

CHRISTIAN SERVICE UNIVERSITY COLLEGE

**IMPACT OF PSYCHOSOCIAL SAFETY CLIMATE ON EMPLOYEE
PERFORMANCE AMONG THE BASIC SCHOOL TEACHERS IN THE
NHYIAESO CONSTITUENCY: THE MEDIATING ROLE OF EMPLOYEE
ENGAGEMENT**

BY

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IN MONITORING AND EVALUATION**

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DECLARATION

Candidate's Declaration

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

Candidate's Signature Date

Name: Abraham Twum Barimah

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the Christian Service University College.

Supervisor's Signature Date

Name: Dr. Nicholas Kofi Nti

ABSTRACT

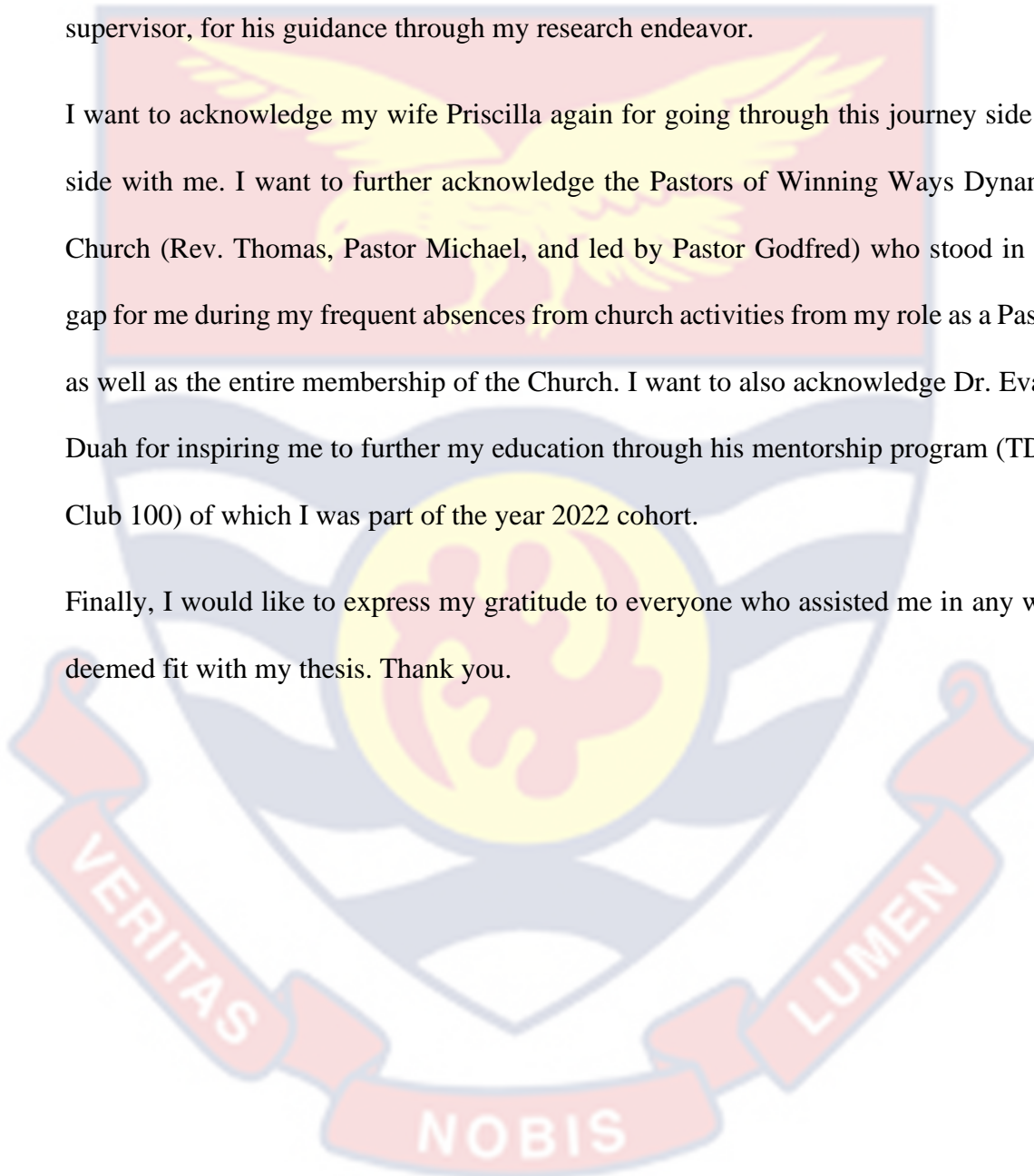
The study investigated the mediation impact of employee engagement on Psychological Safety Climate and employee performance among basic school teachers within the Nhyiaeso Constituency in the Ashanti Region. The researcher employed descriptive and correlational methods for the phenomenon through survey questions for the data collection. The researcher distributed two hundred questionnaires, however, upon continuous follow-up, one hundred and twenty-eight (128) teachers answered the questionnaire. This represents 64% of the respondents for the study. The result shows that the teaching profession in the Nhyiaeso Constituency is predominantly occupied by females who are within the 21 to 30-year age bracket with 3 to 6 years of teaching experience showcasing a relatively early to mid-career stage as the prevailing norm. In addition, a significant portion of teachers hold a Bachelor's Degree who are married or single, underscoring the predominant relationship status within the profession. In terms of the respondent's assessment of the psychosocial safety climate variables - Management Commitment, Management Priority, Organizational Communication, and Organizational Participation, the results revealed that most of the respondents were satisfied with the climate situations in their organization. Finally, the mediation analysis of the impact of employee engagement on the psychosocial safety climate and employee performance among the basic school teachers in Nhyiaeso, results revealed that employee engagement fully mediated the relationship between the psychosocial safety climate and employee performance. Necessary recommendations were made for stakeholders such as School Managers, Basic School Teachers, and future researchers.

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Finally, I would like to express my gratitude to everyone who assisted me in any way deemed fit with my thesis. Thank you.



DEDICATION

I dedicate this research study to my wife, Priscilla Twumasi Ankrah, and our kids, Nana Dwomoh, Oheneba, and Angel for going through these stressful and odd days together with me; I am truly grateful to them for their great patience through this study period. I also dedicate it to my mother, Akua Konadu who has always believed in me and hopes to see me at the top, and lastly to all my siblings. Thank you for your support.



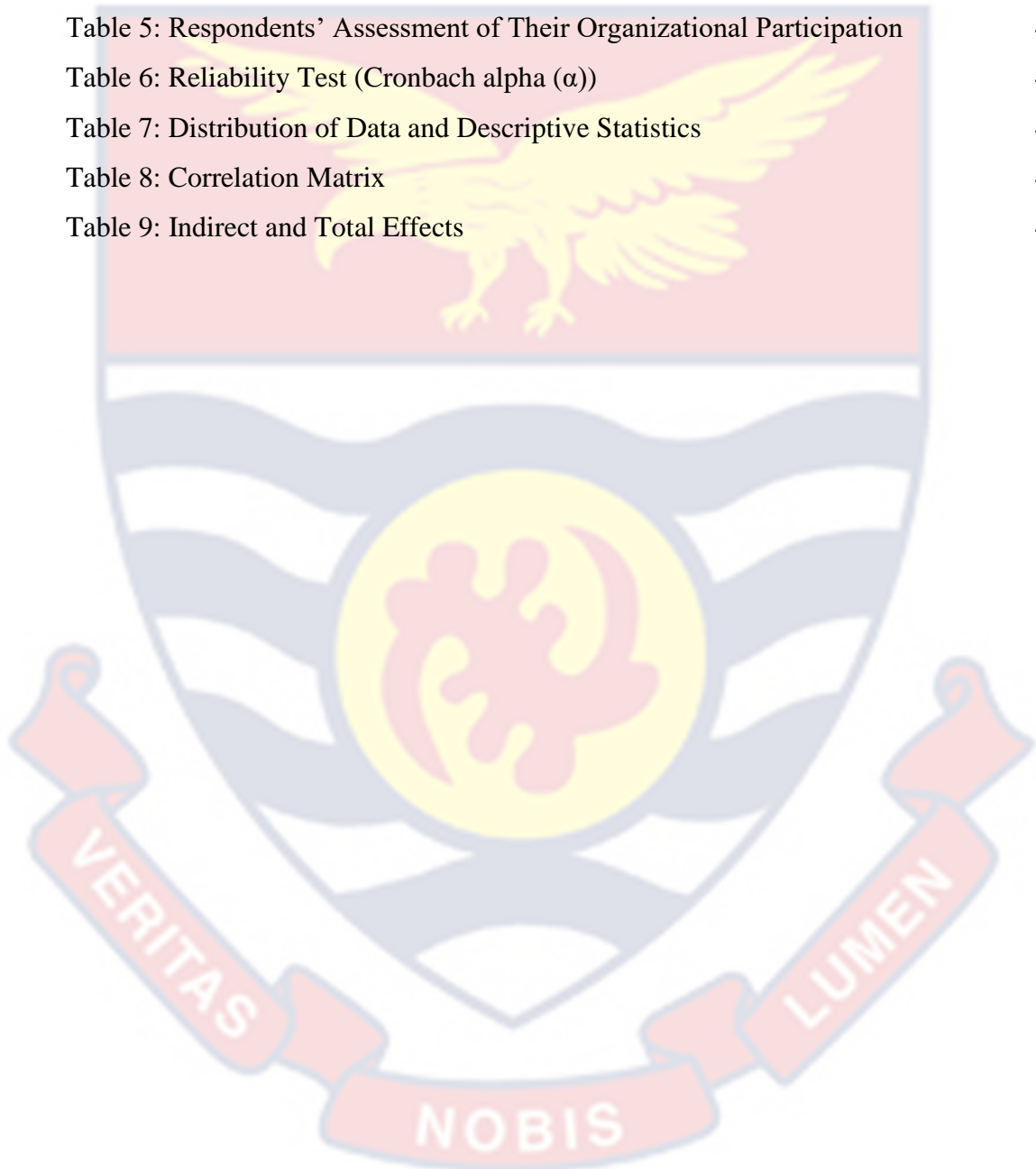
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CHAPTER ONE

INTRODUCTION

The section covers the study's context, articulates the problem, outlines the research goals, and poses research inquiries. It also discusses the significance of the study, delimitations, and limitations of the study.

Background of the Study

In recent years, there has been an increasing interest in understanding the elements that contribute to employee performance and well-being in diverse occupational settings in recent years. Among these settings, the field of education, particularly teacher performance, has garnered considerable attention because of the emerging themes in the monitoring and evaluation. Research has shown that for a comprehensive evaluation of teachers, the psychosocial environment in which they operate significantly influences their job satisfaction, engagement, and ultimately their performance (Ansah, 2017). Psychosocial safety climate refers to the shared perceptions of employees regarding their work environment's psychosocial aspects, including the support, resources, and opportunities provided by the organization to ensure employee psychological well-being (Dollard et al., 2019; Dollard et al., 2017). The presence of elements like supervisor support, organizational fairness, task control, and job demands all contribute to a strong psychological safety climate. A positive psychosocial safety climate is consistently linked to improved levels of employee engagement, commitment, and well-being across a range of industries, according to research. (García-Iglesias et al., 2021; Dollard et al., 2019).

Employee engagement is the level of commitment, motivation, and enthusiasm that employees have for their jobs (Garca-Iglesias et al., 2021). Employees that are more engaged are typically more proactive, productive, and content with their jobs.

Numerous studies have demonstrated the connection between high employee engagement levels and better organizational results, such as higher productivity, lower attrition, and better performance (Dollard et al., 2019). In the context of education, motivated teachers are more likely to produce favourable student outcomes, produce the best learning environment, and encourage student progress (García-Iglesias et al., 2021).

There are many different components that make up the multidimensional concept of teacher performance., including instructional effectiveness, classroom management, relationship building with students, professional development, and overall job performance (Bakker et al., 2011). High-quality teacher performance is crucial for student learning outcomes and the overall effectiveness of educational institutions. Therefore, understanding the factors that contribute to and enhance teacher performance is of paramount importance.

Recent research has provided mounting support for the idea that a favorable psychosocial safety climate is connected to increased levels of employee engagement. This connection has been established in various studies (García-Iglesias et al., 2021; Dollard et al., 2012). When educators perceive their work environment as supportive, equitable, and empowering, they are more inclined to experience heightened engagement. This, in turn, has been shown to correlate with improved performance among teachers (Bakker et al., 2011). Engaged educators often exhibit elevated commitment, enthusiasm, and effort, leading to enhanced instructional techniques, effective classroom management, and improved student outcomes (Dollard & McTernan, 2011).

For instance, in the study conducted by Dollard et al. (2012), they examined the effects of the psychosocial safety climate on employee engagement and found a noteworthy positive relationship between these two factors. Similarly, a study conducted by Bakker et al. (2011) confirmed the relationship between work engagement and job performance, establishing a positive association between these two variables across various professional contexts.

Within the field of education, Li et al. (2019) investigated the role of teacher engagement in predicting instructional quality and found a significant positive relationship between teacher engagement and effective teaching practices. Additionally, Jennings and Greenberg (2009) conducted a meta-analysis to explore the impact of teacher social and emotional competence on classroom quality and student outcomes, highlighting the importance of teachers' psychosocial well-being and engagement.

