$, 2-tailed], (5) I feel that am protected if I become unemployed [M=2.64, SD=1.314, $t(237)=3.74$, $p=.000$, 2-tailed], and finally, (6) I feel that my family is protected through my private insurance and or state benefits [M=2.90, SD=1.064, $t(237)=6.53$, $p=.000$, 2-tailed].

(7) What I earn through my work allows me to live my life with dignity and independence [M=3.10, SD=1.096, $t(237)=4.34$, $p=.000$, 2-tailed], (8) I feel that I am protected if I become ill [M=2.51, SD=1.164, $t(237)=5.61$, $p=.000$, 2-tailed], (9) What I receive for my work allows me to provide for the wellbeing of those who depend on me [M=2.69, SD=0.961, $t(237)=4.92$, $p=.000$, 2-tailed], (10) What I get out of my work allows me to live a personal feeling of wellbeing [M=3.05, SD=1.077, $t(237)=6.21$, $p=.000$, 2-tailed], (11) At my work, there is trust among people [M=2.36, SD=1.251, $t(237)=5.24$, $p=.000$, 2-tailed], and finally, (12) My work contributes to ensuring the success of future generations [M=3.15, SD=1.321, $t(237)=4.18$, $p=.000$, 2-tailed].

(13) Through my work, I can develop myself professionally [M=3.12, SD=1.115, $t(237)=3.82$, $p=.000$, 2-tailed], (14) I have choices in the work I do which allows me to either work for others or myself [M=2.58, SD=1.220, $t(237)=4.76$, $p=.000$, 2-tailed], (15) My well schedule allows me to manage my life well [M=3.18.79, SD=1.110, $t(237)=5.73$, $p=.000$, 2-tailed], (16) In general, decision making at my work is fair [M=2.58, SD=1.265, $t(237)=5.73$, $p=.000$, 2-tailed], (17) I think I have prospects to improving my salary [M=3.18, SD=1.061, $t(237)=4.39$, $p=.000$, 2-tailed], and finally, (18) My work allows me to have time for my family [M=3.19, SD=1.155, $t(237)=2.79$, $p=.000$, 2-tailed].

(19) My work contributes to my personal and professional fulfilment [M=3.06, SD=1.162, $t(237)=4.71$, $p=.000$, 2-tailed], (20) I have all the resources and support that I need to work safely [M=2.55, SD=1.185, $t(237)=6.36$, $p=.000$, 2-tailed], (21) At my work, I am treated with dignity [M=3.05, SD=1.339, $t(237)=3.78$, $p=.000$, 2-tailed], (22) I am free to think and express my opinions about my work [M=2.87, SD=1.339, $t(237)=5.34$, $p=.000$, 2-

tailed], (23) Overall, the environmental conditions in my work are safe and acceptable [M=2.96, SD=1.428, $t(237)=5.08$, $p=.000$, 2-tailed], and finally, (24) At my work, I am accepted for who I am regardless of sex, age, ethnicity, religion political orientation etc. [M=3.06, SD=1.398 $t(237)= 5.23$, $p=.000$, 2-tailed].

(25) Currently, I think there are work opportunities for an individual like me [M=3.05, SD=1.265, $t(237)= 2.08$, $p=.000$, 2-tailed], (26) I think I have opportunities to advance professionally (promotions, skills development etc. [M=3.34, SD=1.080, $t(237)= 3.75$, $p=.000$, 2-tailed], (27) I consider the pace of my work to be appropriate [M=3.11, SD=1.154, $t(237)= 4.07$, $p=.000$, 2-tailed], (28) At work, everyone can participate fully in decision making [M=2.72, SD=1.299, $t(237)=6.31$, $p=.000$, 2-tailed], (29) The work that I do contributes to creating value for others (company, organization, enterprise, customer, society etc. [M=2.75, SD=1.215, $t(237)=4.80$, $p=.000$, 2-tailed], and finally, (30) I consider the work I do to be decent [M=3.52, SD=1.073 $t(237)= 5.27$, $p=.000$, 2-tailed]. (31) The financial earnings from my work a [M=3.19, SD=1.257, $t(237)= 5.27$, $p=.000$, 2-tailed].

