

UNIVERSITY OF CAPE COAST

ASSESSING EMPLOYEE ENGAGEMENT THROUGH THE
COMPENSATION AND BENEFITS POLICIES AT THE CENTRAL
REGIONAL OFFICE OF THE ELECTRICITY COMPANY OF GHANA

BY

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DECLARATION

Candidate's Declaration

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

Candidate's Name:

Signature: Date:

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 University of Cape Coast.

Supervisor's Name:

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ABSTRACT

One of the most challenging tasks for most organisations today is not just retaining talented employees but fully engaging them, and capturing their minds and hearts at each stage of their work lives. Hence, this requires the need to put in place effective Human Resources policies that will fully suit the needs of employees in order to gain their loyalty and retain them. The current study sought to assess the level of employee engagement and by extension their turnover intentions in the context of the compensation and benefits policies, as well as other non-financial related factors of Electricity Company of Ghana (ECG). A cross sectional survey with the use of self-administered questionnaire was used to solicit the responses of 72 employees through a census approach at the Central Regional Office of ECG Limited. Frequency distribution, cross tabulation and the Spearman's Correlation Matrix tests were used to analyse the data obtained in order to determine the relationship between the study variables.

The results of the study showed that the compensation and benefits policies, as well as the non-financial factors had positively influenced the engagement levels of workers in the organisation. Consequently, the high engagement levels had also reduced the turnover intentions of employees. Also, there was no statistically significant relationship in terms of gender and job positions on the study variables. The study recommended to management of ECG to continue implementing the current policies on compensation and benefits. Also, the management should ensure that the mechanisms put in place for the processing and disbursement of staff benefits are reviewed to reduce bottlenecks in order to improve the time of delivery.

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DEDICATION

To my lovely wife, Mamley, and my adorable kids, Akua and Kofi.

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CHAPTER ONE

INTRODUCTION

Background to the study

The concept of employee engagement has dominated much of Human Resources (HR) thinking in recent years. Lockwood (2007) mentioned that, as a means of gaining competitive edge, organisations are now turning to HR to set the agenda for employee engagement as well as retention. Though, the notion of engagement is relatively new, it is already a hot managerial topic and it is rare to find an HR or managerial related article that does not mention employee engagement (Robertson-Smith & Markwick, 2009). Empirical studies have suggested that the key principles of employee engagement transcend all organisations irrespective of sector (MacLeod & Clarke, 2009).

Employers now realise that by focusing on employee engagement, they can create more efficient and productive workforce. Any initiatives of improvement which are taken by management cannot be fruitful without wilful involvement and engagement of employees (Bach & Kessler, 2012). Although empirical studies have shown that factors that determine the engagement level of employees at the workplace are driven primarily by the organisation, it requires inputs from employees as well (Caza, 2012). Fuchs and Edwards (2012) explained that, engagement is a two-way process which requires the organisation to take issues that bother their employees and address them in an effective manner.

Chen (2007) noted that much of what has been written about employee engagement comes from the practitioner literature of consulting firms like Hewitt Associates, Gallup and Towers Perrin Group, therefore, making it difficult to give a definite definition to the concept. In spite of this, Macey and Schneider (2008) attempted to define the term engagement as an individual's sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence toward organisational goals. Engaging employees is even more critical in today's context where there is an urgent need for public sector agencies to change and transform to adapt to the changing business landscape and better serve the citizens. Engaged employees can drive a universally important public-sector objective of customer service.

Also, the importance of employee engagement has been proven by the literature on engagement, which shows that an engaging environment pays off and predicts employee outcomes, organisational success and financial performance (Newman & Harrison, 2008). Gubman (2004) mentioned that disengaged employees are more likely to perform poorly, actively look for another job, and make negative comments about management or the organisation for which they work. Dale Carnegie Training (2012) revealed in their survey that disengaged employees are 2.5 times more likely than engaged employees to change jobs for as little as a 5percent pay increase. This implies that, there is a critical need for managers to know the engagement level of their employees at any given time.

Rich, Lepine and Crawford (2010) noted that, it cannot be concluded that the only strategy for an employer to build a culture that retains and

engages the best and brightest employees depends solely on the compensation and benefits provided, but also, on the creation of a work environment that allows employees to grow and develop. Lockwood (2007) mentioned that the challenge for most organisations today is not just retaining talented employees but fully engaging them, and capturing their minds and hearts at each stage of their work lives. However, most of the empirical studies on employee engagement to make a conclusion about the fact that there is a deepening global disengagement were conducted in the western countries, and a lot remain to be fully examined to determine whether it applies in the context of Ghana.

Employee engagement is an issue that needs to be taken seriously in Ghanaian organisation, including the Electricity Company of Ghana (ECG). The ECG is a publicly owned organisation and one of the six major players in the power sub-sector of the Energy Sector of Ghana ECG which prides itself as a customer-oriented organisation.

Until June, 2010 that a HR policy document was developed, the company traditionally managed its human resources through administrative instructions, circulars, the collective bargaining agreement, senior staff manual and the code of ethics document. The policy document covers major thematic areas like recruitment and selection, training and development, compensation and benefits management, employee relations, performance management systems, health and safety, and organisational security (ECG HR Policy, 2010).

ECG HR Policy (2010) documented the entire package related to the policy on compensation and benefits, including the scope, purpose, and procedure and guidelines for assessing the various package. The scope of the

policy covers all employees in the organisation and the purpose include but not limited to attracting, motivating, sustaining and to generally gain the loyalty of employees in order to retain them. Employee compensation comprises of wages and salaries, whereas the benefits package include medical care to employees and their registered dependents, educational subsidy, electricity subsidy, rent subsidy, transport subsidy, fuel subsidy, vehicle maintenance allowance, provident fund and telephone subsidy for managers only (ECG HR Policy, 2010).

Statement of the problem

Over the past two decades, employee engagement has become a very popular managerial concept. Organisations use different engagement building tools in order to retain their best talent and achieve business success (Flade, 2003). The vision of the Electricity Company of Ghana (ECG) is to be among the leading electricity distribution companies in Africa by 2020 and a mission to provide quality, reliable and safe electricity services to support the economic growth and development of Ghana. Because the company recognises its human resources to be very vital in achieving this vision, one of the key pillars of their corporate strategy was to enhance organisational culture through employee engagement efforts at all levels of the organisation to become an employer of choice (ECG HR Policy, 2010). Therefore, the HR policy document was developed in June 2010 to serve as a guide in managing the employees.

Prior to the adoption of written policies on compensation and benefits, which are part of the HR policy document of the ECG, information gathered from a cross-section of employees in the Central Regional Office of the company revealed that, there was lack of morale at the workplace which

resulted in low levels of engagement in the past. This was attributed to the dissatisfaction of some employees about the way management handled the administration of the compensation and benefits in the company. Also, some of the employees had challenges in assessing their entitlements due to the absence of a clear procedure to guide them. The absence of the written policies on compensation and benefits resulted in management having to use their own discretion to handle employees' claims.

In addition, the absence of the written policies resulted in the lack of consistent treatment of staff, fairness and transparency. The Regional office recorded increased customer-complaints and also lost some of their top performing employees who felt their efforts were not adequately recognised and rewarded. Despite the efforts the company had made to develop a HR policy document, no empirical study had been conducted since its implementation. Hence, this called for the need to conduct the current research at the Central Regional Office of the ECG to determine whether the objectives of the compensation and benefits policies had been achieved or not.

Objectives of the study

The overall aim of the study is to assess the level of employee engagement in the context of the compensation and benefits policies of the organisation.

The specific objectives of the study were to:-

- ❖ Determine the level of employee engagement after the implementation of the compensation and benefits policies

- ❖ Assess whether other non-financial factors have contributed to the level of employee engagement
- ❖ Ascertain how the engagement levels of employees have influenced their turnover intentions.
- ❖ Make recommendations to management on how to sustain or improve the level of employees' engagement in the organisation.

Research questions

Among other things, the study seeks to address the following questions:-

- ❖ What is the level of employee engagement after the implementation of the compensation and benefits policies?
- ❖ How have other non-financial factors contributed to the level of employee engagement?
- ❖ To what extent has the engagement levels of employees influenced their turnover intentions?

Delimitation of the study

The study sought to focus on the aspect of the compensation and benefits package in the HR Policy document of ECG as well as other potential drivers that determine the engagement level of employees. Although ECG operates in six regions of the Southern part of Ghana, the research focused on the Central Region with specific emphasis on the Regional Office which is situated in Cape Coast to undertake the study. Therefore, the entire workforce in the Central Regional Office of the company constituted the population of the study.

Limitations of the study

The findings of the study cannot be generalised to the entire organisation since the focus of the study was on the Central Regional Office of the ECG, located in Cape Coast. Also, there was the issue of time lag effect since the survey collected data at a point in time rather than over a period of time, it was difficult to measure changes in the population.

In addition, other policies apart from the compensation and benefits package of the company could account for the engagement or otherwise of employees in the company. Lastly, financial constraint and lack of time on the part of the respondents posed some level of difficulty during the phase of administering the survey questionnaire. In spite of all the limitations, the results and findings of the research cannot be rendered less significant.

Significance of the study

The study is necessitated by the fact that, the concept of engagement is now gaining root in the practice of HR in Ghana and therefore, the need to research further into it. Also, most of the published empirical researches on employee engagement in the context of compensation and benefits policies of companies were undertaken in the developed countries and as such their findings cannot be directly linked to what is happening in Ghana. Therefore, there is the need to replicate the research in Ghana in order to measure the engagement levels of employees here as well.

The findings of the study will provide management of the organisation with information regarding the outcome of the policy on compensation and

benefits, and also, how to effectively manage the policy to engage the employees in order to reduce staff turnover intentions. The study will add to the existing body of knowledge of the concept of employee engagement in the context of compensation and benefits policies and other related factors that drive engagement, as well as provide the basis for further research.

Organisation of the study

Chapter one gives the background to the study as well as the statement of the problem. Also, it provides the study's objectives, delimitation as well as its significance. Chapter two of the study provides support for the study by reviewing related literature. This chapter covers important aspects of the study, such as theoretical framework, conceptual framework, and issues that are related to the objectives of the study. Also, chapter three of the study outlines the methodology. This chapter explains how the study was conducted. Sub-headings covered in this chapter include, research design, population, sample and sampling frame, instrument, data collection procedure, and data analysis.

Chapter four relates to data analysis of the study. This chapter presents the results with their discussion by research objectives and hypothesis. Finally, chapter five of the study provides the summary, conclusion and recommendation. The summary gives an overview of the research study and methodology. The conclusion is also based on the results and findings and not a restatement of the summary of the discussion. The recommendations are also based on the findings of the study and suggestions for future research.

Summary of the chapter

The purpose of chapter one was to give background information about employee engagement and also provide the motivation for conducting this study. So far, the objectives of the study, significance of the study, scope of the study and the organisation of the research have all been discussed.

However, many of the empirical research conducted on employee engagement as have been mentioned already were discussed in the developed countries, hence, the literature on potential driving forces and other key issues related to the objectives of the study are reviewed in chapter two. In addition, the next chapter also contains the theoretical underpinning and conceptual framework of the study, as well as the model of the study which depicts the variables measured in the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

Chapter two of the study begins with a discussion of the theoretical framework of the research by focusing on the Organisational Support Theory which has its foundation from the Social Exchange Theory and the Perceived Organisational Support as the central tenet of the theory. This chapter discusses the three main types of employees based on their level of engagement. Also, the concept turnover intentions of employees with emphasis on voluntary turnover are discussed in this chapter. Additionally, non-financial variables which have been proven by most literature as potential drivers of employee engagement are reviewed in addition to the compensation and benefits policies of ECG. Finally, the conceptual framework of the study is discussed in this chapter.