Although issues concerning Psychosocial Climate Safety, Employee Engagement, and Employee Performance have gained much attention in both developed and emerging economies, however, little is known about Sub-Saharan Africa, especially within the educational context. Educational outcome is essential among Monitoring and Evaluation professionals, especially in the educational setting, and the phenomenon is considered a key component in national development. Therefore, this study aims to explore employee engagement as a mechanism through which psychosocial safety climate can improve teacher performance drawing upon existing literature to support the proposed investigation.

Statement of the Problem

The impact of the psychosocial safety climate within educational institutions on employee engagement, and consequently, teachers' performance, has been a subject of extensive global research over the years. For example, in a study conducted by Dollard et al. in 2019, the relationship between the psychosocial safety climate and employee outcomes was explored. The findings underscored the crucial role of a positive psychosocial safety climate in enhancing both employee engagement and performance. Similarly, Bakker et al. (2018) investigated the effects of job demands and resources on teacher well-being and engagement. Their findings highlighted the significance of a supportive psychosocial work environment, including a safe climate, in significantly contributing to higher levels of engagement among teachers.

In 2018, Glisson et al. delved into the relationship between work conditions and teacher turnover in schools. Their research emphasized the importance of the psychosocial safety climate in reducing turnover intentions among teachers, underscoring its influence on their overall performance and commitment to the organization.

O'Donnell et al. (2020) conducted a study that examined the mediating role of employee engagement between the psychosocial safety climate and job performance. Their results suggested that higher levels of employee engagement play a mediating role in the positive relationship between the psychosocial safety climate and job performance.

Furthermore, Nahrgang et al. (2020) focused their research on the influence of the psychosocial safety climate on teachers' job satisfaction and commitment. Their findings demonstrated that a supportive and positive psychosocial safety climate significantly contributed to higher levels of job satisfaction and organizational commitment among teachers, ultimately leading to improved performance.

These studies collectively highlight the significance of investigating the relationship between psychosocial safety climate, employee engagement, and teachers' performance. Dollard et al. (2019) proposed that further research in this area can provide valuable insights into how educational institutions can cultivate a positive psychosocial work environment to enhance employee engagement and improve teachers' performance, ultimately leading to better educational outcomes.

In Ghana, limited scholarly attention has been devoted to examining the concept of psychosocial safety climate (PSC) concerning employees. The predominant focus of previous research has been on the four largest Oil Marketing Companies (OMCs) operating in the country. For example, in a study conducted by Ansah and Mensah in 2020, they found that the relationship between job demands (JD) and the health status of fuel station attendants was partially mediated by both PSC and job resources (JR). Furthermore, Ansah's research in 2017 demonstrated that psychosocial safety climate has a significant impact on health and safety outcomes, both directly and indirectly through the pathway of job resources.

Given this existing research, there remains a critical need for a more in-depth exploration of the intricate dynamics involving psychosocial safety climate, employee engagement, and their potential influence on teachers' performance. As such, the primary objective of the current study is to investigate how employee engagement can serve as a mechanism through which psychosocial safety climate may affect the performance of teachers within the Nhyiaeso Constituency, located in the Ashanti Region of Ghana.

Research Objectives

1. To assess the psychosocial safety climate within educational organizations.

2. To investigate the impact of psychosocial safety climate on employee engagement among basic school teachers in the Nhyiaeso Constituency in the Ashanti Region.
3. To explore the relationship between employee engagement and teachers' performance among basic school teachers in the Nhyiaeso Constituency in the Ashanti Region.
4. To analyse the mediating role of employee engagement in the relationship between psychosocial safety climate and teachers' performance among basic school teachers in the Nhyiaeso Constituency in the Ashanti Region.

Research Questions

1. What is the respondents' assessment of the psychosocial safety climate within educational organizations?
2. How does the psychosocial safety climate influence employee engagement among teachers among basic school teachers in the Nhyiaeso Constituency in the Ashanti Region?
3. What is the impact of employee engagement on teachers' performance among basic school teachers in the Nhyiaeso Constituency in the Ashanti Region?
4. Does employee engagement mediate the relationship between psychosocial safety climate and teachers' performance among basic school teachers in the Nhyiaeso Constituency in the Ashanti Region?

Significant of the Study

This study aims to explore the relationship between psychosocial safety climate, employee engagement, and teachers' performance. The research will benefit the following stakeholders:

Ministry of Education in Ghana: the study will help the Ministry to contextualize how psychosocial safety climate and employee engagement influence teachers' performance within the basic school sector to develop strategies to support and improve teacher effectiveness.

School Administrators and Headteachers: this study will provide culturally specific context for school administrators to identify psychosocial safety climate to shape their policies and practices to prioritize the mental health and overall well-being of their teachers.

Ghana National Association of Teachers (GNAT): this study will help the management of teacher unions in the country understand the drivers of employee engagement among teachers to develop and design interventions and initiatives that foster a culture of engagement among their members.

Delimitation of the Study

The delimitation of the study refers to the length and breadth the researcher intends to cover in a research activity. In this study, the researcher focused on the basic school teachers within the Nhyiaeso Constituency in the Ashanti Region. Teachers who have been in the profession for more than six months and are residents of the constituency. The researcher also focused on the performance of the teachers which is a key component of monitoring and evaluation. The study examined how employee engagement serves as a mechanism through which psychosocial safety climate influences the performance of teachers within the constituency. The research employed descriptive and correlational research designs through the use of quantitative methods.

Limitations of the Study

The study focused only on the mediation role employee engagement plays in the relationship between psychosocial safety climate and employee performance. The psychosocial safety climate was measured with the variables identified by (Dollard & Coward, 2010). In addition, the study is limited to a specific location – the Nhyiaeso Constituency in the Ashanti Region. Basic school teachers identified for this study were those teaching in both private and public schools from Grade 1 to Junior High School 3. All other teachers were excluded from the study including headteachers and school administrators.

Definition of Terms:

Employee Engagement refers to the level of emotional commitment, dedication, and involvement that employees have toward their work, organization, and goals.

Psychosocial Safety Climate refers to the perception and shared understanding among employees about the organization's commitment to their psychological well-being and the prevention of harm to their mental health. It considered the level of Organization Participation and Organization Communication that exists between management and subordinates as well as Management Priority and Management Commitment toward employees (Dollard & Coward, 2010).

Teacher Performance refers to the effectiveness, competence, and quality of teaching demonstrated by educators in their roles such as their instructional practices, classroom management, student engagement, academic outcomes, professional development, and overall contributions to the educational process.

Organisation of the Study

In accordance with the guidelines provided in the university research manual, this study is structured into five distinct chapters. Chapter One encompasses the study's foundational elements, encompassing the statement of the research problem, research objectives, research questions, the study's significance, its scope, and inherent limitations.

Chapter Two delves into the comprehensive review of pertinent concepts, theoretical and conceptual frameworks, and empirical studies associated with psychosocial safety climate, employee engagement, and employee performance.

Chapter Three outlines the research methodology adopted for this study. Key areas addressed include the research design and approach, the study's geographical context, the study population, sampling methods and techniques, as well as the procedures involved in data collection and analysis.

Chapter Four presents the research outcomes, aligning with the predefined research objectives. The analysis of data involves the utilization of both descriptive and inferential statistics, with the assistance of the Jamovi software.

Lastly, Chapter Five offers a synthesis of the primary findings, conclusions drawn from the study, and recommendations tailored for key stakeholders within the educational sector. Furthermore, it also provides insights for prospective researchers in this domain.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This part sets the sort for the review of literature and studies that are essential for the current study. The chapter begins with a theoretical review, followed by the conceptual framework, and the review of empirical studies.

Theoretical Framework

Two theories were reviewed and combined to form the theoretical foundation for the study. They are the Theory of psychological engagement and the Integration-Enhancing Model of Employee Engagement. The discussion begins with the Theory of psychological engagement and follows up with the Integration-Enhancing Model of Employee Engagement

Theory of Psychological Engagement

Taking into consideration the foundational idea that an individual's degree of involvement hinges upon three psychological factors, specifically psychological meaningfulness, psychological safety, and psychological availability (Shuck, 2019; Turner, 2020), Kahn (1990) introduced the theory of psychological engagement. This theory posits that if the psychological atmosphere in the workplace is supportive, it will motivate employees to be productive (Kahn, 1990). Consequently, employees who experience psychological safety and a sense of purpose in their work exhibit increased levels of engagement, as they can fully concentrate on their tasks without undue distractions (Saks, 2019). Scholars have contended that the psychological theory of engagement encompasses three distinct components: absorption, vigour, and dedication (Turner, 2020; Saks, 2019).

In terms of absorption, it is regarded as the full focus when a person is happily immersed in their task to the point where time passes quickly when the activity becomes interesting (Mann & Harter, 2016). According to Hameduddin and Fernandez (2019), being engrossed in one's work guarantees that workers give their work their entire attention. This eliminates all forms of workplace inefficiency and encourages productivity to deliver on time or early. In terms of the commitment aspect, Schuks (2019) has described it as a form of employee engagement characterized by a feeling of importance, pride, motivation, enthusiasm, and challenge. Saks and Gruman (2014) have suggested that employees who invest more effort in their roles tend to develop a strong sense of identity centered around their work as a source of pride. Eldor and Vigoda-Gadot (2017) have defined the dimension of vigor as a subtype of work engagement marked by elevated levels of physical energy and mental resilience during work. Consequently, it encompasses the willingness to dedicate effort to one's job and to persist in the face of difficulties and challenges associated with the tasks (Saks, 2019). Saks and Gruman (2014) have stated that employees exhibiting high levels of vigor in their work channel their physical and mental efforts into overcoming the challenges linked to their responsibilities.

The three attributes of employee engagement unveil that motivated employees exhibit significant levels of vigor, commitment, and interest in their work. According to Crabtree's (2005) research, employees are inclined to exceed their job requirements because they believe their work environment positively influences their physical and mental well-being. Conversely, disengaged employees are more likely to engage in actions detrimental to the organization. For instance, Lockwood (2007) emphasized that they tend to display counterproductive behaviours, such as investing less physical and mental effort in their work, lacking motivation to address work-related obstacles,

showing little enthusiasm for their professions, and not taking pride in their achievements. Consequently, there exists a connection between employee engagement and various workplace behaviours since individuals' actions at work directly impact their performance and the overall success of the company. Consequently, these employees are more prone to display responsible and favourable behaviours in the workplace and exhibit fewer unfavourable or unproductive actions. The three attributes were assessed as a unified composite of employee engagement, serving as a mediating variable in the present study.

The Integration-Enhancing Model of Employee Engagement

According to the Integration-Enhancing Model of Employee Engagement, there is a relationship between Psychosocial Safety Climate and Employee Performance that is mediated by Employee Engagement (Demirovi Bajrami et al., 2022; Lin, Liu, & Lin, 2022). According to this hypothesis, a friendly and encouraging psychological safety climate within an organization promotes higher levels of employee engagement, which in turn improves worker performance. The theory highlights the importance of integrating individual and organizational factors to enhance employee engagement. Lin., Liu, and Lin, (2022) presented that the theory recognizes that engagement is not solely influenced by the individual's characteristics or the organization's initiatives, but rather by the interaction and integration of both. The model proposes three key components that contribute to employee engagement: personal resources, organizational resources, and integration mechanisms.