In the light of the above discussion, the results indicated that majority of the sampled employees at the Ghana Immigration Service score high and perceive that their job is decent. This outcome agrees with the study by Ferraro et al. (2018) who argued that the security sector is creative by putting employee expectations of decent work at the forefront and thereby bringing relevant information about important topics in the quality of working life and general quality of life. The findings are also consistent with that of work theory psychology as explained by Duffy et. al. (2017). They suggest that Work theory

psychology is designed to be inclusive of work and career, concentrating on the broad spectrum of work-related problems, including but not limited to career choice and growth, and eventually focusing on processes as well as individuals and such is seen in the sampled data.

Reliability and Validity Tests

A refinement process was performed to ensure the robustness of scales before performing the regression analysis while evaluating how accurate and reliable the scales are. In accordance with scale reliability and validity, statistical fitness of measurement scales was assessed using exploratory factor analysis (EFA). The tests were indicator reliability, composite reliability (CR), Cronbach Alpha (α), and convergent validity by employing the values of average variance extracted (AVE). As indicated by Hair, Risher, Sarstedt and Ringle (2018), indicator loadings of 0.70 or higher are recommended for research that depends on established measures, as in the case of this study.

Effect of Decent Work, Work Engagement on Organizational Performance

The standard linear regression technique was used to examine the objective two and three of the study. Objective two measures the effect of decent work on the organizational performance whilst the third objective of the study assess the effect of work engagement on organizational performance of the Ghana Immigration Service. The results of the regression are presented in Tables 4, 5 and 6. Table 4 presents the model summary, which provide information on the relationship between the independent variable (decent work and work engagement) and dependent variable (organizational performance). R shows the correlation between decent work, work engagement and

organizational performance. Furthermore, Table 4 presented the information on the amount of variation in the dependent variable explained by the independent variable, indicated as R-Square and information on the amount of variation in the dependent variable explained by the independent variable as a result of an adjustment, indicated as (Adjusted R-Square).

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.608 ^a	.469	.369	1.022	1.89

a. Predictor: (Constant), Decent Work, Work Engagement

b. Dependent Variable: Organizational Performance

Source: Field survey, (2021)

Table 5: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	38.554	6	6.426	6.147	.000 ^b
	Residual	65.853	231	1.045		
	Total	104.407	237			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Decent work, Work engagement, Age, Gender, Marital status, Level of Education.

Table 6: Coefficient

Model	Unstandardized Coefficient β	Std. Error	Standardized Coefficient Beta (β)	t	Sig.
(Constant)	4.582	1.171		3.914	.000
Decent Work	.849	.323	.424	2.625	.000
Work Engagement	.588	.231	.305	2.245	.011
Age	.330	.413	.155	.801	.426
Gender	-.353	.285	-.139	-1.238	.220
Marital Status	1.474	.327	.537	4.503	.000
Level of Education	-.006	.123	-.006	-.050	.960

a. Predictor: (Constant), Decent work, Work Engagement

b. Dependent Variable: Organizational Performance

Source: Field survey, (2021)

From Table 4, the R value of .608 suggest a positive but moderate correlation between the consequence of the independent variable on the dependent variable. The R-square value shows that 46.9% of the adjustment in organizational performance is enlightened by decent work and work engagement. This implies that about 53% of the alteration in organizational performance is enlightened by other factors apart from that used in the study. Similarly, the Durbin-Watson of the study showed a score of 1.89 which falls in the accepted range of 1.5 to 2.5.

Table 5 shows result of the effects of decent work and work engagement on organizational performance. From the Table, a p-value of 0.000 implies that both work engagement and decent work have significant effect on organizational performance, and thus there is a linear relationship between the former and the latter. This shows that both hypotheses of the study are significant value of 0.05.

The β value in Table 6 indicates that decent work has optimistic and significant influence on the performance of sampled Ghana Immigration Service employees. The β of 0.849, p-value of 0.000 indicate with certainty that decent work contribution to organizational performance at 5% significant level. We therefore discard the null hypothesis that there is no significant positive connection among decent work and organizational performance in approval of the alternative. This finding is consistent with Schaufeli (2012) who take another view in the present review, and supports the notion that loyalty and decency are complementary.