Theoretical framework of the study

The Social Exchange Theory (SET) was promulgated by scholars like Emerson in the 1970s. According to the SET, as individuals interact over time, they experience the need to reciprocate the support and assistance of the other person, called the norm of reciprocity (Flynn & Brockner, 2003). The SET can be described as one of the most accepted and widely used theories in recent research on employee engagement. SET provides a theoretical foundation to justify the reasons why employees decide to engage more or less on their work or stay with their organisation.

According to Saks (2006), a strong theoretical rationale for explaining employee engagement can be found in the SET. Saks maintained that

engagement in employees might represent a form of obligation to the organisation. That is, if organisations offer support to their employees, these individuals feel obliged to become cognitively, emotionally, and physically engaged in their work role.

Organisational support theory

The study adopted the Organisational Support Theory (OST) as the theoretical underpinning, which also has its root from the Social Exchange Theory (SET). The OST holds that, for employees to meet their socio-emotional needs and to assess the benefits of increased work effort, they form a general perception concerning the extent to which the organisation values their contributions and cares about their well-being (Eisenberger & Rhoades, 2002). The central tenet of the OST is the Perceived Organisational Support (POS). According to the OST, the development of POS is encouraged by employees' tendency to assign the organisation humanlike characteristics (Eisenberger & Rhoades, 2002).

From this perspective, attributes similar to those in interpersonal relationships are used by employees to infer their valuation by the organisation. The concept of employee engagement is considered as a property of the relationship between an organisation and its employees. Employees usually take an active interest in the regard with which they are held by their employer and often attach premium to tangible benefits such as medical care allowance and transport subsidy (Saks, 2006). If such benefits are provided to employees, they tend to perceive a positive value by the employer. Also, such benefits serve as an indication that the efforts of employees are duly rewarded and

recognised, thus motivating them to become actively engaged to the organisation (Ferguson, 2007).

Foong-Ming (2008) maintained that, rewards are substantially related to turnover as employees who are satisfied with organisational rewards believe that losing such competitive rewards would be costly and would not find such compensation elsewhere. Therefore, they would choose to stay with the organisation. However, this opinion does not clearly show whether such employees would reciprocate the benefits received by putting in more discretionary effort into their tasks.

Employee engagement

Employee engagement is a complex concept, with many issues influencing engagement levels. Consequently, there are many pathways to foster engagement, with no one kit that fits all organisations (Flade, 2003). The existence of different definitions makes the state of knowledge of employee engagement difficult to determine as each study examines employee engagement under a different protocol (Fatt, Khin, & Heng, 2010). Despite the increase in attention, there is a shortage of empirical research on employee engagement (Saks, 2006). In addition, unless employee engagement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working (Ferguson, 2007).

Engagement has been defined more completely as when employees feel positive emotions toward their work, find their work to be personally meaningful, consider their workload to be manageable, and have hope about the future of their work (Nelson & Simmons, 2003). Kahn (1990) defined employee engagement as “the harnessing of organisation members’ selves to

their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”.

Engagement is above and beyond simple satisfaction with the employment arrangement or basic loyalty to the employer which are characteristics that most companies have measured for many years (May, Gilson, & Harter, 2004). Engagement, in contrast, is about passion and commitment, thus, the willingness to invest oneself and expend one’s discretionary effort to help the employer succeed (Erickson, 2005). Mercer and Schneider (2008) defined engagement as discretionary effort or a form of in-role or extra role effort or behaviour beyond preserving the status quo, and instead focus on initiating or fostering change in the sense of doing something more and/or different.

Newman and Harrison (2008) defined engagement as the simultaneous presence of three behaviours in employees, namely, their job performance, citizenship behaviour and involvement. Cook (2012) defined engagement as ‘how positively the employee thinks about the organisation, feels about the organisation and is proactive in relation to achieving organisational goals for customers, colleagues and other stakeholders’. Mercer (2007) defined engagement as a psychological state in which employees feel a vested interest in the company’s success and are both willing and motivated to perform to levels that exceed the stated job requirements.

According to Bienstock (2011), the emotional connection an employee feels toward his or her employment organisation, which tends to influence his or her behaviour and level of effort in work related activities. Chartered Institute of Personnel and Development (CIPD) [2013] defined employee

engagement as being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to others. Though there is an extensive list of definitions for the concept of employee engagement, the study adapted the definition of the CIPD (2013).

Also, the study adapted Schaufeli, Salanova, Gonzalez-Roma, and Bakker's (2002) three dimensions of engagement which are vigour, dedication and absorption. According to Schaufeli et al. (2002), vigour is characterised by high levels energy and mental resilience while working, the willingness to invest effort in one's work, and the persistence even in the midst of difficulties. Dedication is considered as being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenges. Finally, absorption is characterised as being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

The three levels of engagement

In addition to the definition of employee engagement, Chartered Institute of Personnel and Development (CIPD) [2013] grouped employees into three main types based on their level of engagement. In this vein, the current research adopted these three categories of employees for the purpose of assessing the overall engagement level of workers at the Central Regional Office of ECG. They include the actively disengaged employees, partially engaged employees and the actively engaged employees. The actively disengaged employees have a negative energy and tend to focus on the barriers

to individual and organisational success. These employees are unconnected to the mission and vision of the organisation (CIPD, 2012).

Also, the partially engaged or ambivalent employees complete the tasks they are assigned, but are unlikely to go the extra mile because they lack strong spirit and enthusiasm. Some call this group of employees the ‘average’ workers (CIPD, 2012). Their lack of company spirit often makes them feel unappreciated by their supervisors and fail to see how their individual contributions relate to the overall results. Lastly, the actively engaged employees are highly connected to the mission and vision of their organisation. They share strong values and ethics in order to succeed in accomplishing their organisational goals. They also speak up when there is an issue holding them back from being fully engaged and are personally driven to become more engaged (CIPD, 2012).

Employee engagement in the context of the compensation and benefits policies (financial factors)

Many of the policies in an organisation relate to internal activities. Human resources (HR) often direct the development of HR policies, but they do so in alignment with company strategy. This role is why many HR directors sit on company management teams. Berger (2010) mentioned that policies that promote competitive, aggressive compensation packages for employees are often used by companies that have a strategy of attracting and retaining the most talented employees in their industry.

Decades of research on employee motivation confirm that well-designed reward systems are critical to linking employee engagement and performance. The reward system specifies the behaviours and performance that

the organisation values, and reinforces them through compensation and benefits. Without good reward systems, employee engagement will lack focus (Berger, 2010). However, there is the need to create a clear distinction between the concepts of employee compensation and benefits.

Employee compensation

Compensation is payment to an employee in return for their contribution to the organisation, that is, for doing their job. The most common forms of compensation are wages, salaries and tips. Compensation is usually provided as base pay and/or variable pay (Towers Watson Group, 2008). DeCenzo and Robbins (2007) explained that, base pay is based on the role in the organisation and the market for the expertise required in conducting that role whereas variable pay is based on the performance of the person in that role, for example, for how well that person achieved his or her goals for the year. Incentive plans, for example, bonus plans, are a form of variable pay.

Organisations usually associate compensation or pay ranges with job descriptions in the organisation. The ranges include the minimum and the maximum amount of money that can be earned per year in that role. According to Bienstock (2011), while compensation is necessary to attract and retain employees, it is not compensation alone that drives employee engagement. Rather, employers must build on a solid compensation foundation in order to influence the extent that employees will go the extra mile and put discretionary effort into their work by contributing more of their energy, creativity and passion on the job.

Towers Watson Group (2008) research indicated that employees who believe they are paid fairly compared with people in either their company or

other companies are 4.5 times as likely to be highly engaged as people who do not believe they are paid fairly. It is worth noting that, although competitive compensation may mean different things to different businesses or even different parts of the same company, it should be aligned with the organisation's compensation philosophy and labour trends within the industry (Welbourne, 2011).

Employee benefits

Benefits are increasingly expensive for businesses to provide to employees, so the range and options of benefits are changing rapidly to include, for example, flexible benefit plans (DeCenzo & Robbins, 2007). Benefits are forms of value, other than payment, that are provided to the employee in return for their contribution to the organisation, that is, for doing their job (Guest, Conway & Davey, 2002). Huselid (1995) noted that some benefits, such as unemployment and worker's compensation, are federally required in some countries while compensation is actually a worker's right, rather than a benefit.

Ledford and Lucy (2003) mentioned prominent examples of benefits to be insurance (medical, life, dental, disability, unemployment and worker's compensation), vacation pay, holiday pay, and maternity leave, contribution to retirement (pension pay), profit sharing, stock options, and bonuses. However, some people would consider profit sharing, stock options and bonuses as forms of compensation. Ledford, Heneman and Salimaki (2008) noted that, benefits can be considered as being tangible or intangible. The benefits that have been already stated above are tangible benefits. On the other hand, intangible benefits are less direct, for example, appreciation from a boss, likelihood for

promotion, and a nice office. According to Sibson (2006) people sometimes talk of fringe benefits, usually referring to tangible benefits, but sometimes meaning both kinds of benefits.

According to DeCenzo and Robbins (2007), employee benefits are not performance-based, they are membership-based. Workers receive benefits regardless of their performances. Employee benefits as a whole have no direct effect on employee performance, however, inadequate benefits do contribute to low satisfaction level and increase absenteeism and turnover in employees. Dow, McMullen, Royal, and Stark (2010) conducted a study on the impact of reward programs on employee engagement. A sample of 6,300 WorldatWork members, primarily total rewards professionals, was invited to participate in the study. The survey was opened from December 15, 2009 through January 12, 2010. The majority of respondents represented organisations from the United States (55%). Canada and Western Europe had the next largest representation at seven and four percent respectively.

In addition to the study of Dow et al. (2010), WorldatWork members were asked to assess how their efforts to engage employees through total rewards programs affected a variety of employee and business outcomes. The findings also revealed that, 22 to 24 percent of respondents either agreed or strongly agreed that the efforts to engage employees through compensation and benefits programs had reduced employee complaints about pay fairness and equity, reduced turnover, reduced absenteeism and reduced employee problems. Approximately an equal number did not agree that effort to engage employees through compensation and benefits programs reduced absenteeism (22%) and reduced employee performance problems (26%).

Employee engagement in the context of non-financial factors

The individual factors of employee engagement are also known as the drivers of employee engagement. Based on existing literature on employee engagement, it is evident that there are numerous drivers of engagement. However, the current study discussed only a few of them.

Participation in decision-making

Research by Robinson (2006) suggested that there is considerable evidence that many employees are greatly under-utilised in the workplace through the lack of involvement in work-based decisions. Purcell's (2003) study found employees' participation in decisions affecting their job or work to be an important factor, which is strongly associated with high levels of employee engagement thus demonstrating it is an important driver. Beardwell and Claydon (2007) revealed that, employee involvement in decision-making is seen as a central principle in HR Management, where the focus is upon capturing the ideas of employees and securing their commitment, in order to engage them.