According to Demirović Bajrami, Petrović, Sekulić, Radovanović, Blešić, Vuksanović, ... & Tretiakova (2022), personal resources refer to the individual

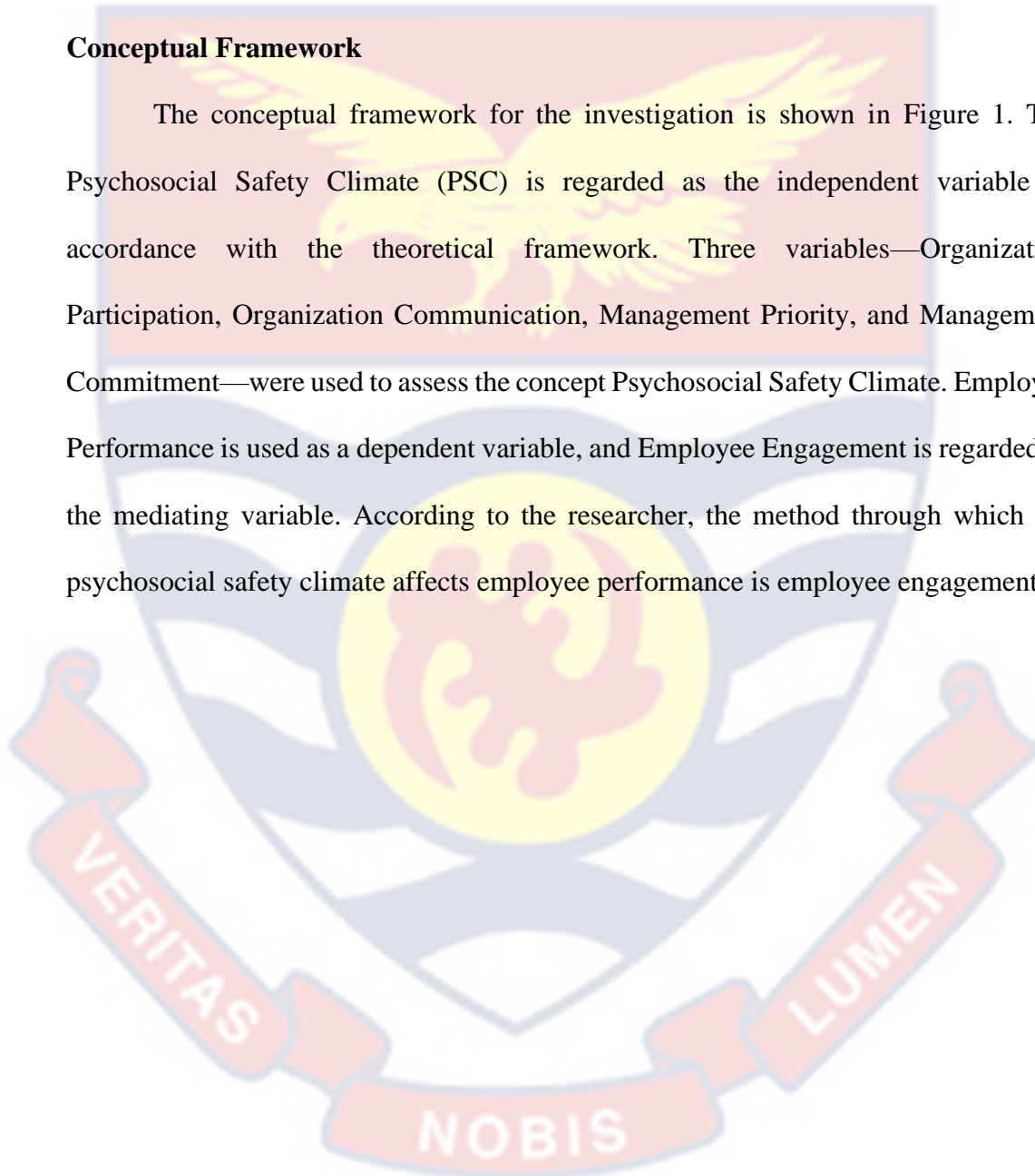
characteristics, skills, and abilities that employees bring to the workplace. Personal resources include factors such as self-efficacy, optimism, resilience, and a sense of meaning and purpose in one's work. These resources play a vital role in shaping employee engagement and their ability to effectively contribute to the organization (Demirović Bajrami, et al., 2022). Organizational resources are the supportive factors provided by the organization to facilitate employee engagement (Chiwawa, 2022). Organizational resources encompass various aspects such as a positive work environment, leadership support, opportunities for growth and development, rewards and recognition, and a clear alignment between individual goals and organizational objectives. These resources are crucial in fostering engagement and enabling employees to thrive in their roles. The integration mechanism component emphasizes the processes and practices that bridge the personal and organizational resources to create a mutually beneficial relationship. Integration mechanisms include effective communication, involvement in decision-making, teamwork, and collaboration, and a sense of shared ownership and responsibility (Demirović Bajrami, et al., 2022). These mechanisms promote the integration of personal and organizational resources, fostering a sense of belonging and commitment among employees.

According to Apascaritei and Elvira (2022) in the Integration-Enhancing Model, when personal and organizational resources are aligned and integrated through effective mechanisms, it leads to higher levels of employee engagement. The model suggests that organizations should focus on enhancing personal resources through targeted development initiatives, providing supportive organizational resources, and implementing integration mechanisms that facilitate collaboration and engagement. Batat (2022) opined that by considering both individual and organizational factors and promoting their integration, the model offers a comprehensive approach to

understanding and enhancing employee engagement. It acknowledges the complex interplay between personal and organizational aspects and highlights the importance of creating a symbiotic relationship that fosters employee well-being, satisfaction, and performance.

Conceptual Framework

The conceptual framework for the investigation is shown in Figure 1. The Psychosocial Safety Climate (PSC) is regarded as the independent variable in accordance with the theoretical framework. Three variables—Organization Participation, Organization Communication, Management Priority, and Management Commitment—were used to assess the concept Psychosocial Safety Climate. Employee Performance is used as a dependent variable, and Employee Engagement is regarded as the mediating variable. According to the researcher, the method through which the psychosocial safety climate affects employee performance is employee engagement.



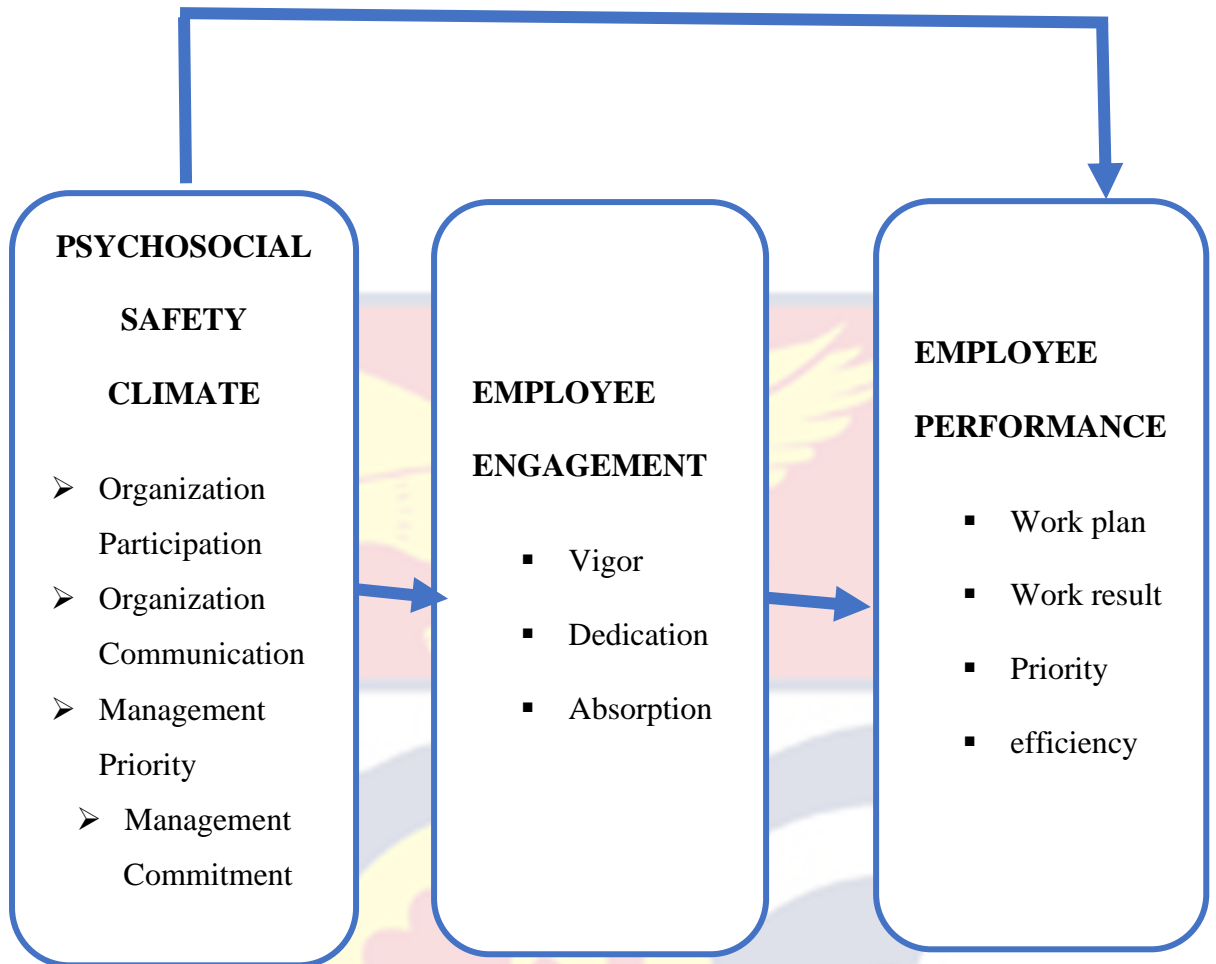


Figure 1: The Conceptual Framework of the Study

Concept Review

Employee engagement is the dependent variable that the researcher is attempting to explain in the current study. Different academics have characterized employee involvement in a variety of ways. The idea that an employee becomes psychologically, emotionally, and physically immersed in the work they do, however, is at the centre of these various definitions. According to the theory, employees who are highly interested in their job perceive it as an extension of themselves and are therefore more prepared to put in the effort necessary to ensure both the success of the company as a whole and the quality of their work in particular. Employee engagement, for instance, was defined by Kahn (1990) as the degree to which employees express

their true selves in their jobs through their display of active participation and mental awareness.

Ariani (2013) recently described "employee engagement" as the positive, emotional state of mind related to work that motivates individuals to fully invest themselves in their job, both emotionally and mentally, and to actively participate in their role performance. Employee engagement, then, might be defined as the degree to which workers proudly and voluntarily invest their entire selves in their work. These definitions of employee engagement, along with others, demonstrate that the concept depends on a few key elements. According to the theoretical conceptualizations of employee engagement, there are three primary components to the concept: vigour, absorption, and dedication (Schaufeli & Baker, 2004).

Psychosocial Safety Climate and Employee Performance

According to Kustiawan, Marpaung, Lestari, and Andiyana (2022), employee engagement plays a crucial role in determining an organization's success and productivity. Mulang (2022) defines employee engagement as the emotional and cognitive commitment that employees have toward their job and the organization. Scholars have established that employee engagement can be influenced by factors such as the workplace environment and the psychosocial safety climate. Psychosocial safety climate, as defined by Yu, Qin, and Li (2022), refers to corporate policies, practices, and procedures aimed at enhancing employees' psychological well-being. Research has explored the relationship between employee engagement and the psychological safety climate. For instance, Bradley, Postlethwaite, Klotz, Hamdani, and Brown (2012) conducted a comprehensive analysis to examine the link between safety performance and safety climate.

Even though their focus wasn't specifically on psychosocial safety climate and employee engagement, the significance of a supportive environment in influencing employee behavior and outcomes is emphasized. Hu, Dollard, and Taris (2022) conducted research involving 963 medical staff members, including doctors and nurses, from 66 work units within two Chinese hospitals. They utilized multilevel mediation analysis in their study. The results revealed that individual resources had a significant impact on work engagement and organizational commitment through individual crafting. Additionally, PSC (Psychosocial Safety Climate) exerted a substantial direct and indirect influence on individual crafting, and it also had a significant connection with team crafting through team resources. These indirect effects of PSC via team crafting significantly influenced average work engagement and organizational commitment. At the team level, team resources were associated with average team work engagement and organizational commitment, and this link was mediated by team crafting.

Furthermore, Brunetto, Saheli, Dick, and Nelson (2022) examined the impact of Psychosocial Safety Climate (PSC) on employees' individual psychological coping mechanisms, well-being, and innovative behaviour. PSC is defined as the rules and procedures that affect employees' psychological well-being and safety, measuring how much emphasis management places on performance over psychological well-being and safety. The sample consisted of 163 Australian physicians, nurses, and other healthcare workers. ANOVAs and structural equation modelling were used for statistical analysis. The results indicate that more than half of employees' innovative behaviour and two-thirds of their well-being can be explained by their perceptions of PSC, personal psychological resources, and well-being. Parent-Lamarche and Biron (2022) also investigated three businesses undergoing the certification process to become Healthy

Enterprises. The sample included 105 managers, and the researchers used path analyses with MPlus to examine the mediating role of line managers' burnout between psychosocial safety climate (PSC) and managerial effectiveness. According to their findings, burnout at Time 1 was linked to PSC at Time 1, and PSC at Time 1 was indirectly linked to poorer managerial performance at Time 2. Understanding how line managers' burnout affects managerial quality is crucial due to its impact on the health of their followers.

In Sub-Saharan Africa, particularly in Ghana, research on psychosocial safety climate (PSC) has gained traction. For instance, Ansah, Mintah, and Ogah (2018) conducted a study on the level of psychosocial safety climate at fuel stations in Accra and its impact on the health and safety of attendants. They used an existing PSC-12 questionnaire to survey 876 attendants from four major Oil Marketing Companies (OMCs). The study reported that the psychosocial safety climate directly influences the health and safety of the attendants. A similar study was also conducted by Amponsah-Tawiah, Boateng, and Tetteh (2020). The researchers employed a quantitative survey research approach and collected data from 220 workers at three manufacturing firms located in Accra, Ghana. Their findings indicated that the safety climate significantly affects employees' willingness to engage in extra work activities.

Employee Engagement and Employee Performance

Employee engagement has become a key determinant of corporate success and worker productivity. The relationship between employee engagement and performance has been the subject of numerous research, shedding light on the beneficial benefits of engagement on productivity, job satisfaction, and overall organizational success. For instance, there has been a lot of interest in employee involvement in studies on organizational contexts and surroundings (Turner, 2020). These studies have looked at

various applications of employee engagement in strategic practices in organizations. Employee involvement has both antecedents and repercussions, as the research has fully demonstrated (Schuck, 2019). Mengue, Auhs, Fisher, and Haddad (2013) found that positive supervisory feedback and workers' perceptions of their autonomy increase their level of involvement. The researchers conducted the study using a Canadian retail chain with 68 stores operating in mainly English-speaking nations and administered the survey among service staff and consumers.