The finding is also consistent with Ferraro et al. (2018), who explained that decent work has recently become a critical part of the goal of any

organization. Companies are motivated to work in a decent working atmosphere in other companies to get the best out of any employee. This will encourage the staff to work at their best. Decent work not only improves the efficiency of workers, but also positively impacts the organization's work engagement. Again, Nizami and Prasad (2017) explained that workers become more

imaginative in the course of decent work, and they are able to expand and improve themselves. The advantages that decent work has given them make them happier and happy with their work.

Similarly, the β of 0.588, p-value of 0.011 indicate with certainty that work engagement contribution to organizational performance at 5% significant level. We therefore discard the null hypothesis that there is no significant positive connection among work engagement and organizational performance in approval of the alternative. This finding is consistent with the findings of Sulistiowati, Komari, and Dhamayanti (2018) who argued that public sector management uses employee engagement to get workers to go an extra mile with their institutional efforts.

The study is also consistent with Byrne and MacDonagh (2017) who addressed the role of higher education staff in work and organizational engagement and concluded that loyalty has a lot to do with respect for one's work. The study is consistent again with Bhargava (2019) who demonstrate that employee success has a positive effect on work engagement. Therefore, an efficient good working environment contributes to job commitment and thus increases the performance of employees.

The study results also presented the effect of the various demographic characteristics on the performance. Surprisingly, the results showed something

interesting and unusual. For instance, the effect of age of respondent showed a positive but insignificant effect on organizational performance. Similarly, Gender differences also showed a negative and insignificant effect on organizational performance. Finally, educational status also showed a similar trend as gender, showing a negative and insignificant effect on organizational performance. Interestingly, only marital status of the sampled employees shows a positive and significant effect on the organizational performance.

These results depict that, for the sampled employee staff of the Ghana Immigration Service, their performance to assigned duties do not depend on the age of staff, their gender nor educational level. However, only their marital status directly affects their output level. This direction of the result could be as a result of the nature of their work being standardized across the various gender, age distribution and level of education. Again, the marital status could also be significant because of the extra load associated with marriage. This result is consistent with consistent with Suan, Anantharaman and Kin (2015) who found that those who are older and married are more performance orientated as compared to the singles and those younger. Those who are older and married are perhaps more inclined towards performance as they felt, if they work harder, their pay would be higher. They need to provide for the family, the burden is heavier if they are the sole provider for the family.

Again, the result is inconsistent with the findings of Cohen and Avrahami (2006) as well as Bolino et. al. (2004) who explained that the single/unmarried employees in the organization show more altruistic behaviour as compared to married employees because they have few family responsibilities. The married women employee has to take care of their family,

children and spouse. Whereas married men employee also has responsibilities towards their family. So due to the family obligations & work-related pressure, they focus more on job roles than the altruistic behaviour and become more jobs centric. Mostly the single employees assist others in the organization even after their office hours because they had few family responsibilities or obligations.

Chapter Summary

The chapter discussed the demographic characteristic of the study. From the discussion, there were 237 responses considered accurate and reliable for the study's discussion. The chapter also discussed the perceived level of decent work among the sampled respondent. Finally, the chapter discussed the relationship among decent work, work engagement and organizational performance of the sampled Ghana Immigration Service personnel.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The research summary, including important findings from the analysis, is provided in this chapter. Conclusions have arrived and suggestions resulting from the findings are given in this chapter. Finally, the chapter ends with a suggestion for future study.

Summary

The main aim of this study is to examine the relationships between decent work, work engagement and performance of employees, as well as how work engagement helps strengthen the relationship between decent work and performance of employees. It can be very helpful to establish a comparative study between different occupational categories, given the relativity of the term, especially considering that studies are uncommon that examine both junior and senior staff and their levels of work engagement in a systematic manner. In the Ghanaian context, the scarcity of empirical studies on such a category is due to the lack of agreement on its meaning and the cloudiness that this occupational category characterizes.

The study suggested that decent work relates to work engagement and performance (Ferraro et al. 2018). Again, from a psychological viewpoint, there is little research on the full spectrum of Decent Work (Bell & Newitt. 2010), and its impact on work motivation as well as organizational performance. The goal of this study is to help fill this void in the literature, hoping that it will carry

valuable information to individuals and organizations with similar characteristics to the Ghana Immigration Service.