Cascio (1997) promulgated that, employees most of the time through involvement in decision making give back their organisation in shape of engagement. Also, Denison (1990) reported that organisations in which employees were participative in decision-making practices at higher levels have showed more employee engagement and their financial performance relative to their opponents gradually increased. The Institute of Employment Studies [IES] (2004) after surveying 10,000 National Health Service employees in Great Britain, pointed out that the key driver of employee engagement is a sense of feeling valued and involved, which has the

components such as involvement in decision-making and the extent to which employees feel able to voice their ideas.

Career development

The concept of career development is related to a defined process by an organisation to establish and manage long-term career plans for all employees that align employee strengths and interests with career goals and opportunities within the organisation. As part of this process, the Human Capital Institute [HCI] (2011) stated that, as a means of ensuring that employees are developed, the organization provides skills development, coaching and mentoring to ensure employee career growth and goals are met. Career development is employee-driven, manager enabled and supported by the organization and its guiding talent management strategy.

Although career development is very essential in engaging employees in the organisation, it is also very important for employee retention. Most employees are keen to advance in their career and organizations desire to strengthen their bond with employees must spend on development of employees (Sotirakou & Zeppou, 2004). Prince's (2005) study advocated that to gain competitive advantage, an organization requires talented and productive employees and the latter need career development to enhance and cultivate their competencies. Freyermuth (2007) recommended that the organization must groom leaders to support the employees and to build the work environment where workers want to stay.

Michelman (2004) noted that the defining contribution of great managers is that they boost the engagement levels of the people who work in their organisations. Michelman (2004) further suggested that, managers can

achieve this through concentrating on four core areas of managing people, which are selection, expectation setting, motivation, and most importantly, development.

Co-worker support

Co-workers and team members are critical to the creation of a working environment where employees are highly engaged. Simpson (2009) noted that, supportive interpersonal relationships are closely associated with employee engagement. The attitudes and perspectives of co-workers towards their jobs and the company have a strong influence. Indeed such working relationships are often more influential on the level of engagement than those between line managers and individual employees (NHS Leadership Academy, 2014).

In a meta-analysis by Brownrigg, Evans, Poilievre, and Slonowsky (2009) examining more than 150 public- and private-sector organisations, findings illustrated a direct link between employee engagement and behaviour. Employees who are more engaged at work are safer, more productive, and more likely to remain with their organisations. Enhanced relationships with customers and co-workers also result, creating positive work environments that can lead to increased performance.

Job security

Sirisetti (2012) mentioned that, the means by which managers can achieve high levels of employee engagement with job security is of utmost concern to them. This is because every employee wants job security. According to Robertson and Cooper (2010), employees' sense of job security is related to whether or not they feel confident about their organization's future and their perception on how their work is steady. Probst (2002) defined job

security as the perceived stability and continuance of one's job. One of the importance of job security stems from the fact that it is critical in determining work-related outcomes like employee engagement and retention (Chen, 2007).

When employees feel that their job is not secured, it might distract them from feeling empowered, hence, resulting in lower level of engagement. In the research of De Cuyper and De Witte (2008), they found job insecurity to be a statistically significant factor that was negatively related to employee engagement ($r = -0.18$). De Cuyper et al. (2008) also suggested that job insecurity might lead to feelings of uncontrollability and unpredictability. Therefore, employees' psychological empowerment which is also related to engagement is influenced by how secure they feel about their work roles.

Job autonomy

The extent of autonomy that employees enjoy and the nature of the job has increasingly been found to influence the level to which an employee is engaged (MacLeod & Clarke, 2009). Roth and Leimbach (2011) noted that, in any organisation where there is the culture which allows more autonomy in job roles, employees feel more empowered and have the opportunity to make meaningful contributions in their organisations. In this regard, there is the need to ensure that as much autonomy is built into job roles as possible.

In a health sector study by Shacklock, Brunetto and Farr Wharton (2012), it was found that clarity about what the individual role in terms of patient care and job autonomy were significant predictors of the levels of job satisfaction with a knock on effect on employee engagement. Shacklock et al. (2012) also characterised autonomy with attributes like adequate information,

resources and trust to solve problems, and work in an environment embedded with mutual respect.

Employee turnover intentions

The impact of employee turnover has proven to be one of the most costly and seemingly intractable challenges that confront many organisations. Based on this premise, there is the need for the current study to incorporate the concept of employee turnover in order to assess how it is impacted upon by the engagement level of employees in the Central Regional Office of ECG. Measuring the level of employee engagement in relation to the compensation and benefits policies, and other factors in the study is not really enough. The need to determine engagement levels of employees and how it tends to affect their intentions of leaving or staying with the organisation is also very paramount, thus, the need to assess turnover intentions of employees through the outcome of their engagement levels.

There have been various scholarly researches on the concept of employee turnover and some of the definitions given to it are discussed in the research. Chikwe (2009) described employee turnover in a very simple manner as how fast the management of an organisation recruits and replaces employees. Hinkin and Tracey (2008) have suggested that employee turnover tends to have negative consequences on the organisation, some of which are the direct and indirect costs involved in replacing departed employees, lower morale and diminishing profitability. Also, Iqbal (2010) posited from a financial point of view that, turnover of employees incurs costs which are mostly hidden from managers as these costs are not identified, calculated and reported on. However, alternative staffing costs are obvious while others such

as the costs associated with the loss of knowledge and interruption in customer service are not always visible and thus go unnoticed.

Types of employee turnover

The study is focused on two main types of employee turnover. That is, turnover is discussed in the research to be either voluntary or involuntary. Voluntary employee turnover can be said to happen when the employees initiate the termination of employment regardless of the decisions of the employer (Frank, Finnegan, and Taylor, 2004). Involuntary employee turnover on the other hand can be described as one which happens when the termination of the employment deal is initiated by the employer or management of the organisation (Frank et al., 2004).

Most literature on employee turnover has proven that the impacts of involuntary employee turnover are usually minimal on the organisation because it happens under the control of the management of the organisation (Iqbal, 2010). The current study however, focuses on voluntary turnover with specific emphasis on turnover related to the intentions of employees to leave or stay with the organisation. Frank et al. (2004) again defined voluntary turnover as the unplanned loss of workers, who leave on their own accord and whom employers would prefer to keep in the organisation.

Managers need to avoid voluntary turnover since it tends to be dysfunctional for the organisation. Iqbal (2010) maintained that voluntary turnover can either be avoidable or unavoidable. Iqbal also explained that the voluntary turnover which is avoidable can be prevented by management since it involve the change of job or early retirement, while the unavoidable

voluntary turnover cannot be prevented since it is associated with circumstances like the death of an employee.

Turnover intentions of employees

Turnover intentions have been studied to be the immediate precursor of employee turnover. The current research focuses on the voluntary intention of an employee to leave or stay with the organisation in the context of their engagement levels. Towers Perrin Group (2003) stated that, employees with high engagement levels will stay with their organisation, although there may be other companies which are more attractive. Also, Towers Perrin Group (2003) discovered that highly engaged employees are more stable employees. This is evident in the results of Towers Perrin Group's survey which was meant to assess the relationship between employee engagement and turnover intentions. It was discovered that around 66 percent of highly engaged employees had no plans to leave their organisation in relation 36 percent of partially engaged and just 12 percent of the disengaged employees.

According to Soane and Truss (2009), an individual's expressed intention to leave their organisation is generally regarded as an important measure of how they are feeling about their work. Therefore, the study is interested in the turnover intentions of employees in the Central Regional Office of ECG. The study also adopted Carmeli and Weisberg's (2006) three elements which they termed as the withdrawal cognition process to describe the facets of the term turnover intentions of employees. These elements are the thoughts of quitting the job, the intention to search for a different job, and the intention to stay with the organisation.

Employee engagement and voluntary turnover intentions

The level of employee engagement plays a vital role in determining the intentions of employees to leave or stay with their organisation. According to Cheese, Thomas, and Craig (2008), most literature on employee engagement have shown that engagement is implicitly intertwined with the turnover intentions of employees. Also, Cheese et al. further argued that, an engaged employee is deeply committed to their organisation. Johnson (2014) noted that, engaged employees are less likely to leave their organisation and more likely to spend their career with the organisation. This relates to the assertion that, most of the positive drivers of employee engagement are relevant in reducing the intentions of employees to leave their organisation.

Research associated with the most common variables that are related to employee engagement has suggested that their resulting factors are inversely related to turnover intentions of employees (Carmeli et al., 2006). The current study has already discussed most of the common factors that are potential in increasing the level of employee engagement and as a result decreasing turnover intentions.

Demographic factors

The global changes in demographics are accompanied by its own challenges for great managers to consider new ways of managing their workforce in order to engage and retain them. Since all employees are not motivated in the same way, the responsibility lies on employers to take this into account when trying to keep their staff engaged. Factors such as age, gender, generation, education level and work experience determine an employee's

engagement level. Comparisons across employee groups in the UK by Chartered Institute of Personnel Development [CIPD] (2010) revealed a variety of interesting differences with respect demographics and job types. CIPD (2010) revealed that women are more engaged than men, and younger workers are less engaged than older workers.

Gallup (2013) confirmed what many leaders know to be true. That is, employees of different generations, education levels and work experience respond best when they are managed in ways that reflect their respective demographic experiences. The large influx of millennial into the workforce has significant implication for workforce dynamics (Aon Hewitt, 2012). In terms of the way education level influences engagement, Aon Hewitt (2012) found that employees with a college degree are less engaged than workers who do not have more than a high school diploma. One of the most essential drivers of employee engagement and retention is position tenure across all demographics.

Towers Perrin Group (2010) mentioned that the more time a person spends in a company, the higher they are engaged. Also, Towers Perrin Group (2010) discovered that, while engagement tends to flat-line after an employee's first six months on the job, companies with a highly engaged executive team generally witness higher engagement levels among employees with tenure of 10 years or more. Muir (2014) noted that more engagement and retention efforts should be aimed towards newer employees across all demographic spreads.

Literature gap

Throughout the various literatures on engagement and turnover that have so far been reviewed in the current study, almost all the researchers have asserted that engagement levels of employees are likely to increase accompanied with a reduction in employee turnover when certain financial and non-financial resources are provided by the employer. However, this assertion cannot be entirely accepted when considered in the Ghanaian context. This is because, the increasingly changing demographics and organisational segments in Ghana, which is accompanied by differences in individual needs at any given stage of their work lives remain a critical issue to be considered.

Also, some employees may even consider more organisational resources as an increase in their economic and social status, hence, decide to take an early retirement or even choose to work less and have more time to enjoy their resources. In this regard, the current study has been designed to find meaningful and practical guidance by looking into employee engagement and turnover intentions in Ghana with specific attention to demographic variations by focusing on the Central Regional Office of ECG, which is a publicly owned organisation.

Conceptual framework of the study

Though the main focus of the study was to assess the level of employee engagement through the context of the compensation and benefits package of ECG, demographic differences in the workforce and other factors which equally have the potential of driving employee engagement and reducing turnover intentions were also measured in the study. The basis for including

other factors was because, most literature have proven that majority of the drivers of employee engagement are non-financial in their nature.