According to Cooper-Thomas, Xu, and Saks (2018), employee engagement has mainly had an impact on how employees perform in various organizational environments. The researchers defined employees' performance as both engaging in behaviours that advance the interests of their organizations (citizenship behaviours) and abstaining from deeds that harm those organizations (deviant or counterproductive behaviours) (Mone, London, & Mone, 2018). Employee engagement has been connected to a range of outcomes in the literature (Eldor & Vigoda-Gadot, 2017).

A high level of employee engagement was also found to be significantly associated with actions that improve the well-being of organizations (citizenship behaviours) and are less likely to involve in behaviours that sabotage the organization (deviant behaviours) among Indonesian service workers. Additionally, it was shown that when employees exhibited more civic virtues, they exhibited much fewer aberrant or counterproductive behaviours (Ariani, 2013). Similar results were also observed by Mathumbu and Dodd (2013) among South African nurses. The researchers in a survey of 106 nurses reported high engagement also reported considerably high citizenship behaviours, such as providing extra patient care, and low deviant behaviours, such as absenteeism and theft.

In Thailand, 522 workers in the petrochemical and energy industries were surveyed by Rurkkhum and Bartlett (2012) concerning their engagement with their work and workplace behaviours. According to their findings, industrial workers who performed well in terms of employee engagement also performed well in terms of organizational citizenship behaviours and displayed few unproductive work habits.

In Sub-Saharan Africa, researchers have reported positive employee behaviours including organizational dedication and performance have been linked to employee engagement. In the Eastern Cape of South Africa, at Victoria Hospital in Alice, Mathumbu and Dodd (2013) looked at the relationship between nurses' perceptions of organizational support, their level of job engagement, and their manifestation of organizational citizenship behavior. The researcher gathered information from 106 nurses around the nation using a straightforward random sample technique. According to the study, organizational citizenship and employee engagement have a moderately good link ($r=0.23$, $p.01$). The finding demonstrates that employees in private businesses in South Africa who reported high levels of engagement were more willing to support their company and assist their coworkers. Agyemang and Ofei (2013) conducted a comparative analysis in Ghana to determine how organizational commitment in the private and public sectors is influenced by employee work engagement. The study chose a sample of 105 employees from three public and three private firms in Ghana's Accra Metropolis, each with a similar set of characteristics. The results demonstrated that highly engaged workers had a greater commitment to their organizations and, as a result, were more eager to put in a lot of effort. Preko and Adjetey (2013) showed similar results among sales representatives of commercial banks in Ghana. Employees who demonstrated a high level of engagement and loyalty were said to perform better than other sales executives (Preko & Adjetey, 2013).

Psychosocial Safety Climate, Employee Engagement, and Employee Performance

Psychosocial safety climate, as defined, pertains to the organizational atmosphere that prioritizes the well-being of employees, incorporating aspects such as job autonomy, social support, and work-life balance. Employee engagement signifies a mental state marked by full absorption, enthusiasm, and dedication to work duties. Employee performance denotes the extent to which employees achieve organizational objectives. Existing research underscores a positive correlation between psychosocial safety climate and employee performance. When employees perceive that their organization values their well-being and fosters a supportive work environment, they tend to experience favorable psychological states that enhance their motivation, satisfaction, and overall performance (Dollard & Bakker, 2010).

Concerning the mediating role of employee engagement in the connection between Psychosocial Safety Climate and employee performance, prior studies have indicated that employee engagement acts as the conduit through which the beneficial impact of psychosocial safety climate on employee performance is transmitted. For example, Dollard and Bakker (2010) explored the links between psychosocial safety climate, supportive work environments, psychological well-being, employee engagement, and performance. Their research revealed that psychosocial safety climate positively influenced employee engagement, ultimately leading to improved employee performance. A high level of employee engagement signifies that employees are more likely to be emotionally connected to their work, experience positive emotions, and put forth extra effort to achieve desired outcomes. In this context, a positive psychosocial safety climate fosters higher employee engagement (Dollard & Bakker, 2010).

Furthermore, Karatepe and Karadas (2015) examined the mediating role of perceived organizational support (POS) in the relationship between psychosocial safety climate,

employee engagement, and job performance in the service sector. Their study found that employee engagement partially mediated the association between psychosocial safety climate and job performance, indicating that a stronger psychosocial safety climate led to increased employee engagement and subsequently enhanced job performance. This implies that engaged employees are more motivated to perform at higher levels, ultimately resulting in improved employee performance. A supportive and safe work environment encourages greater employee engagement, which, in turn, contributes to improved employee performance. Organizations can enhance both psychosocial safety climate and employee engagement through various strategies, such as effective communication, employee involvement, recognition and rewards, and promoting work-life balance (Karatepe & Karadas, 2015).

Moreover, Kim, Hornung, and Rousseau (2018) investigated the relationship between psychosocial antecedents, burnout, turnover intentions, and employee engagement. The study revealed that psychosocial factors, including psychosocial safety climate, positively impacted employee engagement, subsequently reducing burnout and turnover intentions. Improved employee engagement translated into enhanced employee performance. A similar finding was reported by Zhang and Bartol (2010). These scholars explored the relationship between empowering leadership, psychological empowerment, intrinsic motivation, creative process engagement, and employee creativity. Their research indicated that psychological empowerment, influenced by a positive psychosocial safety climate, played a significant mediating role in the connection between empowering leadership and employee creative process engagement, ultimately enhancing employee performance.

Dollard, Dormann, Boyd, Winefield, and Bakker (2012) conducted a comprehensive meta-analysis to examine the link between psychosocial safety climate

and employee performance. Their findings revealed a positive correlation between psychosocial safety climate and employee performance, emphasizing the importance of a nurturing workplace environment for achieving optimal employee results. In a related study, Haar, Russo, Sune, and Ollier-Malaterre (2014) explored how employee engagement serves as a mediator in the relationship between psychosocial safety climate and job performance. Their findings indicated that employee engagement partially mediated the relationship, underscoring its significance as a mechanism through which psychosocial safety climate influences job performance. Appelbaum, Berg, Fernandez, and Fielding (2016) also examined the mediating role of employee engagement in the connection between psychosocial safety climate and job performance. Their results indicated that employee engagement fully mediated the relationship, highlighting its importance as a mechanism linking psychosocial safety climate and job performance.

The matter of how Psychosocial Safety Climate predicts employee behaviors in Ghana is emerging as a focal point for researchers. Ansah and Mensah (2020) explored psychosocial safety climate (PSC) as a pathway through which job demands (JD) influence the health of fuel customer attendants in Accra. Conducting a cross-sectional study involving 876 fuel attendants from the four largest Oil Marketing Companies (OMCs) in Ghana, they reported that Psychosocial Safety Climate partially mediated the impact of job demands on the attendants' well-being. A similar investigation within Ghana was conducted by Ansah, Mintah, and Ogah (2018). Their study aimed to assess the level of psychosocial safety climate (PSC) within fuel stations in Accra and examine how PSC influences the well-being and safety of attendants. Employing a cross-sectional survey approach, their findings indicated that psychosocial safety climate has both a direct impact and an indirect effect through job resources on attendants' health

and safety. Notably, job demands exerted a substantial direct influence on health and safety, with its effect being the most pronounced and statistically significant compared to the influence of PSC and job resources. These findings underscore the importance of nurturing a positive psychosocial safety climate to enhance employee engagement, ultimately leading to improved performance outcomes in African organizations. Further research in the African context is warranted to deepen our understanding of this relationship and its specific dynamics within the region.

Summary of literature review

In summary, the empirical literature shows growing interest in psychological climate, employee engagement, and employee performance. However, two main gaps were identified in the literature. First, the mediating role employee engagement plays on the psychological climate and employee performance has received limited research attention. Because of this, there is limited understanding as to whether employee engagement can make any meaningful contribution to the psychological climate and employee performance in organizations. Secondly, the dimensions of psychological climate have not well been researched, compared to how dimensions of employee engagement and performance have been well conceptualized. These gaps cause further research to deepen understanding and to inform organizational behaviour practice.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter provides a detailed discussion of the methodology utilized to collect data for the study. This chapter comprehensively describes the research paradigm, research methodology, research design, study population, sample size, sampling techniques, and data collection tools, procedures, and methods. The chapter also contains detailed descriptions of the questionnaire, data analytics, and ethical considerations. Research Approach and Design.

According to Patten and Newhart (2017), a research approach is any of the different methodological techniques employed in data collection for a study. Therefore, a research approach includes the overall strategy used to combine various study components in a logical way to answer a research issue (Plonsky, 2017). A research methodology outlines the methods, procedures, or methods used for data collection and analysis (Bryman & Bell, 2015). In social science, three basic types of research procedures are frequently used: mixed methods, qualitative approaches, and quantitative approaches (Patten & Newhart 2017). In terms of research methodology, the current study collected data using a quantitative technique.

A research design is chosen after agreeing on a study approach. According to Patten & Newhart (2017) and Bryman (2015), research design refers to the specific designs employed inside the quantitative methodologies used for data collecting. As a result, the study design serves as a guide for gathering, measuring, and analyzing data. Employees in the study environment provided self-reported data for the current study using a cross-sectional survey. The advantage of using the survey approach is that it allows for the collection of a sizable sample of workers for the study, which aids in the

generalization of the results. Most studies that use the individual as the unit of analysis employ surveys to achieve descriptive, explanatory, and exploratory goals. Surveys can also be used to examine attitudes and preferences among a broad population (Bryman & Bell, 2015).

Research Setting

A research setting, according to Bryman and Bell (2015), is the location where a study is conducted or data for a study is acquired. Organizations are the primary research environments in the social sciences. The current study was conducted among teachers in the Ashanti Region's Nhyiaeso Constituency. The critical role of education in Nation building requires all stakeholders especially teachers who be genuinely engaged and willing to offer professional support to ensure the survival and growth sector. Teachers both from public and private basic schools in the Nhyiaeso were targeted as the population to gauge the role employee engagement plays on psychosocial safety climate and employee performance which are one of the key pillars for school outcome. Figure 2 presents the map of the Nhyiaeso Electoral Area.

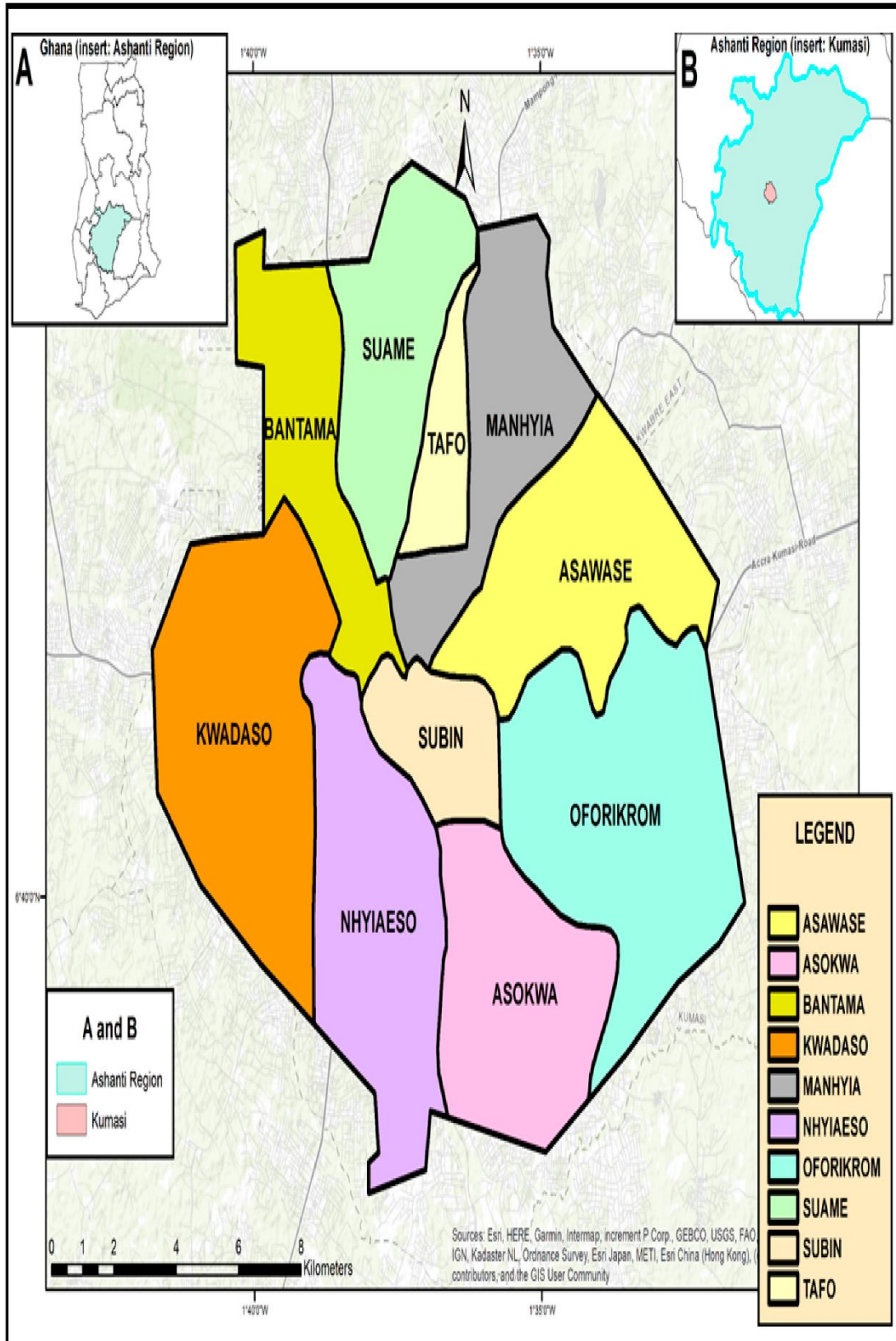


Figure 2: The Map of the Nhyiaeso Electoral Area.