At the theoretical and functional level, this study is creative by putting employee expectations of decent work at the forefront and thereby bringing relevant information about important topics in the quality of working life and general quality of life. As a way to encourage both principles in the workplace, this study intends to verify how different decent work profiles affect work engagement, as both offer benefits to individuals and organizations.

In defiance of the importance of these studies, which either take into account only some aspects related to working conditions that can affect work engagement. Others too focus on small datasets base and or on a single occupation group as well as developed economies that may vary from the Ghanaian setting. There seems to be no research that focuses on the comparative study of the dependent self-employed category with the rest of the groups. This research investigates the working conditions of the Ghana Immigration Service and analyzes the effect of these working conditions on their engagement in the workplace and how they affect the overall performance of GIS personnel.

The study also reminds policymakers that much attention needs to be paid to ensure fairness in decent working conditions and work engagement in the organization's focal field. This serves as the few studies that provide insight into the relationship within an industry that lacks empirical literature between decent work, work engagement and employee performance. In order to face the highly competitive climate, the essence of the study will determine the development of decent work policies, where all organizations will have to

struggle to grow much faster to remain in existence in a new atmosphere of 'hyper competition.

The study was built on two theories; Theory Psychology (PWT) and Job Demand Resource Model (JD-R) theories. The research used these theories to describe the relationship among decent work, work engagement and organizational performance. The study again focused on the quantitative approach to research and adopted the explanatory design to research. A standardized questionnaire was used as a quantitative data collection tool. Using the Statistical Kit for Social Sciences (Version 24.0) for the generation of descriptive statistics as well as analyzing the results of the study. The study used one-sample t-test to analyze the first objective and OLS to analyze objectives two and three. Ethical consideration of the study showed that prior to the commencement of data collection the researcher sent a written document to the Heads of Department and the Office of Deans of Graduate Studies for approval.

Key Findings

In respect to the response rate, 16 out of the 253 targeted respondents did not fill the questionnaire or had made multiple and wrong selections on the same questionnaire. In view of that, the study focused on the remaining 237 responses which represent 93.7% response rate. In accordance with the survey's defined goals, the study found that majority of the sampled employees at the Ghana Immigration Service score high and perceive that their job is decent. The study further concluded that decent work positively and significantly affects organizational performance. Similarly, the study obtained a positive and significant effect of work engagement on organizational performance.

Conclusions

The present study investigated the relationship among decent work, work engagement and organizational performance of sampled Ghana Immigration Service personnel. This study found, in line with the research goals, that:

- 1) Sampled employees perceived that their work with the Ghana Immigration service is decent thereby bringing relevant information about important topics in the quality of working life and general quality of life.
- 2) The sampled data showed that decent work positively and significantly affect the overall performance of the Ghana Immigration Service. Thus, the employees having the best of work, take another view in the present review, and supports the notion that loyalty and decency are complementary.
- 3) Work engagement significantly affect organizational performance positively. Therefore, an efficient good working environment contributes to job commitment and thus increases the performance of employees.
- 4) These results depict that, for the sampled employee staff of the Ghana Immigration Service, their performance to assigned duties do not depend on the age of staff, their gender nor educational level. However, only their marital status directly affects their output level. The results is so because older and married are perhaps more inclined towards performance as they felt, if they work harder, their pay would be higher.

They need to provide for the family, the burden is heavier if they are the sole provider for the family.

Recommendation

The study reminds management that much attention needs decent working conditions and much engagement of personnel are very vital to their performance hence these two variables should be given much consideration. In order to face the highly competitive climate, the essence of the study recommend that the Ghana Immigration Service should ensure that decent work policies, and work engagement are integrated in their policy stream since they have the tendency to increasing the overall performance of organizations. This would have in effect grow much faster to remain in existence in a new atmosphere of 'hyper competition.

Suggestion for Further Studies

Further study could focus on integrating majority or larger sample size in the investigation of same topic to bring to light the true nature of the relationships. Again, further studies could focus on expanding the scope and also investigating into other related variables such as organizational commitment and intension to quit.

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