In addition to the compensation and benefits package which were the main independent variables, the other factors already discussed in the review of literature and included participation in decision-making, job autonomy, co-worker support and job security were also termed as the intervening variables. Even though these variables are very essential in determining the outcome of the study, they are also controlled throughout the analysis. Chen's (2007) study model of employee engagement and turnover intentions was adapted to suit the observed variables of the current study. This is depicted in Figure 1 as:-

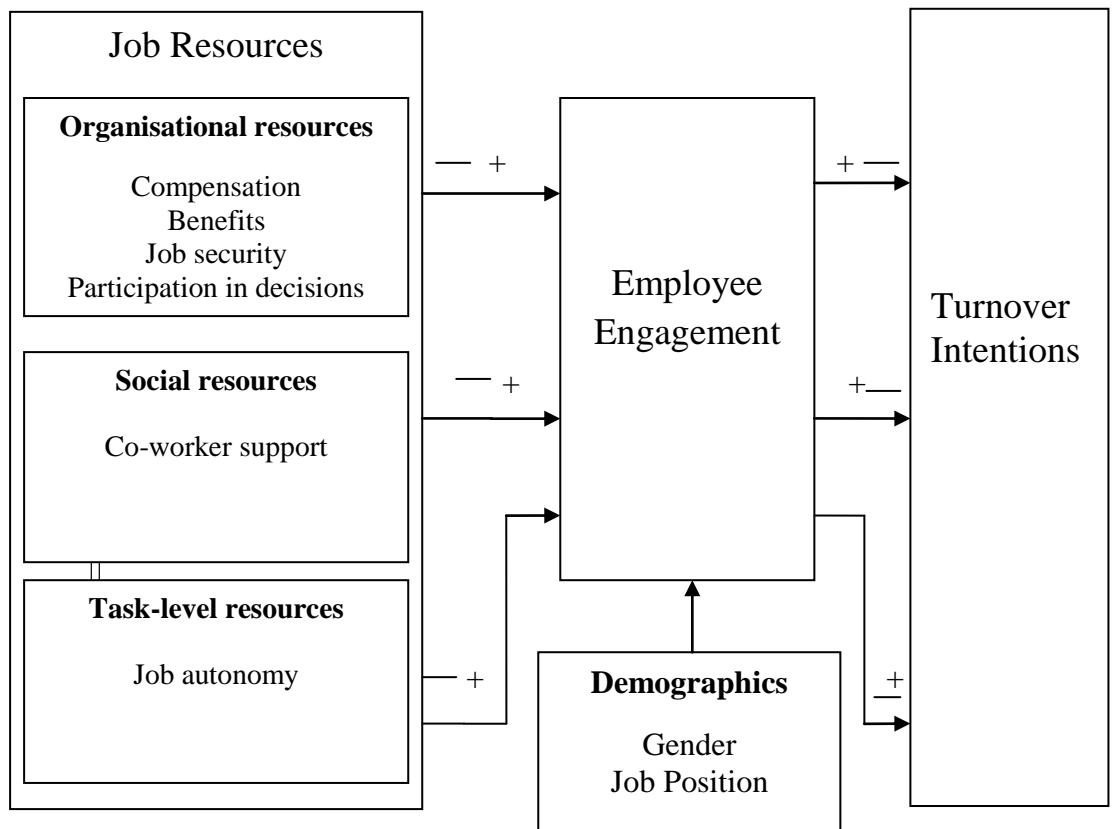


Figure 1: Research model of employee engagement and turnover intentions

Summary of the chapter

This chapter dealt with the theoretical framework of the study, which is the Organisational Support Theory. Also, based on the objective of the study, literature related to the variables of the study were reviewed and discussed extensively in this chapter. Based on the variables discussed in chapter two, a model for the research was developed. In order to give a full description of how the study was conducted and the means by which the variables depicted in the research model were measured; chapter three of the study was based on the methodology.

CHAPTER THREE

METHODOLOGY

Introduction

In this chapter, the research was conducted through a cross-sectional survey at the Central Regional Office of the Electricity Company of Ghana ECG. The entire workforce of the organisation was considered for the survey because of their total number which was relatively small. The main instrument for the survey was a self-administered questionnaire consisting of closed-and open-ended questions. The data collected for the study was analysed through the quantitative method with the aid of the Statistical Product and Service Solutions (SPSS).

Study area

The study chose the Central Regional Office because of its geographical location and Cape Coast being the administrative capital of the region where major commercial activities take place. The Regional Office is located in the Cape Coast Metropolitan Assembly which is also home to the regional capital of the Central Region of Ghana and also forms part of the twenty Metropolitan Municipal and District Assemblies of the region. Some of the services provided at the Central Regional Office include the distribution of power, preparation of electricity bills, metering, receipts of bill payments, ensuring power quality, and customer care.

The regional office is headed by a Regional General Manager with the support of six heads of department. The regional office is made up the following sections, customer services, operations and engineering, materials and transport, accounts, human resources. In terms of compensation and

benefits, employees are remunerated according to their staff category and years of experience. The Central Regional Office of the ECG has oversight responsibilities over all the nine District Offices in the Central Region of the company. All the District Offices are located in Saltpond, Abura Dunkwa, Assin Fosu, Twifo Praso, Ajumako, Breman Asikuma, Winneba, Swedru and Kasoa.

Study design

One of the basic issues in deciding how to conduct a study is to first determine the appropriate study design for achieving the stated aim of the research (Heiman, 2002). In view of this, the cross-sectional design was chosen based on the study's objectives. Heiman (2002) defined the cross-sectional design as a type of observational study that involves the analysis of data collected from a population, or a representative subset, at one specific point in time. Thus, the cross-sectional study provides a snapshot of the distribution of factors and outcomes in a population of a specified period of time. With respect to the current study, the entire workforce of the organisation was considered for the survey due to their relatively small population.

Among other things, the cross-sectional design was chosen because it was not costly and did not require a lot of time to undertake the survey. In terms of the meeting with the respondents, only three days were used to explain the questionnaires to participants in the various departments before the distribution and final collection. Also, it offered the advantage to generalize the result to the entire population. Although not all the employees participated in the study, the results could be generalized to the overall employees from which

the respondents came. Lastly, multiple variables were assessed at the same time due to the use of the cross-sectional design. In this vein, the study was able to assess employee engagement levels in the context of the compensation and benefits policies, as well as other non-financial factors.

Population and sampling

Based on the small size of the population of the study organisation, a census survey was conducted. Harding (2006) defined a census in research as a process of collecting data from every member of the population being studied at a point in time with respect to well defined characteristics. In other words, a census includes every member in a selected population. According to Shannon and Bradshaw (2002), one of the strengths of the census survey is that everyone has an opportunity to participate and accuracy concerns are reduced. In relation to the current study, all employees in the organisation had an equal chance of participating in the survey, though some chose not to participate.

The unit of analysis were the employees in the study organisation. The total number of employees in the organisation was 80, made up both the junior and senior staff that were available at the time of the study. The Central Regional Office of ECG had a mix of both male and female employees. The organisation had not employed people who are below the age of 18 years. The total age bracket of the employees at the Regional Office was between 20 and 59 years. The lowest level of educational qualification of staff in the organisation was a high school certificate or technical school certificate while the highest level of qualification was a master's degree.

Most of the people who were in the rank of a junior officer possessed either a high school certificate, a technical level certificate or a diploma, including a high level of skills required by those who were employed as artisans. Also, the senior staff members in the Central Regional Office of ECG were predominantly made up of those with at least a university degree and those who possess a masters' degree in their respective fields. The respondents of the survey were made up of those who have worked for at least 2 years with the organisation and they cut across all the various departments in the organisation.

Data collection

Data were needed to meet the needs of the research objectives. In this regard, there was the need to acquire information on the documented policies on compensation and benefits in the organisation. A copy of the compensation and benefits policies was obtained from the HR policy handbook through the permission of the Regional General Manager. Also, data were needed to measure the level of employee engagement in relation to the policies as well as other factors aside the policies, which could be possible determinants of employee engagement in the organisation. In view of this, the main sources of data used for the study was primary data. The primary data source was obtained by administering questionnaires whose items were focused on achieving the objectives of the study.

Research instruments

The main instruments used for the survey design of the research were questionnaires which were self-administered to solicit the views of employees in the Central Regional Office of the ECG who willingly participated in the

study. The questionnaires used in the survey enabled the research to gather responses from the participants in a standardised way, thereby enhancing objectivity. Also, it was relatively quick to collect information using the questionnaire. Given the two main forms of questions that can be used in a survey research, the study chose to use a mix of both the closed-ended and open-ended questions.

Closed-ended questions are conclusive in nature because they are designed to create data which is easily quantifiable and they usually have explicit options from which respondents can select their opinion from whereas the open-ended questions are those that do not provide response options or definite responses from which the respondents can choose a particular answer. There are a variety of closed-ended question types including but not limited to ranking order, check boxes, multiple choice, and semantic differential. For the purpose of the study, ranking order questions were used as the main type of closed-ended questions in soliciting respondents' opinion.

Opinions gathered through the closed-ended questions were objective in nature. This is because, the questions were devoid of any respondents' bias since the responses given to every question are standardised in nature. The study made use of closed-ended questions since they were easy to code and interpret. The statistical significance of the survey was easy to prove based on the fact that questions of this nature are easy to code and interpret. In addition to the closed-ended questions, the open-ended question allowed the respondents of the survey to answer some of the questions in their own words, thereby making it possible for them to express their personal opinions.

Part one of the questionnaire was used to gather the biographical data of respondents. Engagement levels of employees were assessed in the second part (Part II) of the questionnaire with an adopted version of the nine-item version of the Utrecht Work Engagement Scale (UWES). The UWES nine-item version was used to measure engagement in terms of the three dimensions which are vigour, dedication and absorption. Respondents were asked nine questions on a six-point scale ranging from 'almost never' to 'always'. Three questions covered each of the three dimensions of employee engagement respectively. They included, vigour (example, at my job, I feel strong and vigorous); dedication (example, I am enthusiastic about my job); and absorption (example, I am immersed in my work).

Turnover intentions of employees were measured with three items in the third segment (Part III) of the questionnaire with the use of an adopted scale of Chiu and Francesco (2003). A typical example, I intend to leave the organisation in the near future. The responses were scored on a five-point Likert scale with end points of 1 and 5, representing totally disagree and totally agree respectively. Part of the third segment of the questionnaire was based on assessing employee engagement with the compensation and benefits policies (financial factors), which are the main independent variables of the study.

The compensation and benefits policies (financial factors) were assessed using five items on a five-point scale made up of two items which were adopted from Van Veldhoven and Meijmen (1994), and other three items developed for the purpose of the study. Example, I receive sufficient pay for the work I do. Additionally, Part three of the questionnaire was used to assess the non-financial variables of the study. All the statements were assessed on a

five-point scale with 1 and 5 representing the end points. Responses for the two end points were, strongly disagree and strongly agree respectively.

Participation in decision-making was assessed with one item developed by Demorouti et al. (2001). That is, only management decides what everybody has to do. Co-worker support was measured by adapting one item in the questionnaire from Karaske's (1985) Job Content Instrument. Job security was assessed with the use of one item based on Semmer's (1984) instrument. This was, "the threat of losing this job is very low". Job autonomy was measured by adopting one item from Karaske's (1985) Job Content Instrument which related to the freedom of action in accomplishing work roles. Lastly, Part III of the questionnaire also gave the respondents the opportunity to state any two factors which in their own opinion have the potential to drive their level of engagement.

Pre-testing

With the support of the supervisor, the content of the questionnaires were scrutinised to ensure that they aligned properly with the objectives of the study. Afterwards, a pre-test was conducted to resolve any fundamental problems in the survey and to examine the reliability and validity of the questionnaires. Through convenience sampling technique, 20 staff of the Cape Coast District Office of ECG Limited was selected to complete the questionnaire. The study chose to test the survey with the sampled staff of the Cape Coast District Office because it is analogous to the Central Regional Office of ECG Limited. The feedback obtained from the respondents provided

the opportunity to make modifications related to the overall design, and the clarity of wording and instructions.