The population of the Study

In the context of research, a population is defined as a group of persons picked from the broader population who have comparable characteristics, such as age, gender, or working conditions, and who are studied for various purposes (Bryman, 2015). Populations are often made up of people who have similar qualities, such as belonging to the same firm or sector. The current study's population consisted of all basic school teachers in the Ashanti Region's Nhyiaeso Constituency. According to the Ministry of Education (2022) report, there are 15,622 public basic schools and 11,685 private basic schools which cater to the needs of 4,729,514 pupils. The total number of teachers for both public and private schools is 172,777. The public-school accounts for 106,501 teachers and the remaining 66,276 teachers in private Primary. The report did not give the breakdown for different regions or districts.

Sample and Sample Size

According to Bryman (2015), the portion of a population chosen for study is referred to as a sample. To calculate the sample size for the study, the researcher uses Sloven's formula.

$$n = N / (1 + Ne^2)$$

n = sample size

N = the population size of basic school teachers (172,777)

e = 5% margin of error

$$n = 172,777 / (1 + 172,777 (0.05^2))$$

$$(0.05^2) = 0.0025$$

$$n = 172,777 / (1 + 172,777 (0.0025))$$

$$n = 172,777 / (1 + 43.1925)$$

$$n = 172,777 / 43.1925$$

$n \approx 400$, therefore, the sample size required is approximately 400.

Considering that the total population of 172,777 refers to the teachers in the whole country which gave a sample size of 200, the researcher sent two hundred questionnaires to teachers within the Nhyiaeso Constituency through their emails and WhatsApp platforms. Upon continuous follow-up, one hundred and twenty-eight (128) teachers responded to the questionnaire. This represents 64% of the respondents for the study. Given the statistical methods employed for the investigation, it is found that this sample size is sufficient. One of the tests for the analysis was simple multiple regression, and Tabachnick and Fidell (1996) state that the formula $N > 50 + 8m$, where m is the number of predictors, therefore, the minimum number of respondents for this study is 82. Hence, 128 respondents are enough for the analysis.

Sampling Technique

The procedures used to select a portion of a population for research objectives are referred to as sampling methods (Gravetter & Forsano, 2018). Both probability sampling and non-probability sampling can be used to classify these techniques. According to Plonsky (2017), probability sampling is a method in which each member of a population has an equal chance of being chosen. Simple random sampling, systematic sampling, cluster sampling, and stratified sampling are all included in the category of probability sampling (Patten & Newhart, 2017). Non-probability sampling approaches, as defined by Gravetter and Forsano (2018), are ways of selecting participants in which not every member of a population has an equal chance of being chosen. Non-probability sampling techniques include convenience, intentional, quota,

and snowballing procedures (Patten & Newhart, 2017). By employing non-probability sampling, the researchers determined the sample size. The teachers participating in this study were deliberately chosen through a convenience sampling method, focusing on their availability and willingness to take part in the research. The study's participants were basic school teachers who were available at the time the data were collected. Because it was straightforward to use and imposed few limitations on how the sample was collected, this sampling technique was selected for the study.

Measures for Data Collection

Measures for data collection are the many tools, techniques, and strategies used to acquire research data, including observation, survey questions, interview guides, and focus group guides (Pattern & Newhart, 2017). In the present investigation, data were collected through the utilization of a questionnaire consisting of four distinct sections:

Part I: was designed to assess the participants' perception of the Psychosocial Safety Climate. This construct was evaluated using the PSC-12 questionnaire, originally developed by Dollard and Coward in 2010. The PSC-12 focuses on senior management values and attitudes regarding employee psychosocial well-being, comprising four dimensions: Organization Participation (3 items), Organization Communication (3 items), Management Priority (3 items), and Management Commitment (3 items). Participants expressed their evaluations on a 5-point Likert-type scale, with response anchors ranging from 1 (strongly disagree) to 5 (strongly agree). The total scores were computed by summing the responses to all items. Each dimension could have a minimum score of 3 and a maximum score of 15. The questionnaire exhibited excellent internal consistency, with a Cronbach alpha coefficient of 0.87, surpassing the accepted threshold of 0.7 as recommended by Tabachnick and Fidell (2019).

Part II: of the study focused on the examination of Employee Engagement, employing an adapted version of the Utrecht Work Engagement Scale (UWES) originally developed by Schaufeli and Bakker in 2004. This scale consists of nine items designed to assess three core facets of employee engagement: vigor, dedication, and absorption. Participants provided their responses using a 7-point Likert scale, ranging from "never" (0) to "always" (6). Sample statements within the scale included expressions such as "My job serves as a source of inspiration to me" and "I experience a sense of joy when fully immersed in my work." Scores on the UWES could range from 9 to 31, reflecting low to high levels of engagement, respectively. The scale demonstrated excellent internal consistency, with a Cronbach alpha score of .94.

Part III: aimed to evaluate employee performance, using a 5-point Likert scale, with responses ranging from "strongly disagree" (1) to "strongly agree" (5). Seven items were utilized to gauge employee performance, encompassing statements such as "I effectively organized my tasks to meet deadlines" and "I remained focused on achieving desired work outcomes." The total scores on this scale could vary from a minimum of 7 to a maximum of 35.

Part IV: of the questionnaire was dedicated to collecting demographic information about the teachers. The demographic variables included gender, age, educational level, and marital status.

Procedures for Data Collection

At Nhyiaeso, data for the study were gathered. Google Forms and emailing were used to collect the information. Physical distribution was also employed to reach teachers who did not have access to the Internet. As a result, the survey items were uploaded to Google Forms, and the link was emailed to basic school teachers via email

and WhatsApp. Teachers had the option of responding via the google forms link or responding in the softcopy or hardcopy of the questionnaire that was sent as an attachment to the emails. The members received periodic reminder emails and WhatsApp messages at one-week intervals. Those who answered the softcopy survey by mail returned it to the researcher. The majority of the teachers responded to the hard and softcopy questionnaire. About two months (February to April) were used to gather the data.

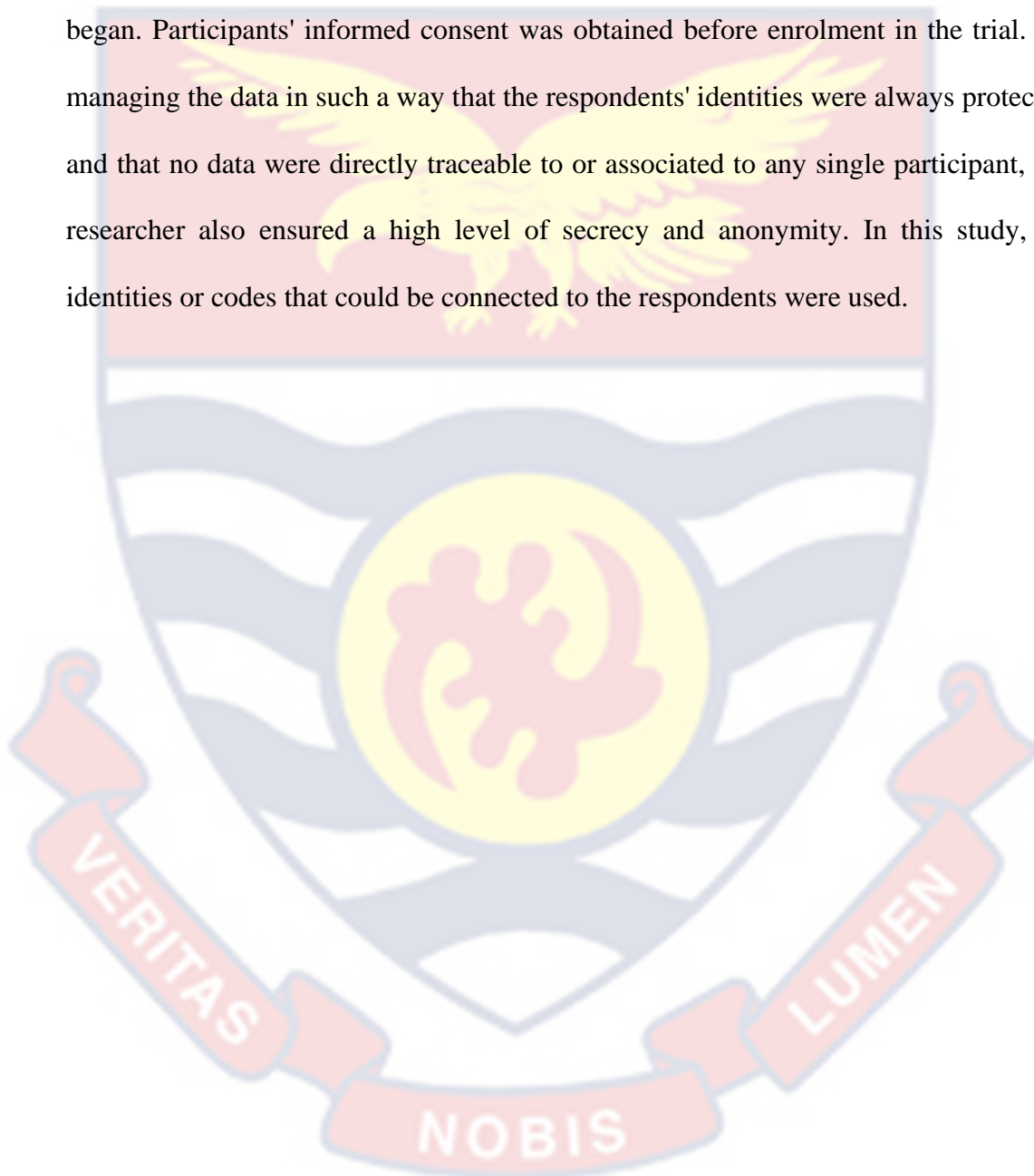
Data Analysis

According to Plonsky (2017), data analysis refers to the procedures used to convert raw data into information that is useful for addressing research questions or achieving study goals. Data analysis produces more precise findings that advance theory and literature as well as knowledge and have an impact on policy and practice (Pattern & Newhart, 2017).

Descriptive and inferential statistics were employed in the current study to analyze the data. Descriptive statistics were used to calculate the means, standard deviations, and sample sizes for each group. Cronbach alpha was also used to evaluate the validity of the scales. The skewness and kurtosis of the variables are also presented to show how the data is regularly distributed. The factor structure of the Psychosocial Safety Climate construct was investigated using factor analysis. Using multiple regression, the mediating effect of employee involvement on the psychosocial safety climate and employee performance was investigated. The various steps of the analysis are fully explained in Chapter 4 in detail.

Ethical Considerations

Certain ethical issues were rigorously observed by the ethical principles governing the use of human subjects in research. Permission was first sought from the numerous basic school principals in the Nhyiaeso Constituency before data collection began. Participants' informed consent was obtained before enrolment in the trial. By managing the data in such a way that the respondents' identities were always protected and that no data were directly traceable to or associated to any single participant, the researcher also ensured a high level of secrecy and anonymity. In this study, no identities or codes that could be connected to the respondents were used.



CHAPTER FOUR

DATA ANALYSIS

Introduction

The results of the data analysis are presented and discussed in this chapter. The chapter is arranged according to the order of the research objective.

Demographic Characteristics

Table 1 presents the demographic profile of the respondents. The data shows that the males constituted 54 participants representing (42.20%) while the females accounted for 74 teachers representing (57.80%). In terms of age category, the data revealed that those within 20 and below are 7 teachers accounting for (5.40%); 21-30 years are 65 participants representing (50.40%); 31- 40 years are 38 respondents representing (29.50%); between the ages 41 – 50 account for 19 teachers constituting (14.70%), and those above 50 are 22 participants representing (24.44%).

Furthermore, the result of the years of teaching experience revealed that those below 2 years are 44 accounting for (34.37%); teachers with teaching experience from 3 – 6 years constituted 62 teachers which represents (48.43%); participants who have taught between 7 – 10 years are 12 (9.40%), and teachers with more than 10 years teaching experience are 10 (7.81%). For educational level, teachers who have Diploma/HND account for 50 (38.80%) participants; those with Bachelor's Degree are 61 (47.30%), and Master's Degree holders represent 21 (16.30%). Finally, the results for the marital status show that teachers are single and those who are married represent 62 (48.40%) each; those who are divorced are 3 (2.30%) participants, and widow/widower is only 1(0.80%). Table 1 presents the demographic profile of the respondents.

Table 1: Demographic Profile

Socio-Demographic characteristics	Frequency	Percentage
Sex		
Male	54	42.20
Female	74	57.80
Age		
20 and below	7	5.40
21-30	65	50.40
31- 40	38	29.50
41 – 50	19	14.70
Above 50	22	24.44
Years of Teaching Experience		
Below 2 years	44	34.37
3 – 6 years	62	48.43
7 – 10 years	12	9.40
Above 10 years	10	7.81
Educational Level		
Diploma/HND	50	38.80
Bachelor's Degree	61	47.30
Master's Degree	21	16.30
Marital Status		
Single	62	48.40
Married	62	48.40
Divorced	3	2.30
Widow/Widower	1	0.80

Source: Fieldwork 2023

Respondents' Assessment of Psychological Safety Climate

The psychological safety climate of the respondents' place of employment was asked to be evaluated. Tables 2 through Table 5 contain documentation for the results. A number of factors, including Management Commitment, Management Priority, Organizational Communication, and Organizational Participation, were used to measure the psychological safety climate.

In terms of Management Commitment, three (3) items were used to measure it. For item 1: *In my workplace senior management acts quickly to correct problems/issues that affect employees' psychological health.* The majority of the respondents selected agreed to strongly agree while the minority chose disagree to strongly disagree. Meanwhile, 33(25.8%) selected neither agree nor disagree. For item 2: *Senior management acts decisively when concern about an employee's psychological status is raised.* More than 50% of the respondents selected agree to strongly agree while 20.3% chose disagree to strongly disagree. Only 35 members representing 27.3% selected neither. Finally, Item 3: *Senior management shows support for stress prevention through involvement and commitment* showing that 53.1% agreed to strongly agree with 21.9% selected disagreement to strongly disagreement with the statement. The results revealed that the majority of the teachers in Nhyiaeso affirmed their management commitment to the psychosocial safety of the employees. Table 2 presents the result of the top management's commitment to teachers' welfare.

Table 2: Management Commitment to Teacher's Psychosocial Safety Climate

Management Commitment	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1. In my workplace senior management acts quickly to correct problems/issues that affect employees' psychological health	4 3.1 %	24 18.8 %	33 25.8 %	29 22.7 %	38 29.7 %
2. Senior management acts decisively when a concern about an employee's psychological status is raised	6 4.7 %	20 15.6 %	35 27.3 %	27 21.1 %	40 31.3 %
3. Senior management shows support for stress prevention through involvement and commitment	2 1.6 %	26 20.3 %	32 25.0 %	32 25.0 %	36 28.1 %

Source: Fieldwork 2023

The results of Table 3 present respondents' assessment of Management Priority as part of the Psychosocial Safety Climate. The data shows that on item 1: *The psychological well-being of staff is a priority for this organization*, the majority of the respondents 56.3% agreed to strongly agree with the statement while only 18.7% both strongly disagreed and disagreed with the statement. Item 2: *Senior management clearly considers the psychological health of employees to be of great importance* revealing that 73 of the respondents representing 57% chose strongly to agree while 26 (20.3%) selected strongly to disagree. Finally, the result of item 3: *Senior management considers employee psychological health to be as important as productivity* shows that 72 of the respondents (56.3%) chose strongly to agree while only 24 participants selected strongly disagree and disagree. The results demonstrate that the majority of the teachers agreed that management takes priority on their psychosocial safety climate.

Table 3: Respondents' Assessment of Management Priority

Management Priority	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1. The psychological well-being of staff is a priority for this organization	9 7.0 %	15 11.7 %	32 25.0 %	29 22.7 %	43 33.6 %
2. Senior management clearly considers the psychological health of employees to be of great importance	3 2.3 %	23 18.0 %	29 22.7 %	37 28.9 %	36 28.1 %
3. Senior management considers employee psychological health to be as important as productivity	5 3.9 %	19 14.8 %	32 25.0 %	33 25.8 %	39 30.5 %

Source: Fieldwork 2023

Table 4 presents the respondents' assessment of their Organizational Communication as one of the variables of psychosocial safety climate. The data shows that the majority of the respondents 48.4% chose to agree to strongly agree on item 1: *There is good communication here about psychological safety issues that affect me*, and the minority (5.5%) strongly disagree with the statement. However, 28% of them selected neither agree nor disagree with the statement. In terms of item 2: *Information about workplace psychological well-being is always brought to my attention by my manager/supervisor*, 37 (28.9%) of the respondents chose strongly agree, 28 (21.9%) selected agree while only 5 (3.9%) chose strongly disagree. For item 3: *My contributions to resolving occupational health and safety concerns in the organization are listened to*. 38 of the respondents representing 29.7% selected strongly agree, 32 (25.0%) chose to agree and 4 (3.1%) selected strongly disagree. Table 4 presents the respondent's assessment of their Organizational Communication.

Table 4. Respondents' Assessment of their Organizational Communication

Organizational Communication	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1. There is good communication here about psychological safety issues that affect me	7 5.5 %	23 18.0 %	36 28.1 %	30 23.4 %	32 25.0 %
2. Information about workplace psychological well-being is always brought to my attention by my manager/supervisor	5 3.9 %	23 18.0 %	35 27.3 %	28 21.9 %	37 28.9 %
3. My contributions to resolving occupational health and safety concerns in the organization are listened to	4 3.1 %	19 14.8 %	35 27.3 %	32 25.0 %	38 29.7 %

Source: Fieldwork 2023

Table 5 presents the respondents' assessment of their Organizational Participation as a variable of psychosocial safety climate. Three items were used to assess it. The result of item 1: *Participation and consultation in psychological health and safety occur with employees, unions, and health and safety representatives in my workplace* revealed that more than 50% of the respondents selected strongly agree to agree while 5.5% selected strongly agree. On item 2: *Employees are encouraged to become involved in psychological safety and health matters*, the majority of the participants 44 representing (34.4%) selected strongly agree, 32 (25.0%) chose to agree, while 23 (17.9) of the respondents expressed strongly disagree to disagree. Finally, the results of item 3: *In my organization, the prevention of stress involves all levels of the organization* shows that most of the participants 69 (59.9%) selected strongly agree and agree while the minority of them 32 (25%) chose strongly disagree and disagree. The data demonstrate that most of the teachers agreed on the level of their organizational participation.

Table 5: Respondents' Assessment of Their Organizational Participation

Organizational Participation	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1. Participation and consultation in psychological health and safety occur with employees, unions, and health and safety representatives in my workplace	7 5.5 %	20 15.6 %	31 24.2 %	33 25.8 %	37 28.9 %
2. Employees are encouraged to become involved in psychological safety and health matters	3 2.3 %	20 15.6 %	29 22.7 %	32 25.0 %	44 34.4 %
3. In my organization, the prevention of stress involves all levels of the organization	5 3.9 %	27 21.1 %	27 21.1 %	30 23.4 %	39 30.5 %

Source: Fieldwork 2023

The mediating role of employee engagement on the relationship between psychosocial safety climate and employee performance.

Preliminary Analyses

As part of the preliminary analysis, the researcher assessed the reliability of the scale, distribution of the data, and mean scores and standard deviations before examining the mediation effect of employee engagement on the relationship between psychosocial safety climate and employee performances among teachers in the Nhyiaeso Constituency. The results are provided in Tables 6 - 8.

Reliability Levels of the Scale

The researcher used the following variables to examine psychosocial safety climate – management communication (3 items), management priority (3 items), organization communication (3 items), and organization participation (3 items). In terms of the mediator, employee engagement nine (9 items) were used to measure while employee performance has seven (7 items). The Cronbach alpha (α) was used to assess

the reliability of the dimensions of the scale. Based on Bryman and Bell (2015), researchers must conduct reliability analyses to ensure that their scale yields consistent scores to prove that the scales are suited for scientific research. According to Tabachnick and Fidell (2019), the Cronbach alpha should be more than 0.70 to consider the scale reliable. The current scale used for this study has a reliability range between 0.920 to 0.950. Therefore, the scale is well-suited for the study. Table 6 presents the Reliability Test (Cronbach alpha (α))

Table 6: Reliability Test (Cronbach alpha (α))

	No. of items	Cronbach alpha (α)
Psychosocial Safety Climate		
Management Communication	3	.909
Management Priority	3	.931
Organizational Communication	3	.907
Organizational Participation	3	.911
Employee Engagement	9	.950
Organizational Performance	7	.920

Source: Field data (2023)

Distribution of Data and Descriptive Statistics

Table 7 presents Descriptive Statistics and Data distribution as a prerequisite for conducting the Ordinary Least Square test. Two main tools were used to check the distribution of the data, namely: skewness and kurtosis. In terms of acceptable values of the data distribution, Tabachnick and Fidell (2019) proposed the following values as normally distributed when the values of skewness range between +1.00 and -1.00 and the values of Kurtosis range between +2.00 and -2.00. The result of Table 7 revealed that the data used for this study has skewness values ranging between 0.112 and 0.90 and the kurtosis values ranged between -0.872 and 1.49. About the criteria of

Tabachnick and Fidell (2019), the values demonstrate that the scores were normally distributed with no outliers. Table 7 presents Descriptive Statistics and Data distribution.



Table 7: Distribution of Data and Descriptive Statistics

	MgtCom	MgtPio	Org_Co	Orga_Part	EmpEng	EmpPerf
N	128	128	128	128	128	128
Missing	0	0	0	0	0	0
Mean	3.58	3.64	3.54	3.62	4.56	4.35
Medin	3.67	3.67	3.33	3.67	4.83	4.57
Standard deviation	1.09	1.12	1.08	1.11	1.20	0.703
Minimum	1.00	1.00	1.00	1.00	0.556	1.57
Maximum	5.00	5.00	5.00	5.00	6.00	5.00
Skewness	-0.112	-0.351	-0.144	-0.228	-0.90	-0.64
Kurtosis	-1.12	-0.872	-0.987	-1.09	1.49	1.01

MgtCom = Management Communication, MgtPio = Management Priority, Org_Co = Organisation Communication
Orga_Part = Organisation Participation, EmpEng = Employee Engagement, EmpPerf = Employee Performance

Source: Field data (2023)

Correlation Matrix of the Study Variables

Table 8 shows the results of the correlation matrix using Person (r). It was used to check the association among the variables, namely: Psychological Safety Climate which was measured with Management Communication, Management Priority, Organisation Communication, Organisation Participation, Employee Engagement, and Employee Performance based on the recommendation of (Bryman & Bell, 2015). The summary of the results as presented in Table 8 shows that Employee Engagement correlated with all the variables used to assess Psychological Safety Climate – Management Communication, Management Priority, Organisation Communication, and Organisation Participation.

In addition, Employee Performance also shows a strong relationship with Management Communication, Management Priority, Organization Communication, and Organisation Participation. Finally, there was a correlation between Employee Engagement and Employee Performance. All the relationships demonstrated statistically significant. Table 8 presents the summary of the results.

Table 8: Correlation Matrix

	MgtCom	MgtPio	Org_Co	OrgaPart	EmpEng	EmpPerf
Management Commitment						
Management Priority	0.374 *					
Organizational Communication	0.407 **	0.464**				
Organizational_Participation	0.284 *	0.395*	0.471**			
Employee_Engagement	0.702 ***	0.567***	0.652***	0.517***		
Employee_Performance	0.603 ***	0.759***	0.664***	0.504***	0.846***	

MgtCom = Management Communication, MgtPio = Management Priority, Org_Co = Organisation Communication
 OrgaPart = Organisation Participation, EmpEng = Employee Engagement, EmpPerf = Employee Performance

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Testing of Hypothesis

The assumptions of multicollinearity and normality are essential in conducting analysis using ordinary least squares. The researcher employs the Variance Inflation Factor (VIF) and Tolerance to assess the multicollinearity of the data as the normality test was presented in Table 11. The data shows that VIF values ranged between 2.311 to 3.145 and the Tolerance values are between 0.467 to 0.896 which indicates no multicollinearity (Tabachnick & Fidell, 2019).

Table 9 presents the mediation analysis of the impact of the mediator – employee engagement on the independent variable – psychosocial safety climate, and the dependent variable – employee performance using the basic school teachers in the Nhyiaeso Constituency as the participants of the study. The mediation analysis was conducted to investigate the mediating effect of employee engagement on the psychosocial safety climate and employee performance. The results revealed that the total effect of the model was statistically significant ($F = 64.3, p < .001$). However, the data demonstrated that the direct effect ($F = 0.14, p > .05$). In terms of the indirect effects, the results revealed that employee engagement significantly mediated the relationship between all the Psychosocial Safety Climate variables – Management Commitment ($b=0.3633, z=1.9826, CI[0.00269, 0.4690], p<.05$); Management Priority ($b=0.4332, z=2.2064, CI [0.05254, 0.8881], p<.05$); Organisational Communication ($b=0.7859, z=13.7345, CI [0.39552, 0.5272], p<.001$); Organisational Participation ($b=0.3404, z=2.1785, CI [0.02177, 0.4122], p<.001$) and the employee performance. These results suggest that employee engagement fully mediated the relationship between the Psychosocial Safety Climate variables – Management Commitment, Management Priority, Organisational Communication, Organisational Participation, and employee performance.