Also, the study ensured the criterion validity by comparing the scales of measurement with others that had already been used to measure the concept of employee engagement in relation to the determining factors of the current study. The current study took into consideration the reliability of the instrument, which was the questionnaire used to conduct the survey. The pre-test of the instrument with the sample of 20 staff from the Cape Coast District Office of ECG had a total response rate of 100 percent representing all the respondents whose overall engagement level was 60 percent.

Ethical issues

According to Best and Kahn (2006), ethics has become a cornerstone for conducting effective and meaningful research and as such, the ethical behaviour of individual researchers is under unprecedented scrutiny. First of all, an introductory letter was obtained from the department of management studies of the University of Cape Coast, stating the topic and purpose of the research. The introductory letter was also meant as evidence that, the study was being undertaken as part of an academic requirement and would also serve as a benefit to the organisation at large. A copy of the questionnaire was sent with the introductory letter to the authorities of the Central Regional Office of the ECG for approval to conduct the study in the organisation. Also, the permission was sought to administer the questionnaires to the employees.

Upon acquisition of a written permission, the selection procedure was carried out and respondents were given a self-administered questionnaire to be

completed. The questionnaires were interpreted where necessary. The research did not exert any force or coercion on the employees in the Central Regional Office of ECG to participate in the survey. The employees were given an explanation of the purpose and methods of the study, including the role any participant was required to play. The participants were assured of their right to withdraw from the survey at any given time. To this end, interested participants were given the questionnaire which they completed with their own free will.

The study also took into consideration the dignity and privacy of every respondent, as well as the integrity of the organisation by assuring the respondents that the information gathered from the survey will be handled with confidentiality. The study did not disclose the identity of any respondent, because, they were given complete anonymity.

Field work

Data for the study was collected within a period of three weeks after the pre-test, as well as gaining approval from the authorities of the Central Regional Office of ECG to carry on with the main survey. The first two weeks was used in the selection and making of the necessary arrangements with respondents to complete the questionnaire. Because of the busy schedules of the employees, the questionnaires were distributed on departmental basis. The total number of employees in a given department was obtained for the distribution of the questionnaires. With the support of the respective heads of department, the third week was used to obtain the data from the respondents. This enabled the data to be organized and processed before the actual analysis began.

Data analysis

The quantitative method was used to analyse all the data obtained after administering the questionnaires. Aliaga and Gunderson (2000) explained quantitative research as the means of explaining phenomena by collecting numerical data that are analysed by using mathematically based methods, particularly statistics. The quantitative method gave the research the strength to quantify and draw a meaningful conclusion from a large data obtained through the survey. Seventy two out of the 80 questionnaire distributed were retrieved for analysis. All the retrieved questionnaires were thoroughly checked for completeness, accuracy and uniformity. This was done by examining the answers given by each respondent to all questions at a time.

The statistical product and service solution (SPSS) was used as the main statistical tool to analyze the data. This was based on the fact that, it offered good data management and data documentation. The various responses for each question was assigned a number ranging from one to five for the independent variables, and one to six for the dependent variables. Through this, the coding was made simple for each of the items in the survey. All incomplete or inaccurate data which could create misleading findings were detected and removed during the entries of the data. The tests run included frequency distributions, cross tabulation, and the Spearman's rho correlation matrix.

Summary of the chapter

Chapter three dealt with the study design of the study which was determined as a cross-sectional study at the Central Regional Office of ECG in Cape Coast. The main study instrument for the study was a self-administered

questionnaire consisting of both closed-and open-ended questions. Also, it was mentioned in this chapter that the entire staff of the organisation was used as participants of the study due to their small number. Chapter three also dealt with the study organisation, field work and ethical issues of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter discusses and interprets the results based on the data gathered from 72 respondents of the study. In analysing the data to answer the three research questions, tables showing the frequencies and their corresponding percentages for each item were constructed. The background information of participants was also presented before the research questions. The analysis was divided into four parts. The first part presented the background information of respondents and the overall measure of employee engagement.

The second part focused on the compensation and benefit policies (financial factors), and how they have increased the level of employee engagement or otherwise by answering research question one. The third part addressed the non-financial factors that have contributed to the level of employee engagement or otherwise and it addresses research question two. The last part focused on the extent to which the level of employee engagement had influenced the turnover intentions of employees. Also, the factors that the respondents chose as the drivers of their engagement levels can be found in this chapter.

Background information of respondents

This section deals with the demographic information gathered from the respondents of the questionnaire. This includes tables and figures of field

findings and the analysis of the figures or items summarized below the table. The total number of respondents of the survey was 72 indicating 90 percent of the response rate. Males comprised a total of 55.6 percent whereas the remaining 44.4 percent of respondents were females. In terms of the categories of job position, a total of 49 respondents were junior staff whereas 23 of them were senior staff.

Table 1: Age of respondents

Age-range	Frequency	Percentage (%)
20 years to 24 years	2	2.8
25 years to 29 years	21	29.2
30 years to 34 years	19	26.4
35 years to 39 years	19	26.4
40 years and above	11	15.2
Total	72	100

Source: Field data (2015)

Table 1 shows the age distribution among the respondents. Out of the total of 72 respondents, 26.4 percent were in the age groups of 30-34 years and 35-39 years respectively. This shows that most of the employees are in their youthful stage with not less than fifteen years ahead of them if they decided to stay in the organisation. The rest of the information on the age categories can be referred from the table.

Table 2: Work experience

Number of years	Frequency	Percentage (%)
2 years and below	5	6.9
3 years to 9 years	33	45.8
10 years to 15 years	22	30.6
16 years and above	12	16.7
Total	72	100

Source: Field data (2015)

Table 2 shows the number of years respondents have worked at the Central Regional Office of ECG. Employees who had worked with the organisation between three to nine years recorded the highest number of participants in the survey. Thus, they were 45.8 percent. However, it cannot be concluded the number of years these employees have spent in the organisation reflect their engagement levels, and satisfaction with the company's policies on compensation and benefits. The rest of the information can be referred from the table.

Table 3: The overall engagement levels in the organisation

Level of Engagement	Mean	Frequency	Percentage
Actively Engaged	4.95	51	70.83 %
Partially Engaged	3.32	17	23.61 %
Actively Disengaged	1.31	4	5.56 %
Total		72	100 %

Source: Field data, 2015

Table 3 represents the three levels of engagement of all workers at the Central Regional Office of ECG. A mean score of four and above represents an

actively engaged employee, less than four represents partially engaged employee, whereas a mean score below two represents an actively disengaged employee. Also, it is worth noting that the level of engagement of each worker for these categories are not influenced by the policies of the organisation but solely determined by how the workers feels about the work they do.

Among the 72 respondents of the survey, 70.8 percent of them were actively engaged to their job and the organisation. This clearly indicated that irrespective of the working conditions prevalent in the organisation, this group of employees enjoy working in the organisation. Also, 23.6 percent of them were partially engaged while 5.6 percent were actively disengaged to their job and organisation.

Feedback on the compensation and benefits policies (financial factors)

This section deals with findings and discussions related to the items on the financial factors, thus, the compensation and benefits policies of ECG by ordering responses on a five-point scale, that is, from strongly disagree to strongly agree. Here, responses for the items on the financial factors were presented in a frequency table for the overall responses. Also, the results were analyzed in cross tabulations and chi-square tests in terms of the gender and job positions of respondents. Finally, the Spearman's rho test was used to determine the correlation between the financial factors and engagement levels of employees.

Table 4: Compensation and benefits policies (financial factors)

Statement	Totally Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Totally Agree
	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)
My performance is rewarded properly	8 (11.1)	14 (19.4)	19(26.4)	23 (31.9)	8 (11.1)
I receive sufficient pay for the work I do	8 (11.1)	18 (25.0)	17(23.6)	23 (31.9)	6 (8.3)
I receive adequate benefits from my organisation	3 (4.2)	11 (15.3)	24(33.3)	30 (41.7)	4 (5.6)
The benefits I deserve are easily accessible	1 (1.4)	16 (22.2)	18(25.0)	32 (44.4)	5 (6.9)
My benefits are paid on time	9 (12.5)	27 (37.5)	23(31.9)	10 (13.9)	3 (4.2)

Source: Field data, 2015

Table 4 shows the responses obtained through the survey with respect to the financial factors that are capable of driving employee engagement. Five statements were used to solicit information from respondents of the survey. The first two items relate to the compensation policy whereas the last three items relate to the benefits policy of the organisation. Out of 72 respondents, 31.9 percent somewhat agreed that their performance is rewarded properly. Also, 41.7 percent of the respondents somewhat agreed that they receive

adequate benefits from the organisation. Reference can be made in the table for the rest of the items.

Table 5: Gender and the compensation and benefits policies

	Totally Disagree No. (%)	Somewhat Disagree No. (%)	Neutral No. (%)	Somewhat Agree No. (%)	Totally Agree No. (%)	Total No. (%)
My performance is rewarded properly						
Male	2 (5)	10 (25)	12(30)	14(35)	2(5)	40(100)
Female	6 (18.7)	4 (12.5)	6(18.7)	10(31.4)	6(18.7)	32(100)
I receive sufficient pay for the work that I do						
Male	5(12.5)	11(27.5)	12(30)	9(22.5)	3(7.5)	40(100)
Female	3(9.3)	7(21.8)	5(15.6)	14(43.8)	3(9.3)	32(100)
I receive adequate benefits from my organisation						
Male	2(5)	9(22.5)	14(35)	13(32.5)	2(5)	40(100)
Female	1(3.1)	2(6.3)	10(31.2)	17(53.1)	2(6.3)	32(100)
The benefits I deserve are easily accessible						
Male	1(2.5)	8(20)	13(32.5)	16(40)	2(5)	40(100)
Female	0 (0)	8(25)	5(15.6)	16(50)	3(9.4)	32(100)
My benefits are paid on time						
Male	4(10)	17(42.5)	13(32.5)	5(12.5)	1(2.5)	40(100)
Female	5(15.6)	10(31.2)	10(31.2)	5(15.6)	2(6.4)	32(100)

Source: Field data, 2015

From Table 5, thirty five percent of the males somewhat agreed that their performance is rewarded on time. In terms of the females, 31.4 percent of

them somewhat agreed that their performance is rewarded properly. Also, 32.5 percent of the males somewhat agreed that they receive adequate benefits from their organisation whereas 53.1 percent of the females somewhat agreed to this statement. In terms of assessing whether their benefits are paid on time, 42.5 percent of the males somewhat disagreed whereas 31.2 percent of the females also somewhat disagreed. Responses for the other items can be referred from the table.