This finding contradicts the previous research, especially in the area of the relationship between employee engagement and employee performance. For instance, the study Rurkkhum and Bartlett (2012) conducted in Thailand among industrial workers discovered that employees who are well-engaged performed better in their jobs. Mathumbu and Dodd (2013) also reported similar findings in South Africa. The researchers discovered among the workers in Victoria Hospital in Alice, Eastern Cape that workers who reported high levels of engagement performed better in their work activities. In Ghana, Agyemang and Ofei (2013) reported that employees with high levels of engagement reported higher commitment to their organisations and as such were more willing to work hard to improve their performance. Preko and Adjetei (2013) also reported similar findings in Ghana among commercial bank workers.

However, the current finding regarding the mediating role of employee engagement between psychosocial safety climate and employee performance supports previous studies. For example, Dollard and Bakker (2010) reported that when employees perceive that their organization values their well-being and creates a supportive work environment, they are more likely to experience positive psychological states, which can enhance their motivation, satisfaction, and performance. although Karatepe and Karadas (2015) reported that employee engagement partially mediated the relationship between psychosocial safety climate and job performance, it can be argued that such mediation supports the current study. Kim, Hornung, and Rousseau (2018) investigated the relationship between psychosocial antecedents, burnout, turnover intentions, and employee engagement. The study found that psychosocial factors, including psychosocial safety climate, positively improved employee engagement which resulted in enhanced employee performance. In Ghana, Ansah and Mensah (2020) explored psychosocial safety climate (PSC) as a path through which job

demands (JD) influence the health of the fuel customer attendants in Accra. They reported that the Psychosocial Safety Climate has a partial mediation on the impact of job demands on the state of health of the attendants.

The findings of the current study demonstrate that four out of the thirteen hypotheses were supported, namely:

H₁₀: Employee engagement mediates the relationship between Management Commitment and employee performance.

H₁₁: Employee engagement mediates the relationship between Management Priority and employee performance.

H₁₂: Employee engagement mediates the relationship between Organisational Communication and employee performance.

H₁₃: Employee engagement mediates the relationship between Organisational Participation and employee performance.

The rest of the hypotheses were not supported. Table 9 presents the indirect and Total Effects of the study.

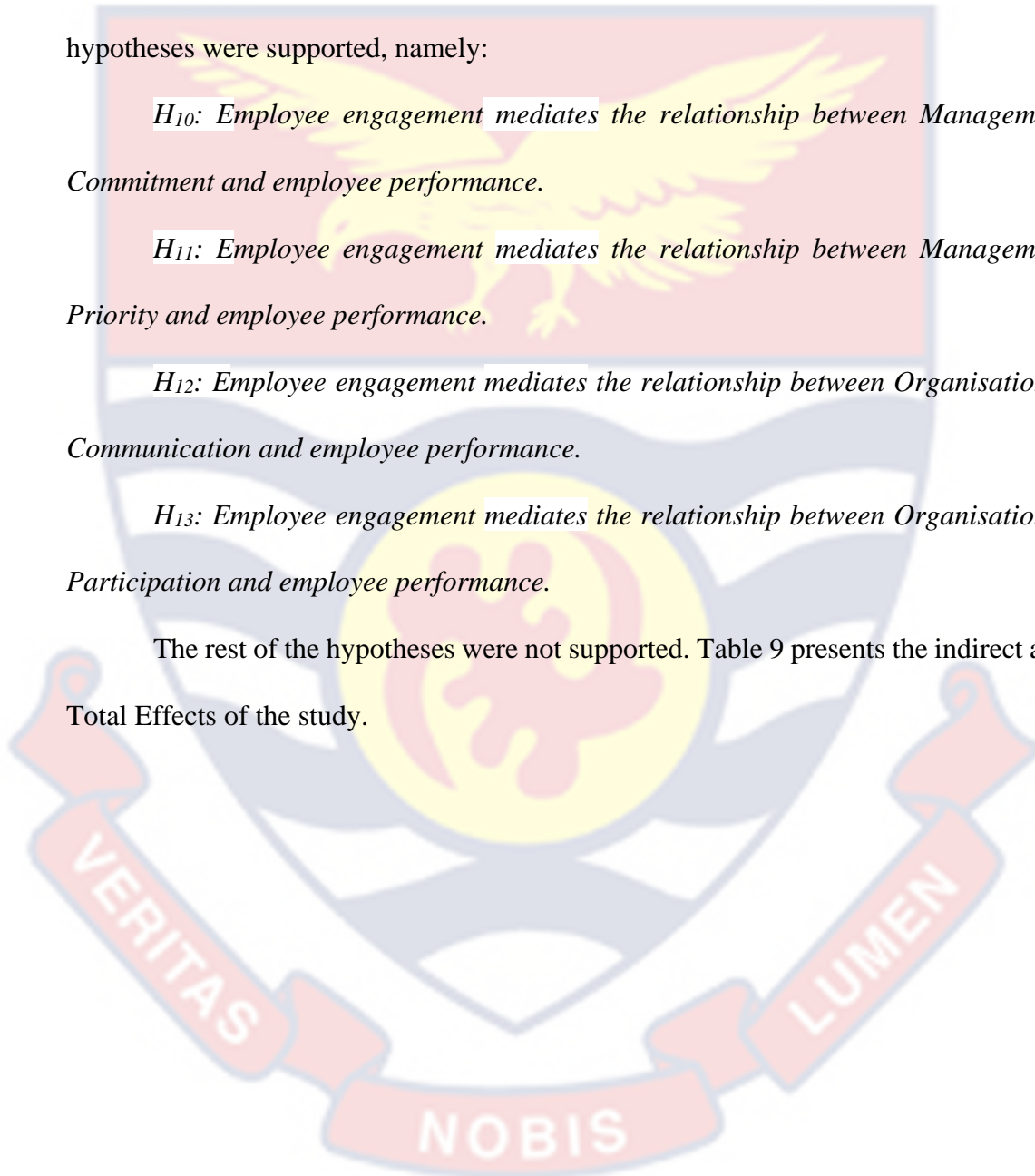


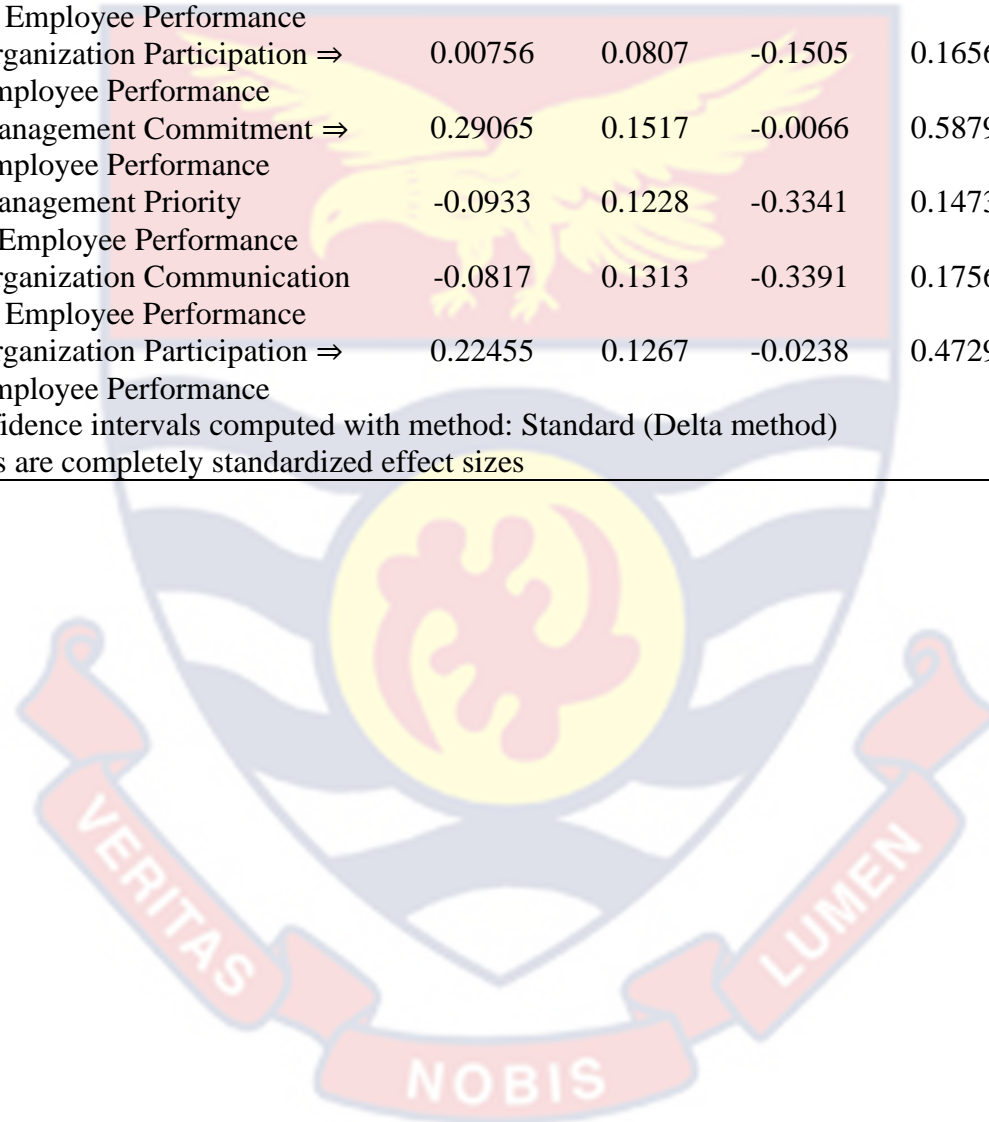
Table 9: Indirect and Total Effects

Type	Effect	Estimate	SE	95% C.I. (a)		B	z	P
				Lower	Upper			
Indirect	Management Commitment ⇒ Employee Engagement ⇒ Employee Performance	0.23585	0.1190	0.00269	0.4690	0.3633	1.9826	.047
	Management Priority ⇒ Employee Engagement ⇒ Employee Performance	0.47033	0.2132	0.05254	0.8881	0.4332	2.2064	.027
	Organization Communication ⇒ Employee Engagement ⇒ Employee Performance	0.46136	0.0336	0.39552	0.5272	0.7859	13.7345	< .001
	Organization Participation ⇒ Employee Engagement ⇒ Employee Performance	0.21699	0.0996	0.02177	0.4122	0.3404	2.1785	0.029
Component	Management Commitment ⇒ Employee Engagement	0.51120	0.2551	0.01113	1.0113	0.4623	2.0036	0.045
	Employee Engagement ⇒ Employee Performance	0.11925	0.1023	-0.3197	0.0812	0.1830	1.1659	0.244
	Management Priority ⇒ Employee Engagement	-0.1459	0.2066	-0.5508	0.2590	-0.136	-0.7063	0.480
	Organization Communication ⇒ Employee Engagement	-0.2584	0.2209	-0.6914	0.1745	-0.232	-1.1702	0.242
	Organization Participation ⇒ Employee Engagement	-0.0673	0.0954	-0.2543	0.1197	-0.106	-0.7054	0.481
Direct	Management Commitment ⇒ Employee Performance	0.05480	0.0962	-0.1337	0.2434	0.0844	0.5696	0.569
	Management Priority ⇒ Employee Performance	-0.0260	0.0768	-0.1766	0.1245	-0.041	-0.3393	0.734

Total	Organization Communication ⇒ Employee Performance	0.03750	0.0824	-0.1240	0.1990	0.0575	0.4550	0.649
	Organization Participation ⇒ Employee Performance	0.00756	0.0807	-0.1505	0.1656	0.0119	0.0937	0.925
	Management Commitment ⇒ Employee Performance	0.29065	0.1517	-0.0066	0.5879	0.4477	1.9163	0.055
	Management Priority ⇒ Employee Performance	-0.0933	0.1228	-0.3341	0.1473	-0.148	-0.7604	0.447
	Organization Communication ⇒ Employee Performance	-0.0817	0.1313	-0.3391	0.1756	-0.125	-0.6226	0.534
	Organization Participation ⇒ Employee Performance	0.22455	0.1267	-0.0238	0.4729	0.3523	1.7720	0.076

Note. Confidence intervals computed with method: Standard (Delta method)

Note. Betas are completely standardized effect sizes



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATION

Introduction

The purpose of this study was to investigate the relationship between psychological safety climate and employee performance as it relates to employee engagement. Management Priority, Organizational Communication, Organizational Participation, and Management Commitment were among the factors included in the Psychological Safety Climate assessment. The chapter is organized as follows: a summary of the findings, inferences made, and suggestions made.

Summary of Findings

The study looks at how employee involvement mediates between the psychological safety climate and worker performance. According to the data, there are significantly more female instructors than male teachers. The majority of teachers fall into the age range of 21 to 30 years, with those under 20 making up the minority. The bulk of the teachers had between three and six years of experience, although those with more than ten were in the minority. According to their educational backgrounds, the majority of instructors hold a bachelor's degree, while only a small percentage hold a master's degree. Last but not least, the bulk of the teachers were married or single members.

The results showed that most respondents were happy with the climate situations in their organizations based on their assessments of the psychosocial safety climate variables - Management Commitment, Management Priority, Organizational Communication, and Organizational Participation. For instance, the responses on all three of the questions used to gauge management commitment ranged from strongly agree to agree. For item 1: *In my workplace senior management acts quickly to correct*

problems/issues that affect employees' psychological health, The majority of the respondents selected agreed to strongly agree while the minority chose to disagree. In terms of item 2: *Senior management acts decisively when a concern about an employee's psychological status is raised*. Most of the respondents selected agree to strongly agree while only a few of them disagree. Finally, Item 3: *Senior management shows support for stress prevention through involvement and commitment* revealing that the majority of the teachers agreed with a minority disagreeing to the statement.

Furthermore, the questions that assessed Management Priority as part of the Psychosocial Safety Climate revealed that the majority of the teachers agreed that the management of their organisation put employees' well-being as a priority. For instance, item 1: *Psychological well-being of staff is a priority for this organization*, shows that the majority of the respondents agreed while only the minority disagreed. The result of Item 2: *Senior management clearly considers the psychological health of employees to be of great importance* demonstrated that most of the teachers chose to strongly agree with a few of them selecting strongly to disagree. Finally, item 3: *Senior management considers employee psychological health to be as important as productivity* shows that the majority of the teachers chose strongly agree while the minority selected disagree.

In addition, the respondents' assessment of their Organizational Communication shows that the majority of them agreed with all the statements. For example, on item 1: *There is good communication here about psychological safety issues that affect me* revealed that the majority of them agreed while the minority disagreed with the statement. In terms of item 2: *Information about workplace psychological well-being is always brought to my attention by my manager/supervisor* the results show that most of the respondents chose to agree while the minority disagreed. Finally, item 3: *My contributions to resolving occupational health and safety*

concerns in the organization are listened to revealed that most of them selected strongly agree while a few chose to disagree.

Finally, the data of the Organizational Participation as a variable of psychosocial safety climate revealed that all three items received favourable responses from the participants. For example, the result of item 1: *Participation and consultation in psychological health and safety occur with employees, unions, and health and safety representatives in my workplace* revealed that most of the respondents agreed to the statements while a few disagreed. On item 2: *Employees are encouraged to become involved in psychological safety and health matters*, the majority of the participants selected strongly agree while the minority of the respondents expressed disagreement. The results of item 3: *In my organization, the prevention of stress involves all levels of the organization* shows that most of the participants selected agree while the minority of them chose to disagree.

In terms of the mediation analysis of the impact of employee engagement on the psychosocial safety climate and employee performance among the basic school teachers in Nhyiaeso, the results revealed that employee engagement fully mediated the relationship between the psychosocial safety climate and employee performance.

Conclusion

The study investigated the mediation impact of employee engagement on Psychological Safety Climate and employee performance. The demographic profile of the teachers revealed that the teaching profession is predominantly occupied by females who are within the 21 to 30-year age bracket with 3 to 6 years of teaching experience showcasing a relatively early to mid-career stage as the prevailing norm. In addition, a

significant portion of teachers hold a Bachelor's Degree who are married or single, underscoring the predominant relationship status within the profession.

Furthermore, in terms of the respondent's assessment of the psychosocial safety climate variables - Management Commitment, Management Priority, Organizational Communication, and Organizational Participation, the results revealed that most of the respondents were satisfied with the climate situations in their organization. For instance, in all three questions that were used to assess Management Commitment received agree to strongly agree. The questions that assessed Management Priority as part of the Psychosocial Safety Climate revealed that the majority of the teachers agreed that the management of their organization put employees' well-being as a priority. In addition, the respondents' assessment of their Organizational Communication shows that the majority of them agreed with all the statements. Finally, the data of the Organizational Participation as a variable of psychosocial safety climate revealed that all three items received favourable responses from the participants.

Finally, the mediation analysis of the impact of employee engagement on the psychosocial safety climate and employee performance among the basic school teachers in Nhyiaeso, results revealed that employee engagement fully mediated the relationship between the psychosocial safety climate and employee performance.

Recommendation

Based on the conclusions drawn from the summary of findings, the following recommendations are put forward.

First, the Ministry of Education in Ghana should consider implementing targeted initiatives to promote diversity and inclusion in the basic school teaching profession to attract and retain more male teachers who have varying levels of

experience, particularly those with more than 10 years. In addition, the ministry should support and incentivize basic school teachers in Ghana to pursue higher education, such as Master's Degrees.

Second, considering the role employee engagement plays in mediating the relationship between the psychosocial safety climate and employee performance, educational policymakers in Ghana especially the Ghana National Association of Teachers (GNAT) and basic school administrators should design and implement engagement initiatives that would provide professional development opportunities, collaborative projects, mentorship programs, and recognition systems. This would foster a sense of ownership, involvement, and connection among the basic school community in Ghana thereby contributing to higher levels of engagement, which in turn positively influences teachers' performance outcomes.

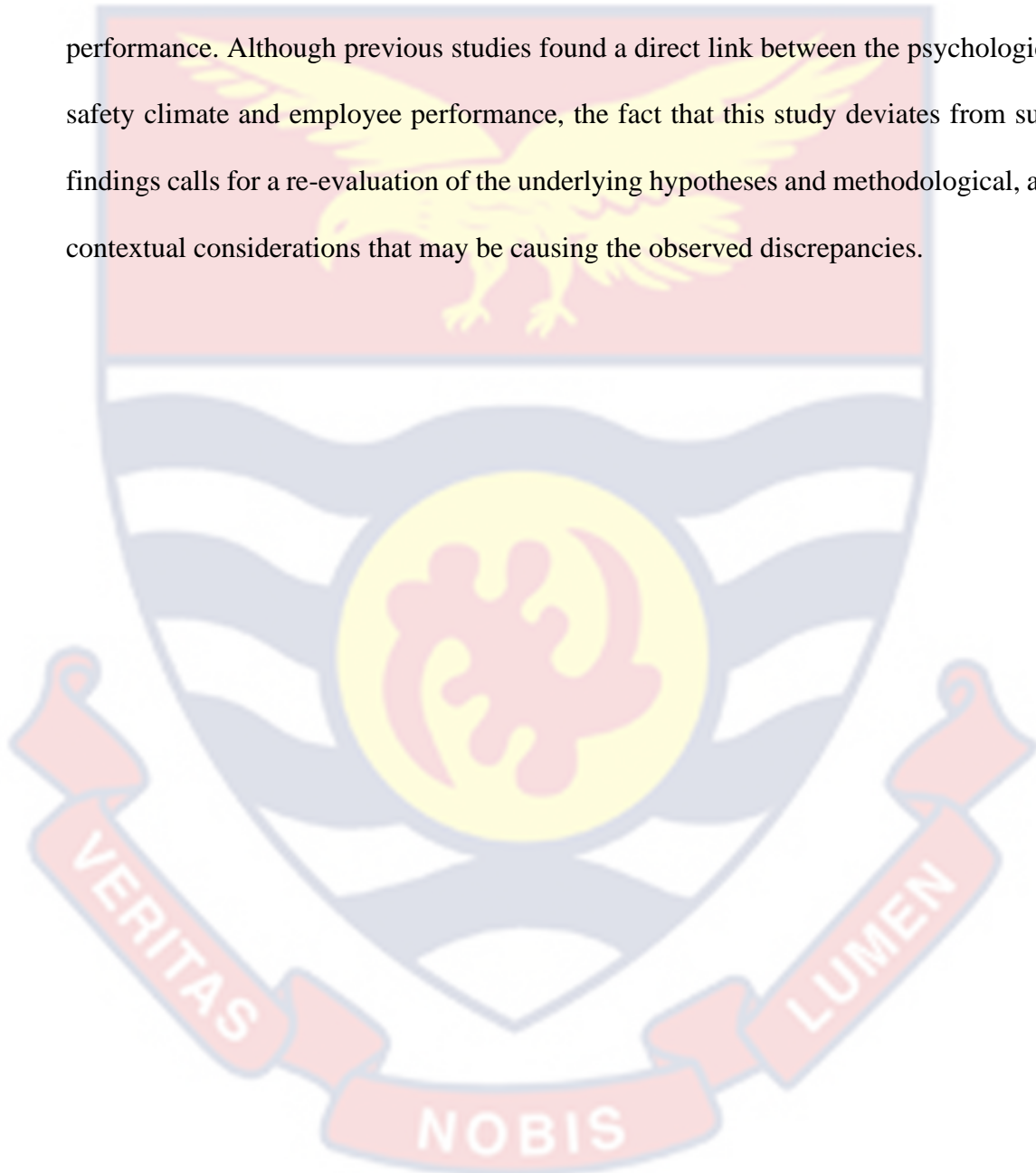
Recommendation for Future Researchers

First, future researchers must make a concentrated effort to widen the scope of this study by including a wider spectrum of respondents such as basic school teachers from other parts of Ghana and Senior High School teachers in the country to acquire a thorough and holistic grasp of the mediation effect of employee engagement on psychosocial safety climate and employee performance.

Second, the researcher recommends that future researchers in Ghana should employ a varied approach in the evaluation of the mediation effect of employee engagement on psychosocial safety climate and employee performance among basic school teachers by building on the insights and findings of the current study. While the current study used a quantitative method to study the phenomenon, the researcher

recognizes the intrinsic richness and depth that other research methods such as qualitative or mixed methods might bring to the investigation.

Finally, future research in Ghana should consider the possibility of investigating the statistical relationship between the psychosocial safety climate and employee performance. Although previous studies found a direct link between the psychological safety climate and employee performance, the fact that this study deviates from such findings calls for a re-evaluation of the underlying hypotheses and methodological, and contextual considerations that may be causing the observed discrepancies.



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APPENDIX

SURVEY OF PSYCHOSOCIAL SAFETY CLIMATE, EMPLOYEE

ENGAGEMENT AND EMPLOYEE PERFORMANCE AT WORKPLACES

The following items examine PSYCHOSOCIAL SAFETY CLIMATE, EMPLOYEE ENGAGEMENT, AND EMPLOYEE PERFORMANCE at your workplace. There are no wrong or right answers. Choose the option that is most applicable to you.

PART I. Psychosocial Safety Climate

1 = Strongly Disagree 2 = Disagree 3 = Neither agree or disagree
4 = Agree 5 = Strongly Agree

4. In my workplace senior management acts quickly to correct problems/issues that affect employees' psychological health	1	2	3	4	5
5. Senior management acts decisively when a concern about an employee's psychological status is raised	1	2	3	4	5
6. Senior management shows support for stress prevention through involvement and commitment	1	2	3	4	5
7. Psychological well-being of staff is a priority for this organization	1	2	3	4	5
8. Senior management clearly considers the psychological health of employees to be of great importance	1	2	3	4	5
9. Senior management considers employee psychological health to be as important as productivity	1	2	3	4	5
10. There is good communication here about psychological safety issues which affect me	1	2	3	4	5
11. Information about workplace psychological well-being is always brought to my attention by my manager/supervisor	1	2	3	4	5
12. My contributions to resolving occupational health and safety concerns in the organization are listened to	1	2	3	4	5
13. Participation and consultation in psychological health and safety occurs with employees', unions and health and safety representatives in my workplace	1	2	3	4	5
14. Employees are encouraged to become involved in psychological safety and health matters	1	2	3	4	5
15. In my organization, the prevention of stress involves all levels of the organization	1	2	3	4	5

PART II. Employee Engagement

0 = Never 1 = Almost never 2 = Rarely 3 = Sometimes

4 = Often 5 = Very often 6 = Always

1. At my work, I feel bursting with energy	0	1	2	3	4	5	6
2. At my job, I feel strong and vigorous	0	1	2	3	4	5	6
3. When I get up in the morning, I feel like going to work	0	1	2	3	4	5	6
4. I am enthusiastic about my job	0	1	2	3	4	5	6
5. I am proud on the work that I do	0	1	2	3	4	5	6
6. My job inspires me	0	1	2	3	4	5	6
7. I am immersed in my work	0	1	2	3	4	5	6
8. I get carried away when I'm working	0	1	2	3	4	5	6
9. I feel happy when I am working intensely	0	1	2	3	4	5	6

PART II. Employee Performance

**1 = Strongly Disagreed 2 = Disagreed 3 = Neither Agreed no
Disagreed 4 = Agreed 5 = Strongly Agreed**

I managed to plan my work so that I finished it on time	1	2	3	4	5
I kept in mind the work result I needed to achieve	1	2	3	4	5
I was able to set priorities	1	2	3	4	5
I was able to carry out my work efficiently	1	2	3	4	5
I managed my time well	1	2	3	4	5
On my initiative, I started new tasks when my old tasks were completed	1	2	3	4	5
I took on challenging tasks when they were available	1	2	3	4	5

PART IV: DEMOGRAPHIC PROFILE**Gender** Male Female**Marital Status** Single Married Divorced Widow/Widower**Age Group (years)** 20 and Below 21 – 30 years 31 – 40 years 41 – 50 years Above 50 years**Highest Education** High school/Vocational/Technical Diploma/HND Bachelor's Degree Master's Degree Doctorate Degree**Years of Experience (years)** Below 2 years 3 – 6 years 7 – 10 years Above 10 years