Table 6: Job positions and the compensation and benefits policies

	Totally Disagree No. (%)	Somewhat Disagree No. (%)	Neutral No. (%)	Somewhat Agree No. (%)	Totally Agree No. (%)	Total No. (%)
My performance is rewarded properly						
Junior Staff	6(12.2)	6(12.2)	13(26.5)	17(34.7)	7(14.4)	49(100)
Senior Staff	2(8.7)	8(34.7)	6(26.1)	6(26.1)	1(4.4)	23(100)
I receive sufficient pay for the work that I do						
Junior Staff	6(12.2)	11(22.4)	11(22.4)	17(34.8)	4(8.2)	49(100)
Senior Staff	2(8.7)	7(30.4)	6(26.1)	6(26.1)	2(8.7)	23(100)
I receive adequate benefits from my organisation						
Junior Staff	1(2)	7(14.3)	17(34.7)	22(44.9)	2(4.1)	49(100)
Senior Staff	2(8.7)	4(17.4)	7(30.4)	8(34.8)	2(8.7)	23(100)
The benefits I deserve are easily accessible						
Junior Staff	1(2)	14(28.6)	9(18.4)	23(46.9)	2(4.1)	49(100)
Senior Staff	0(0)	2(8.7)	9(39.1)	9(39.1)	3(13.1)	23(100)
My benefits are paid on time						
Junior Staff	7(14.3)	16(32.7)	16(32.7)	9(18.3)	1(2)	49(100)
Senior Staff	2(8.7)	11(47.8)	7(30.4)	1(4.3)	2(8.7)	23(100)

Source: Field data, 2015

Table 6 presents the responses of job positions and the compensation and benefits policies. A total of 34.7 percent of the junior staff responded that their performance is rewarded properly whereas 26.1 percent of the senior staff

somewhat agreed to this statement. In addition, 44.9 percent of respondents in the category of junior staff somewhat agreed that they receive adequate benefits from the organisation whereas 34.8 percent of the senior staff somewhat agreed to this statement. Lastly, although 46.9 percent of the junior staff somewhat agreed that the benefits they deserve are easily accessible, 32.7 percent of them somewhat disagreed that their benefits are paid on time. For the Senior Staff, 39.1 percent of them somewhat agreed that their benefits are easily accessible while 8.7 percent of them somewhat disagreed that their benefits are easily accessible. Details on the other items can be referred from the table.

Table 7: Correlation between the financial factors and employee engagement

		Financial factors	Employee engagement
Spearman's rho	Financial Factors	Correlation Coefficient	.247*
		Sig. (1-tailed)	.018
		N	72
	Employee engagement	Correlation Coefficient	.247*
		Sig. (2-tailed)	.018
		N	72

* Correlation is significant at the 0.05 level (1-tailed)

In order to test the strength of the relationship and direction of the compensation and benefits policies (financial factors) in relation to employee engagement, the Spearman's rho coefficient matrix was used. As evident in

Table 7, a correlation coefficient of 0.247 with p-value of 0.018 was obtained. Since the p-value of 0.018 is less than the alpha value of 0.05, it can be concluded that there is a statistically significant relationship between the compensation and benefits policies and employee engagement. Also, the correlation coefficient (0.247) indicates a significant positive relationship between the compensation and benefits policies and employee engagement, although the strength of correlation was quite weak.

With reference to the literature on the compensation and benefits policies, Berger (2010) mentioned that without good reward system employee engagement will lack focus. This iterates the relevant linkage between engagement and reward. Though the results of the current study did not depict a strong correlation between the compensation and benefits policies and employee engagement, over 40 percent of the respondents somewhat agreed or totally agreed that their performance is properly rewarded and as such, they receive sufficient pay for the work they do. To a large extent, this explains why there is a high level of employee engagement in the organisation.

The findings on the relationship between the financial factors and employee engagement also corresponds with Towers Watson Group's (2008) research which indicated that employees who believe they are paid fairly compared with people in either their company or other companies are likely to be highly engaged than people who do not believe they are paid fairly. Again, when the correlation matrix of the financial and non-financial factors are compared with employee engagement, it can be observed that though the two groups of factors have a positive correlation with employee engagement, the

strength of correlation between employee engagement and the financial factors (.274) is a little stronger than that of the non-financial factors (.221).

The correlation of employee engagement in relation to both the financial and non-financial factors can be said to be contrary to the assertion of Dow et al. (2010) that most employees have now become a lot interested in the non-financial resources than the financial resources. Furthermore, most of the literature on employee engagement that the current study came across suggested factors that are non-monetary to be very essential drivers of engagement. For instance, Purcell's (2003) study found employees' participation in decisions affecting their job or work to be an important factor, which is strongly associated with high levels of employee engagement.

Feedback on the non-financial factors

This section provides responses of participants to the various questions related to the non-financial factors that are potential drivers of employee engagement. Responses were ranked on a five-point scale from strongly disagree to strongly agree. The responses for all the items on the non-financial factors were presented in a frequency table. Also, the results were analyzed in cross tabulations in terms of the gender and job positions of respondents. Finally, the Spearman's rho correlation test was used to determine the correlation between the non-financial factors and engagement levels of employees.

Table 8: Non- financial factors

Statement	Totally	Somewhat	Neutral	Somewhat	Totally
	Disagree	Disagree		Agree	Agree
	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)
On my job, I have freedom to decide how I do my work	8 (11.1)	18 (25.0)	17(23.6)	23 (31.9)	6 (8.3)
Only the management decide what everybody has to do	11 (15.3)	14 (19.4)	20(27.8)	20 (27.8)	7 (9.7)
People I work with take personal interest in me	8 (11.1)	10 (13.9)	26(36.1)	22 (30.6)	6 (8.3)
The threat of losing this job is very low	9 (12.5)	9 (12.5)	32(44.4)	17 (23.6)	5 (6.9)

Source: Field data, 2015

Table 8 represents the non-financial factors that are also potential drivers of employee engagement. In the questionnaire, the statements used to solicit the opinion of respondents covered areas such as job autonomy, co-worker support, participation in decision-making and job security. Firstly, 31.9 percent of the respondents somewhat agreed that on their job, they have freedom to decide how to do their work. However, 25 percent somewhat disagreed that on their job, they have freedom to decide how they do their work.

Additionally, 27.8 percent somewhat agreed that only the management decided what everybody had to do. Thirty six percent were neutral that the people they worked with took personal interest in them whereas 30.6 percent of the respondents somewhat agreed that the people they worked with took personal interest in them. In respect of job security, 44.4 percent were neutral about the threat of losing their job to be very low whereas 23.6 percent of the respondents somewhat agreed that the threat of losing their job is very low. A breakdown of the responses related to all the items can be referred from the table.

Table 9: Gender and the non-financial factors

	Totally Disagree No. (%)	Somewhat Disagree No. (%)	Neutral No. (%)	Somewhat Agree No. (%)	Totally Agree No. (%)	Total No. (%)
On my job, I have freedom to decide how I do my work						
Male	5(12.5)	8(20)	13(32.5)	9(22.5)	5(12.5)	40(100)
Female	8(25)	4(12.5)	11(34.4)	4(12.5)	5(15.6)	32(100)
Only the management decides what everybody has to do						
Male	4(10)	10(25)	10(25)	13(32.5)	3(7.5)	40(100)
Female	7(21.9)	4(12.5)	10(31.2)	7(21.9)	4(12.5)	32(100)
People I work with take a personal interest in me						
Male	3(7.5)	6(15)	15(37.5)	14(35)	2(5)	40(100)
Female	5(15.6)	4(12.5)	11(34.4)	8(25)	4(12.5)	32(100)
The threat of losing this job is very low						
Male	4(10)	2(5)	21(52.5)	9(22.5)	4(10)	40 (100)
Female	5(15.6)	7(21.9)	11(34.4)	8(25)	1(3.1)	32(100)

Source: Field data, 2015

Table 9 presents the assessment of the two gender groups and their responses on the various non-financial drivers of employee engagement. For

the item on job autonomy, 34.4 percent and 32.5 percent of the females and males respectively were neutral that on their job, they have the freedom to decide how they do their job. In terms of responses for the item on participation in decision making, 32.5 percent of the males somewhat agreed that only the management decided what everybody had to do whereas 31.2 percent of the females were neutral that the management decided what everybody had to do.

Also, 35 percent of the males somewhat agreed that the people they worked with took a personal interest in them whereas 37.5 percent of the males were neutral that the people they worked with took a personal interest in them. However, 25 percent of the females somewhat agreed that the people they worked with took a personal interest in them. In respect of the item on job security, 52.5 percent of the males were neutral that the threat of losing their job was very low whereas 34.4 percent of the females took a neutral position as well. Further details on all the items can be referred from the table above.

Table 10: Job position and the non-financial factors

	Totally	Somewhat	Neutral	Somewhat	Totally	Total
	Disagree	Disagree		Agree	Agree	
	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)
On my job, I have freedom to decide how I do my work						
Junior Staff	12(24.5)	7(14.3)	17(34.7)	7(14.3)	1(2)	49(100)
Senior Staff	1(4.3)	5(21.7)	7(30.4)	6(26.1)	4(17.5)	23(100)
Only the management decides what everybody has to do						
Junior Staff	9(18.4)	6(12.2)	12(24.5)	16(32.7)	6(12.2)	49(100)

Senior Staff	2(8.7)	8(34.8)	8 (34.8)	4(17.4)	1(4.3)	23(100)
People I work with take a personal interest in me						
Junior Staff	7(14.3)	6(12.2)	17(34.7)	14(28.6)	5(10.2)	49(100)
Senior Staff	1(4.3)	4(17.5)	9(39.1)	8(34.8)	1(4.3)	23(100)
The threat of losing this job is very low						
Junior Staff	6(12.2)	7(14.3)	20(40.8)	14(28.6)	2(4.1)	49(100)
Senior Staff	3(13)	2(8.8)	12(52.2)	3(13)	3(13)	23(100)

Source: Field data, 2015

Table 10 presents the results of the staff categories and their responses on the various non-financial drivers of employee engagement. For the item on job autonomy, 34.7 percent and 30.4 percent of the junior staff and senior staff respectively were neutral that on their job, they have the freedom to decide how they do their job. In terms of responses for the statement relating to participation in decision making, 32.7 percent of the junior staff somewhat agreed that only the management decided what everybody had to do. However, 34.8 percent of the senior staff somewhat disagreed to the statement.

Furthermore, 39.1 percent of the senior staff were neutral that the people they worked with took a personal interest in them whereas 34.7 percent of the junior staff responded neutral to this statement. In respect of the item on job security, a little over half, thus 52.2 percent of the senior staff were neutral that the threat of losing their job was very low whereas 40.8 percent of the junior staff were also neutral. Further details on all the items can be referred from the above table.

Table 11: Correlation between the non-financial factors and employee engagement

		Non-financial	Employee engagement
Spearman's rho	Non-financial	Correlation Coefficient	1.000
		Sig. (1-tailed)	.221*
		N	72
Employee engagement	Employee engagement	Correlation Coefficient	.221*
		Sig. (1-tailed)	1.000
		N	.031
		N	72

** P>0.05 (1-tailed)

From Table 11, the Spearman's rho is 0.221, with a p-value of 0.031. This suggests a significant relationship between the variables. Also, the correlation coefficient indicates a significant positive relationship between the non-financial factors and levels of employee engagement in the Central Regional Office of ECG. However, the strength of correlation between the variables is weak. It can therefore be deduced that the non-financial factors also contribute to the level of employee engagement. It is evident from the results that, apart from monetary incentives, other resources do play an active role in determining the engagement levels of employees.

The result can be related to the study of Cascio (1997) and Shacklock et al. (2012) which found job autonomy to be a significant predictor of the levels of job satisfaction with a knock on effect on employee engagement. Also, as Evans et al. (2009) discovered in their study with regards to the positive relationship between employee engagement and non-financial factors, especially participation in decision-making, the same can be said of the results obtained in the current study. Although not majority of the Junior Staff in the

current study suggested being actively involved in the decision-making activities in the organisation, some suggested that their opinions were taken.

In terms of job security, De Cuyper and De Witte (2008) in their research found job insecurity to be a statistically significant factor that was negatively related to employee engagement ($r = -0.18$). In other words, job security is positively related to employee engagement. In the current study, though the actively engaged employees are about 70 percent of the overall respondents of the survey, around 32 percent of them were not sure about the guarantee of remaining in the company while 18 percent were in disagreement of having less threat of losing their job. However, this was not a deterring factor of disengaging them.

Feedback on turnover intentions of employees

This section provides responses of participants to the various questions related to the non-financial factors that are potential drivers of employee engagement. Responses were ranked on a five-point scale from strongly disagree to strongly agree. The responses for all the items on employee turnover intentions were presented in a frequency table. Also, the results were analyzed in cross tabulations in terms of the gender and job positions of respondents. Finally, the Spearman's rho correlation matrix was used to determine the correlation between turnover intentions and engagement levels of employees.

Table 12: Turnover intentions of employees

Statement	Totally	Somewhat	Neutral	Somewhat	Totally
	Disagree	Disagree		Agree	Agree
	No. (%)	No. (%)	No. (%)	No. (%)	No. (%)
In the last few months, I have seriously thought about looking for a new job	23 (31.9)	16 (22.2)	20(27.8)	8 (11.1)	5 (6.9)
I intend to leave the organisation in the near future	15 (20.8)	19 (26.4)	20(27.8)	9 (12.5)	9 (12.5)
Presently, I am actively searching for another job	25 (34.7)	23 (31.9)	20(27.8)	4 (5.6)	0 (0.0)

Source: Field data, 2015

Table 12 represents the turnover intentions of employees at the Central Regional Office of ECG. Three items on a five point scale were used to solicit information from participants of the survey. From the responses gathered, 31.9 percent of the participants totally disagreed that in the last few months, they had seriously thought about looking for a new job. This could possibly be as a result of two factors. First of all, they may be satisfied with the compensation and benefits policies being offered by the company and secondly, they may have the guarantee of job security. Responses for the other items on turnover intentions can be referred from the table.

Table 13: Gender and turnover intentions of employees

	Totally Disagree No. (%)	Somewhat Disagree No. (%)	Neutral No. (%)	Somewhat Agree No. (%)	Totally Agree No. (%)	Total No. (%)
In the last few months, I have seriously thought about looking for a new job						
Male	10(25)	12(30)	12(30)	5(12.5)	1(2.5)	40(100)
Female	13(40.6)	4(12.5)	8(25)	3(9.4)	4(12.5)	32(100)
I intend to leave the organisation in the future						
Male	6(15)	14(35)	13(32.5)	3(7.5)	4(10)	40(100)
Female	9(28.1)	5(15.6)	7(21.9)	6(18.8)	5(15.6)	32(100)
I am actively searching for another job						
Male	10(25)	17(42.5)	10(25)	3(7.5)	0(0)	40(100)
Female	15(46.9)	6(18.8)	10(31.2)	1(3.1)	0(0)	32(100)

Source: Field data, 2015

From Table 13, most of the responses obtained were in disagreement with the items on turnover intentions. Obviously, the two gender groups had no intentions of searching for new jobs or leaving the company. For instance, 30 percent of the males somewhat disagreed whereas 25 percent of them totally disagreed that in the last few months, they had seriously thought about looking for a new job. In terms of the females, 40 percent of them totally disagreed to the just mentioned item. Also, 35 percent of the males somewhat disagreed that they intended to leave the organisation in the near future. Details of responses for all the items can be referred from the above table.

Table 14: Job position and turnover intentions of employees

	Totally Disagree No. (%)	Somewhat Disagree No. (%)	Neutral No. (%)	Somewhat Agree No. (%)	Totally Agree No. (%)	Total No. (%)
In the last few months, I have seriously thought about looking for a new job						
Junior Staff	17(34.7)	11(22.4)	12(24.5)	4(8.2)	5(10.2)	49(100)
Senior Staff	6(26.1)	5(21.7)	8(34.8)	4(17.4)	0(0)	23(100)
I intend to leave the organisation in the near future						
Junior Staff	13(26.5)	12(24.5)	12(24.5)	7(14.3)	5(10.2)	49(100)
Senior Staff	2(8.7)	7(30.4)	8(34.8)	2(8.7)	4(17.4)	23(100)
Presently, I am actively searching for a new job						
Junior Staff	19(38.8)	13(26.5)	15(30.6)	2(4.1)	0(0)	49(100)
Senior Staff	6(26.1)	10(43.5)	5(21.7)	2(8.7)	0(0)	23(100)

Source: Field data, 2015

From table 14, turnover intentions were matched against the job positions of respondents of the survey. For the senior staff, 34.8 percent of them were neutral that in the last few months, they had seriously thought about looking for a new job. Also, 34.7 percent of the junior staff totally disagreed to the aforementioned statement. The senior staff had a total of 43.5 percent who somewhat disagreed that presently, they are actively searching for a new job. For the junior staff, 38.8 percent totally disagreed to the aforementioned statement. Details of responses for all the items can be referred from the table.

Table 15: Correlation between turnover intentions and employee engagement

			Turnover intentions	Employee engagement
Spearman's rho	Turnover intentions	Correlation Coefficient	1.000	-.384*
		Sig. (1-tailed)	.	.001
		N	72	72
	Employee engagement	Correlation Coefficient	-.384*	1.000
		Sig. (1-tailed)	.001	.
		N	72	72

* P>0.05 (1-tailed)

From Table 15, the Spearman's rho is -0.384, with a p-value of 0.001. This suggests that there is a statistically significant relationship between turnover intentions and employee engagement. Also, the correlation coefficient indicates a significant negative relationship between the two variables. However, the strength of correlation between the variables is quite moderate. It can therefore be deduced that the non-financial factors also contribute to the level of employee engagement. It is evident from the results that the high engagement levels of employees contribute to low turnover intentions.

In addition, research associated with the most common variables that are related to employee engagement has suggested that their resulting factors are inversely related to turnover intentions of employees (Carmeli et al., 2006). This has actually been reaffirmed by the above result. Again, Cheese et al. (2008) mentioned that most literature on employee engagement have shown that engagement is implicitly intertwined with turnover intentions of employees. In order to test whether this is true or not and also to confirm whether the same can be said of the current study or otherwise, a paired sample

t-test was conducted to evaluate whether there is an inverse relationship between the level of employee engagement and turnover intentions.

As established in Table 15, the result indicated an inverse relationship between turnover intentions and employee engagement. In this light, the current study also supports the assertion that there exists an inverse relationship between employee engagement and turnover intentions. Also, based on the responses gathered on the various items on turnover intentions of employees, it was evident that majority of them, irrespective of their gender or job position had no intention of looking for another job or leaving the organisation. For instance, senior staff had a total of 43.5 percent of the senior staff and 38.8 percent of the junior staff somewhat disagreed and totally disagreed respectively at the time of the survey that they were actively searching for a new job.

In addition, it is not very surprising that most of the employees had no intentions of leaving the organisation, especially when results obtained on engagement levels revealed that about 70 percent of them were actively engaged to their job. This findings are also in line with Towers Perrin Group's (2003) research which was mentioned that actively engaged employees are less likely to leave their organisation and more likely to spend their career with the organisation.

Table 16: Opinions of respondents on the drivers of their engagement levels

Comment	Number of responses	Percentage (%)
Pay and benefits	39	83 %
Training and development	22	47 %
Relationship with supervisor	19	40 %
Participation in decision-making	12	26 %
Job security	17	36 %
Positive work environment	9	19 %
Recognition for good performance	21	45 %
No response	25	53 %
Total	164	349%

Source: Field data, 2015

As a way of soliciting the personal opinions of respondents on the drivers of their engagement levels, an open-ended question was included in the survey and as a result, several responses were gathered from the participants. The total number of responses and no responses obtained from the open-ended question was 164. It is worth noting that, most of the responses given were related to the financial and non-factors that were discussed in the literature review as potential drivers of engagement whereas others too were new factors that were revealed in the responses to the open-ended question.

As shown in Table 16, the respondents ranked pay and benefits, opportunities for training and development, and management's recognition for a good job done as their top drivers of engagement at the workplace. Not

surprisingly, 83 percent ranked pay and benefits as one of the drivers of their level of engagement, with this implying that employees continue to consider their financial rewards as being a crucial factor when it comes to their level of engagement. Also, 47 percent mentioned training and development as one of their top drivers of engagement. This could be based on the fact that employees recognise the need to continually upgrade their knowledge and equip themselves with new skills in order to meet the pressures of the growing competitive job market.

Furthermore, 36 percent ranked job security among their top drivers of engagement. Because of no such thing as a job-for life any longer, it is believed that most employees would be highly engaged to their organisation when they know that their jobs are secured, which most people depend upon as their source of livelihood. Again, the social relationship employees have with their supervisors, as well as the organisational culture in terms of the extent to which employees are allowed to participate in decision-making and the recognition they receive for a good performance contribute to the driving force of their level of engagement.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The current chapter looked at the summary, conclusions and recommendations of the study. The summary touched on issues related to the study's overall objective, methodology and the key findings for the three objectives. The conclusions were drawn from the major findings of the three objectives. The recommendations were drawn from the various findings and conclusions of the study. Lastly, suggestions for future studies were given in this chapter.

Summary of findings

Engaging employees and reducing turnover has become very critical in today's context where there is an urgent need for public sector agencies to attract and retain the best talents by offering them the best incentives to work (Lockwood, 2007). Hence, the current study was aimed at assessing the level of employee engagement in the context of the compensation and benefits policies, and by extension determines the turnover intentions of employees at the Central Regional Office of the Electricity Company of Ghana (ECG) Limited. A cross-sectional design which made use of self-administered questionnaires was used to conduct the survey. A total of 72 out of the 80 employees who were available at the time of the study willingly participated in the survey.

The respondents comprised of 55.6 percent males and 44.4 percent females. Also, 68.1 percent of the respondents were junior staff while 31.9

percent were senior staff. Also, 52.8 percent of the respondents were between the ages of 30 to 39 years at the time of the study. Based on the study's three main objectives, the key findings are as follows.

The feedback obtained from the study's first objective revealed majority of the workers agreeing to be well compensated by the organisation. Thus, they indicated that their performance was rewarded properly. Also, majority revealed to receive sufficient pay for the work they did. However, for the two gender groups, the females responded to receive sufficient pay for the work that they did than the men. For the job positions, there was not much difference from both the junior and senior staffs in their responses to the statement that, they received sufficient pays for the work that they did.

In terms of the benefits policy, majority of the respondents agreed to receive adequate benefits from the organisation and also, they were easily accessible. However, majority responded that their benefits were not paid on time. For the gender groups, more of the males responded that their benefits were not paid on time than the females. Surprisingly, majority of the senior staff responded that their benefits were not paid on time.

Findings obtained in relation to objective two of the study, thus the non-financial factors that can contribute to the level of engagement were very interesting. Majority of the respondents indicated that on their job, they had freedom to decide how to do their job. Also, majority of them were neutral, thus not quite sure that the people they worked with took personal interest in them. In addition, majority of the respondents were not quite sure that the threat of losing their job was very low.

In terms of the gender groups, majority of both the males and females were neutral about the statement that on their job, they had the freedom to decide how to do their work. Also, both gender groups were not quite sure, thus neutral that the people they worked with took personal interest in them. Majority of the males were actually not sure about the fact that the threat of losing their job was very low. For the responses obtained in the aspect of job positions, majority of the junior staff agreed that only management decided what everybody had to do. Also, majority of the senior staff were neutral, thus not sure about the fact that the threat of losing their job was very low.

The third objective was meant to determine the turnover intentions of employees in the organisation in relation to their levels of engagement. It was discovered that most of the employees had not seriously thought about looking for a new job in some few months before the survey. Also, majority of the respondents were not quite sure to leave the organisation in the near future. Responses obtained from the gender groups revealed that, most of the females had not seriously thought about looking for a new job. Also, most of the males were not quite sure of leaving the organisation in the near future. For the job positions, most of the junior staff had seriously not thought about looking for a new job in some few months before the survey was conducted. Similarly, most of the junior staff did not intend to leave the organisation in the near future.

Conclusions

First of all, it was discovered that the company had high levels of employee engagement. Also, the study revealed a positive relationship between the compensation and benefits policies and the levels of engagement.

Therefore, when the compensation and benefits policies increased, the levels of employee engagement would likely increase as well. This was reflected by the fact that majority of the employees agreed that they were properly compensated and the received adequate benefits from the organisation. The views of the respondents in relation to the factors that drove their level of engagement revealed majority stating pay and benefits as their most essential factor.

Furthermore, the study revealed that the high levels of engagement in the organisation had a positive relationship with the non-financial factors. Thus, not only the financial factors drove the levels of engagement, but the non-financial factors contributed as well. This could be confirmed by the fact that most of the respondents agreed that on their job, they had freedom to decide how to do their work. Also, it was based on the fact that, most of the people they worked with took personal interest in them. In terms of the personal opinions stated by the respondents as the driver of their engagement levels, training and development was the second most stated factor.

Lastly, the high levels of engagement in the organisation had resulted in low turnover intentions. This was evident by the fact that turnover intentions of employees had an inverse relationship with employee engagement. Thus, the results obtained on the turnover intentions of employees revealed that most of the workers had not seriously thought about looking for a new job. Also, majority of them did not intend to leave the organisation in the near future. In a nut shell, it can be said that the ECG has achieved its objective of ensuring that the compensation and benefits policies increase employee engagement and

consequently reduce turnover intentions at the Central Regional Office of the company.

Recommendations

Based on the results and findings of the study, the high engagement levels and low turnover intentions of employees in the organisation can be sustained through the following measures:

- ❖ Management of the company should maintain or further improve upon the current policies on compensation and benefits of the employees, since they have proved to be among the most essential driving forces of the levels of employee engagement and low turnover intentions.
- ❖ Also, the management should ensure that the mechanisms put in place for the processing and disbursement of staff benefits are reviewed to reduce bottlenecks in order to improve the time of delivery. By so doing, employees would not have any reason to complain about the length of time taken to access their benefits.
- ❖ In addition, the management should ensure that the junior staff are fully involved in the decision making process, especially on issues that are directly related to them. In this regard, the junior staff would feel that their opinions matter and as such, would become more engaged to their job and the organisation.
- ❖ Lastly, the management should ensure that the employees feel secured with their job by putting in place effective policies to develop the employees who are highly and potential leaders, as well as prepare them through succession

management programmes to enable them take up higher roles in the near future.

Suggestions for further research

The current study made use of only the quantitative approach to analyse the results and findings of the study. Therefore, future research can be conducted with the use of the mixed approach in order to gain a deeper explanation from respondents on the measured variables of the study.

Also, other policies in the ECG policy handbook, apart from the compensation and benefits policies which were the focus of the current study could be considered for future research. In this vein, more light would be shed on the success or failure of those policies in achieving their set objectives. This could even be done in other offices of the company in the other regions.

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APPENDIX A

COMPENSATION AND BENEFITS POLICIES

POLICY NUMBER 18

SUBJECT: COMPENSATION MANAGEMENT

PURPOSE

The company shall use its total rewards system to attract, motivate, retain and to generally satisfy employees.

POLICY STATEMENT

The company shall reward employees fairly, equitably, and consistently in accordance with its corporate culture.

SCOPE

This policy covers all employees.

GUIDELINES

- i. Monthly salaries of employees shall be paid into banks of their choice.
- ii. Statutory and other approved deductions shall be made from the employees' salaries.
- iii. No other deductions shall be made without the employees' consent.
- iv. An employee who is authorised to work beyond the normal hours of work shall be paid overtime allowance at the existing rates. Managers shall however not be entitled to overtime allowance.
- v. Incremental credits shall be given to employees based on the Performance Management System.
- vi. Consistency shall be maintained in the methods used to fix and review salary levels and differentials.

- vii. There shall be periodic review and auditing of the Company's salary in order to correct inherent anomalies.
- viii. Incremental dates shall be governed by approved Company policy.
- ix. Wages and salaries shall be managed in a fair manner based on laid down principles so as to minimize the incidence of employee petition on salaries.
- x. In managing compensation, there shall be a balance between the company's interest and cost and the expectations of employees.

PROCEDURE

- i. The Human Resources Directorate shall develop and manage the company's compensation and benefits system.
- ii. Line managers shall match performance with reward.
- iii. The Human Resources Directorate shall conduct job evaluation and wages/salaries surveys.
- iv. Line managers shall recommend pay rates and increases based on guidelines from the Human Resources Directorate.
- v. The Human Resources Directorate shall develop wage and salary structures and policies.
- vi. Line managers shall evaluate employee performance for compensation purposes.

POLICY NUMBER 20

SUBJECT: EMPLOYEE BENEFITS

PURPOSE

To sustain employee loyalty in order to retain them

SCOPE

This policy covers all employees.

POLICY STATEMENT

The company shall use its benefits system to improve the quality of life of its employees.

GUIDELINES

- i. The company shall provide a range of benefits to employees. Such benefits shall include:
 - a) Medical care to employees and their registered dependents
 - b) Educational subsidy
 - c) Electricity subsidy
 - d) Rent subsidy
 - e) Transport subsidy
 - f) Fuel subsidy
 - g) Vehicle maintenance allowance
 - h) Provident fund
 - i) Telephone subsidy (managers only)
- ii. The various forms of employee benefits shall be negotiated for between management and the representatives of identifiable groups.
- iii. The company in consultation with identifiable groups shall periodically review any of the employee benefits.

- iv. The Director of Human Resources shall manage employee benefits.
- v. The company shall use its benefits system to reduce financial burden on employees.
- vi. Management shall periodically publish the full range of benefits available to employees.
- vii. The managers of the provident fund shall issue an annual statement to each employee on his/her accumulated contributions.
- viii. Employees shall be paid transport subsidy at the prevailing rates.
- ix. The repayment period for each type of loan/advance shall be determined by management.
- x. Management may use its discretion to grant additional loan to an employee owing on a particular loan.
- xi. Employees whose deductions exceed the mandatory forty percent of their gross salary shall not be eligible for any loan.

PROCEDURE

Medical Care

- i. Employees and/or dependants shall obtain a certified medical request form from Human Resources Directorate in Head Office or Human Resources Section in the Region and the Offices of the District Managers.
- ii. He/she shall send the form to either a government or company recognised hospital/clinic.
- iii. The medical request form shall be endorsed by a recognised medical practitioner.

- iv. The medical claim form shall be vetted, certified and approved by the Director of Human Resources, the Regional Director or the District Manager for refund.

Educational subsidy

- i. The Director of Human Resources shall issue a circular spelling out the guidelines on the educational subsidy.
- ii. Eligible employees shall apply to the Director of Human Resources through their line managers.
- iii. The Director of Human Resources shall process applications received from eligible employees.
- iv. Employees who satisfy the requirements shall be paid the educational subsidy.

Vehicle Maintenance Allowance, Fuel and Transport Subsidy

- i. Employees who own vehicles, motor cycles and bicycles shall apply to the Director of Human Resources through their line managers for vehicle maintenance allowance and fuel subsidy.
- ii. The Director of Human Resources shall process the applications and inform the applicants accordingly on approval or otherwise.
- iii. However, employees who do not own their means of transport shall be paid the transport subsidy at the prevailing rates.

Provident Fund

- i. Employees may access the provident fund after a specified period by completing the appropriate form.
- ii. The employee shall submit the completed form to the Administrator of the Fund through the line manager.

iii. The Administrator of the Fund shall process the applications received from employees.

iv. Payment shall then be made to the employee through his/her line manager.

Loans and Advances

i. Employees may access the various types of loans and advances by completing a form or by writing applications as the case may be.

ii. The applications shall be submitted to the Director of Human Resources through the line manager for processing.

iii. The Director of Human Resources after processing the application may grant the loan or advance.

APPENDIX B

RESEARCH QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT STUDIES

Dear Respondent,

My name is Nana Oteng Frimpong, a postgraduate student of the University of Cape Coast and as part of the academic requirements for the completion of a Master of Business Administration (MBA) degree with concentration in Human Resource Management; students need to write a dissertation. Therefore, the overall aim of my study is to assess the level of employee engagement and turnover intentions in the context of the compensation and benefits policies, as well as other non-financial factors in the Central Regional Office of the Electricity Company of Ghana Limited.

This questionnaire has been designed to determine the extent to which the company's HR Policies has engaged you. You are assured that this work is purely for academic purpose and your responses would be kept confidential. Responding to the questions should only take 10 minutes of your time. Also, participation in this survey is totally voluntary and you can withdraw at any time.

Thank you.

PART I: About Yourself

Please tick the appropriate box to answer the following questions:

1. What is your gender? Male Female
2. What is your age? 20-24 years 25-29 years
 30-34 years 35-39 years 40 years and above
3. How many years of experience do you have in this company?
- 2 years and below 3-9 years 10-15 years
 16 years and above
4. What is your current job position?
- Junior Staff Senior Staff

Part II: Work Engagement

The following 9 statements are about how you are engaged to your work. Please tick any number from 1- 6 that best describe how you frequently feel and indicate in the space.

1= Almost Never (A few times in a year or less); 2= Rarely (Once in a month or less); 3= Sometimes (A few times in a month); 4= Often (Once in a week); 5= Very Often (A few times in a week); 6= Always (Everyday)

Statement	1	2	3	4	5	6
1. At my work, I feel bursting with energy						
2. At my job, I feel strong and vigorous						
3. I am enthusiastic about my job						

4. My job inspires me						
5. When I get in the morning, I feel like going to work						
6. I feel happy when I am working intensely						
7. I am proud of the work that I do						
8. I am immersed in my work						
9. I get carried away when I am working						

PART III: Factors of Employee Engagement

The following statements are about the factors that can influence your level of engagement to your company. Please indicate how much you agree or disagree with each statement by ticking any one of the numbers from 1 - 5 for each statement.

1= Totally Disagree; 2= Somewhat Disagree; 3= Neutral; 4=Somewhat Agree; 5= Totally Agree

Financial Factors	1	2	3	4	5
10. My performance is rewarded properly					
11. I receive sufficient pay for the work that I do					
12. I receive adequate benefits from my organisation					
13. The benefits I deserve are easily accessible					
14. My benefits are paid on time					
Non-Financial Factors	1	2	3	4	5
15. On my job, I have freedom to decide how I do my work					

16. Only the management decides what everybody has to do					
17. People I work with take active interest in me					
18. The threat of losing this job is very low					
Employee Turnover Intentions	1	2	3	4	5
19. I intend to leave the organisation in the near future					
20. In the last few months, I have seriously thought about looking for a new job					
21. Presently, I am actively searching for another job					

22. In your own opinion, what are the two factors that are most important for you to be engaged in your company?

a).....

b).....

Thank You.